

# FISCAL 2016

Summary of the Adopted Budget

Stephanie Rawlings-Blake, Mayor  
City of Baltimore, Maryland



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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, 2014**

Executive Director

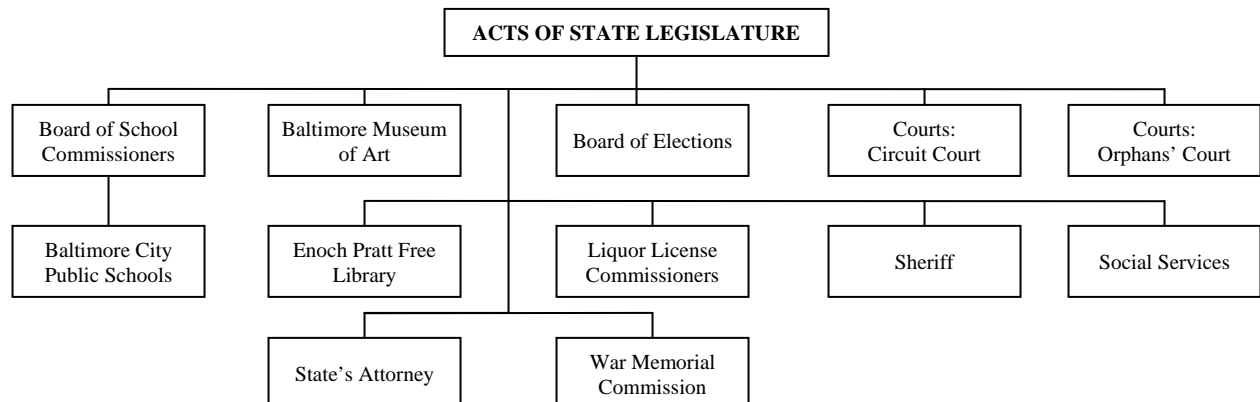
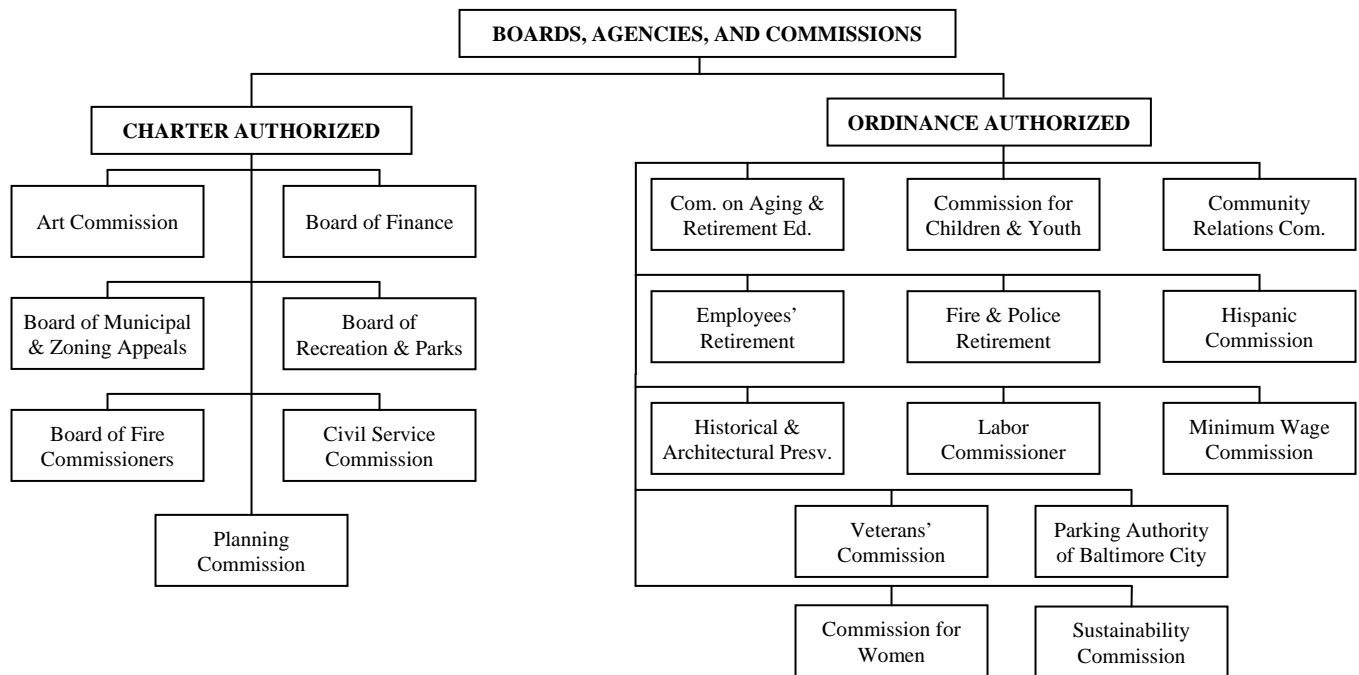
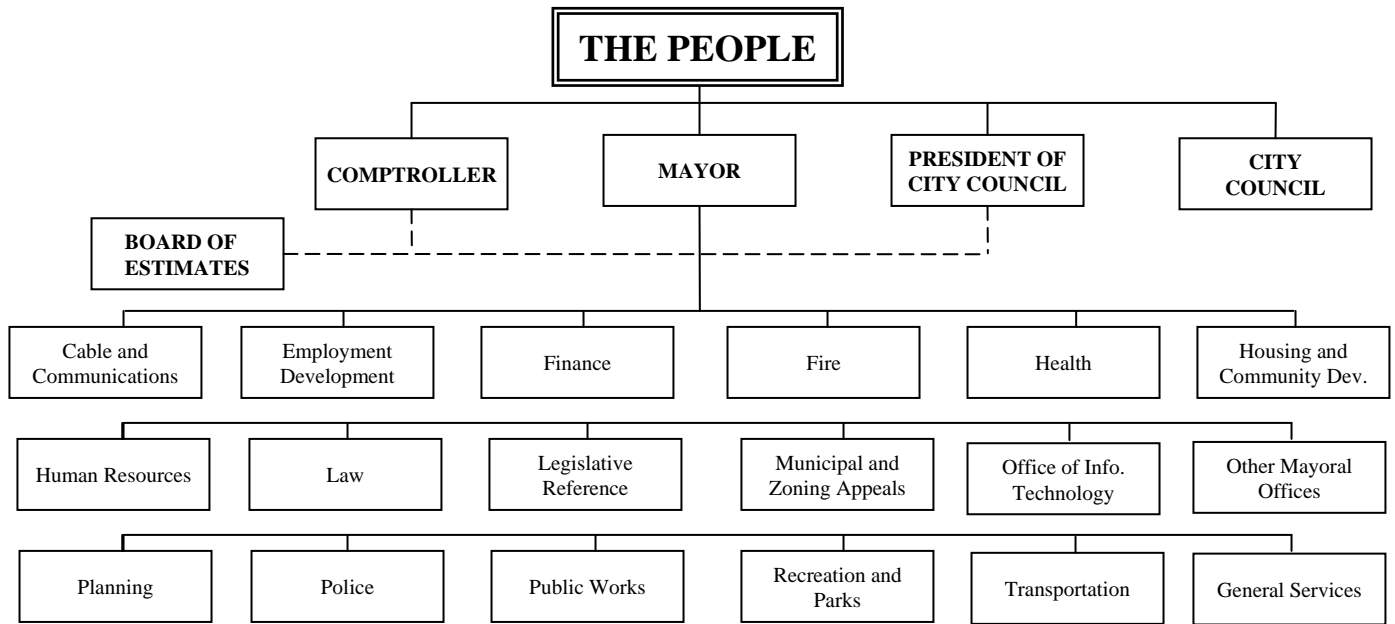
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# FISCAL 2016 Summary of the Adopted Budget



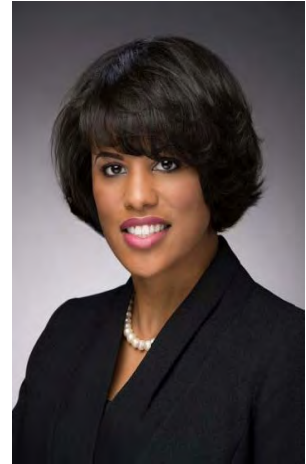
## Introduction

# MUNICIPAL ORGANIZATION CHART





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



Dear Taxpayer,

The Fiscal 2016 Budget Plan reflects a recovering economy. It continues the City's momentum toward fiscal sustainability, boosts investments in infrastructure and economic growth, and makes City services more proactive while trimming the workforce to its smallest size in modern history.

Our Ten-Year Financial Plan has already cut the City's long-range structural budget deficit by more than half, reduced the property tax rate by more than six percent for homeowners, pumped nearly one hundred million new dollars into blight elimination and capital projects, and shrunk the City's unfunded pension and health care liabilities by \$850 million, or 27 percent.

The Budget Plan makes responsible choices to continue this kind of progress, including boosting General Obligation Bond borrowing to a record \$65 million while maintaining sound debt ratios; shrinking the size of the City's fleet while continuing an aggressive vehicle replacement program to lower maintenance and fuel costs; eliminating unnecessary health benefit costs while improving employee wellness; and strengthening the City's balance sheet by building reserves and addressing fund deficits that I inherited when I became Mayor.

The City's improving fiscal picture has made possible \$4.2 million in new spending for after-school and other youth programs. Giving our young people hope and opportunity is essential to growing Baltimore.

Creating a brighter future for our children is a team effort. Please think about what you can do to help, be it mentoring or tutoring a child, volunteering at a school, or hiring a young person. I promise you will get from it more than you give.

Thank you,

Stephanie Rawlings-Blake  
*Mayor*  
Baltimore City

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

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Budget Overview

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The Adopted Budget for Fiscal 2016 continues the transition to more proactive city services. Among the highlights:

- A smarter police patrol schedule matches deployments to crime activity and reduces overtime costs.
- A new approach to EMS adds basic life support units during peak periods, speeding response times and reducing costs at the same time.
- New technology will increase the productivity of Healthy Homes case workers by 25%, meaning that more families will get help reducing asthma triggers.
- Proactive street tree pruning will improve the city's "green infrastructure" and head off emergency service calls and property damage due to falling limbs.
- Rat Rub-Out will transition from reactive to proactive, with alleys inspected every 20 days.
- New capital spending, including \$21.8 million in General Fund capital, \$15 million in transportation bond funding, and \$65 million in General Obligation Bond funding – the highest level in the city's history – continues the city's reversal of years of deferred investment.

The budget plan supports Mayor Rawlings-Blake's vision to grow Baltimore's population by 10,000 families and is built around seven Priority Outcomes:

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

Below are highlights of what the budget plan includes for each Priority Outcome. Funding details for city services are provided in the Summary of Recommendations section of this book.

***Better Schools***

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, the graduation rate, and the dropout rate for Baltimore City have improved, but third grade reading scores have fallen and attendance rates remain flat. This budget maintains funding for services that provide enriching Out of School Time programming for Baltimore's children.

- Fully funds the City's Maintenance of Effort (MOE) payment to the Baltimore City Public School System (BCPS) at \$237.5 million, which includes \$29.8 million for retiree healthcare. The City's teacher pension contribution is \$17.9 million, \$3.1 million above the Fiscal 2015 level.
- Provides \$38.7 million for the Mayor's *Better Schools Initiative* to modernize city school buildings. Funding sources include proceeds from the beverage container tax, casino lease revenues, State formula aid leveraged by the City, and a General Obligation bond allocation.
- Keeps all library branches open and maintains Sunday hours of operation to improve third-grade reading and kindergarten readiness, and support life-long learning.
- Maintains funding of \$6.1 million for Out of School Time (OST) programs administered by the Family League of Baltimore City. Funding for these programs has grown by \$1.3 million over the past four years, even as the City has struggled to close large budget deficits. After the budget was adopted, an additional \$4.2 million was transferred to support OST and Community Resource Schools.
- Funds an enhancement that will invest in eight highly experienced mentor-coaches, placed in Baltimore City Head Start (BCHS) classrooms to work with BCHS teachers and teacher assistants. The coaches will help them to use evidence-based early childhood intervention practices, and will have a direct and measurable impact on school readiness for all 759 students in the City's Head Start program.
- Funds home visiting services for 770 first-time and/or high-risk mothers and families through the B'more for Healthy Babies initiative (BHB), improving birth outcomes for Baltimore's youngest residents. Recommended enhancement funding will invest in a database that will monitor and track BHB efforts around trainings, provider and community outreach, and an inventory of promotional and informational materials.
- Supports 850 disconnected and out of school youth who attend two Youth Opportunity (YO!) Centers to access 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 mentors at YO! Centers. Recommended enhancement funding will invest in updating an outdated computer lab, allowing youth to prepare for and take the GED online, as well as fill out job applications online.
- Provides funding to support year-round Head Start and Early Head Start at the Dukeland facility. This program will serve 28 infants and toddlers as well as 68 children

ages 3-5 with evidence-based programming geared towards increasing Kindergarten readiness.

### ***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.

Property and violent crime have trended downward over the past eight years. Preliminary 2014 figures show a continuation in the reduction of both property and violent crime rates from 2013; however, 2015 has seen a spike in homicides following the unrest in April. Fire response times have improved, and EMS is meeting response time standards more often. This budget includes continued investments to bolster the crime fight, as well as new support for programs that seek to mitigate crime and help ex-offenders successfully reenter the Baltimore community. The Fiscal 2016 budget provides for a safer Baltimore through the following initiatives:

- Puts more officers on the street during peak crime hours, while reducing overtime spending and improving officer pay.
- Invests additional resources in daytime and nighttime Youth Connection Centers. This initiative aims to prevent youth-involved victimization and perpetration of crime, and offers a safe, supportive environment in which young people and their families can obtain supportive services. Daytime centers are a collaboration with the Baltimore City Public School System to immediately address truancy and work with absentee children to address the issues inhibiting them from engaging in classroom learning.
- Supports the Fire Department's implementation of a two-tier approach to EMS services. This model will result in additional medic units available during peak times resulting in improved response times and improved patient outcomes.
- Continues the City's commitment to Youth Violence Prevention. Programming partners with local, state and national agencies to ensure wraparound service delivery for Baltimore's Youth.

### ***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 percent of the population utilizing sustainable forms of transportation grew by 5% in 2014. Most citizens are still dissatisfied with the condition of streets and sidewalks. The number of vacant properties, along with poorly maintained homes, is also a concern for citizens. Although the quality and availability of recreational opportunities improved in 2014, most residents are still looking for more from these services. This budget sustains property tax reductions and invests in new initiatives that address these citizen concerns. The Fiscal 2016 budget:

- Sets the effective property tax rate for city homeowners at an average of \$2.131 per \$100 of assessed value, representing an average effective rate reduction of 13.7 cents (6.0%) since Fiscal 2012 under the Mayor's *20 Cents by 2020* initiative.
- Supports the Mayor's *Vacants to Value* program with \$10 million in capital funding for whole-block demolition and relocation, and \$4.2 million for homeownership incentives. The Fiscal 2016 budget also maintains funding for Housing Code Enforcement, allowing the Department of Housing and Community Development to continually increase the number of vacant structures made habitable or razed through code enforcement.
- Helps to grow Baltimore not only by attracting new residents, but retaining those we already have. A \$167,000 investment in *Live Baltimore* will expand marketing of the Resident Retention Tax Credit, helping develop a robust second-time homebuying market in Baltimore City.
- Provides \$10 million in capital funding to resurface neighborhood streets, \$7.95 million for bridge repairs, and \$5 million for Midtown Streetscape and Traffic Improvement. An additional \$750,000 in operating funds is included for the implementation of a BikeShare program.
- Provides over \$1 million for the Rat Rub-Out Program, initiating a proactive treatment cycle for neighborhood rat abatement. In Fiscal 2016, the Department of Public Works will inspect all 12,000 alleys in the City every 20 days and bait all burrows to reduce rat activity.
- Invests nearly \$350,000 for high-speed internet infrastructure at Community Recreation Centers, allowing for the expansion of *RecPro* software to all facilities. *RecPro* will enable the Department of Recreation and Parks to set up online registration for recreation and sports programs and offer activities that better meet community needs.
- Maintains funding for recreation centers, public pools, and park maintenance. In Fiscal 2016, the Department of Recreation and Parks will open new gymnasiums at C.C. Jackson and Rita Church Community Centers, and continue construction of new model centers at Cahill and Cherry Hill and newly renovated pools at C.C. Jackson and Druid Hill.

### *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 has bounced back from the Great Recession, and many economic indicators continue to move toward pre-recession levels. Data show that the City's core industries – healthcare, financial and hospitality – are posting moderate growth, strengthening the City's economic outlook. At the end of 2014, moreover, the unemployment rate was at its lowest year-

end rate since 2008, and growth remains strongest in “higher wage” occupations. This budget builds on these gains by bolstering support for small businesses, tourism and attraction, and workforce development, among other goals.

- Gives one-time enhancement funds to the Office of Employment Development, which will upgrade technology in the two adult One Stop Centers and two Youth Opportunity Centers. The modernization will enable the agency to provide job-seekers of all ages with the tools to compete in today’s job market. Funds were also provided to expand a pilot program that assists ex-offenders with finding employment.
- Doubles funding for the Small Business Resource Center, which will upgrade its technology and hire a Spanish speaker to serve an increasingly diverse clientele.
- Maintains funding for key cultural institutions, such as the art museums, the Baltimore Symphony Orchestra, the Baltimore Office of Promotion and the Arts, the Maryland Zoo in Baltimore, the Baltimore National Heritage Area, and the Baltimore Public Markets.
- Provides enhancement funding for the Convention Center to replace chairs and tables that have been in use since the expansion opened in 1996 and to refurbish its floors. These upgrades will allow the Convention Center to provide quality facilities and retain market share in a competitive environment.
- Provides additional support to the Office of Civil Rights that will increase productivity for both Wage Enforcement and Discrimination Investigations.

### *Innovative Government*

An innovative government adopts organizational change and encourages employee feedback and ideas; utilizes technology and best practices to streamline processes; leverages public and 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, increased the number of vendors doing business with the City, and improved the timeliness of vendor payments. Citizen satisfaction with City services has increased - with around 46% reporting they are “very satisfied” or “satisfied” on the annual survey – but not to where City leaders want it to be. This budget invests in making the city’s business processes more efficient and accountable.

- Funds the purchase of design and construction project management software. This centralized system will allow for the tracking of project milestones, performance, resources, and costs and will help increase the percentage of design and construction projects that are completed on time and within budget.

- Supports creation of a City-wide data warehouse which will eliminate manually intensive data gathering and reporting processes, allow for real time Citistat analysis, and enable reporting across data sets currently housed in separate systems.
- Includes \$1.0 million to implement a pay-for-performance plan for managerial and professional positions.
- Provides funding for Lean Government events, employee training, and other initiatives to improve efficiency and customer service.
- Funds the third round of the City's fleet modernization plan which will allow for the purchase of 505 vehicles in Fiscal 2016. The goal of the plan is to reduce the age of the City's fleet in order to shrink maintenance and fuel costs.

### *A Cleaner City*

A cleaner city impacts public health (clean water, clean air, and safe buildings), as well as maintains a positive public image in the eyes of residents, tourists and daily visitors.

In the past three years, household recycling has increased to 23%, although the City is not on track to achieve its 35 percent target by December 31, 2015. Despite these gains, only about a quarter of citizens rate the City's cleanliness "excellent" or "good."

- Continues support for the mechanical street and alley sweeping operations which have increased the number of lane miles swept.
- Maintains both proactive lot mowing and more cost-effective contractual tree trimming operations.
- Maintains funding for 1+1 trash and recycling collection, graffiti removal, and street and alley cleaning. The Ten-Year Financial Plan calls for the establishment of a solid waste enterprise. In preparation, the city will provide pilot use of municipal trash cans to all households and make the bulk trash service more cost-effective.
- Provides enhancement funding for the Proactive Tree Maintenance Program to ensure that trees on city right-of-way maintain proper form, minimizing storm damage.

### *A Healthier City*

A Healthier City is one where residents realize their full health potential. Indicators of heart disease and substance abuse are rising. This budget promotes investment in programming that utilizes evidence-based approaches to service delivery and targets at-risk individuals for treatment, care, and referral services.

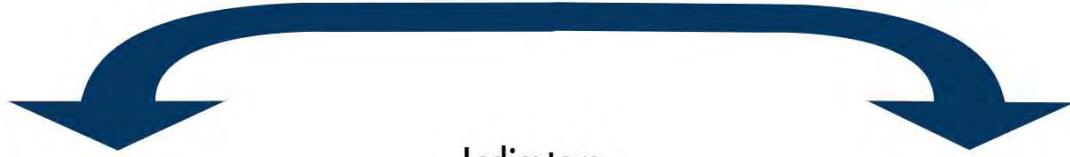
- Provides enhanced funding for the Virtual Supermarket Program, which aims to increase availability of healthy, affordable foods in identified “food desert” areas through community-based food access programs and partnerships.
- Invests in portable electronic devices to streamline workflow for the Community Asthma Program, improving capacity for case management of moderate to high risk asthmatic children.
- Supports continued funding of the needle-exchange program, which provides a needs-based exchange program and treatment options to reduce HIV transmission among intravenous drug users.
- Continues to support transition to permanent housing for homeless individuals through the Family Rapid Re-Housing Program and expansion of the Sarah’s Hope family shelter.
- Maintains funding for Environmental Health and Emergency Health Services, which will target improved response for food facility inspections and disease outbreak investigations.

# FISCAL 2016 Summary of the Adopted Budget










## Outcomes

# GROW BALTIMORE



## Indicators

Priority Outcomes	Better Schools		<ul style="list-style-type: none"> <li>Kindergarten readiness rate</li> <li>3rd grade reading proficiency</li> <li>BCPS graduation rate</li> <li>School attendance rate</li> </ul>
	Safer Streets		<ul style="list-style-type: none"> <li>Number of Shootings</li> <li>Property crime rate per 1,000 people</li> <li>% of citizens who say they feel safe in their neighborhood</li> </ul>
	Stronger Neighborhoods		<ul style="list-style-type: none"> <li>% of properties vacant</li> <li>Number of permits issued greater than \$5,000</li> <li>% of citizens who walk, bike or take public transportation to work, school and shopping</li> <li>Number of individuals taking part in recreational opportunities</li> </ul>
	A Growing Economy		<ul style="list-style-type: none"> <li>City resident employment rate</li> <li>Total number of jobs in Baltimore City</li> <li>Number of visitors</li> </ul>
	Innovative Government		<ul style="list-style-type: none"> <li>These services will focus on innovation in the management and delivery of their services to improve: (1) how fast they provide the service, (2) how efficiently they provide the service, and (3) whether the customer of the service is better off. Three services will be targeted through this Priority Outcome at any given time.</li> </ul>
	A Cleaner City		<ul style="list-style-type: none"> <li>Recycling rate</li> <li>City-wide energy use</li> <li>Water infrastructure reliability</li> <li>Watershed water quality</li> </ul>
	A Healthier City		<ul style="list-style-type: none"> <li>Number of drug-related ER visits</li> <li>Rate of heart disease</li> <li>Number of childhood asthma ER visits</li> </ul>

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Priority Outcomes and Goals

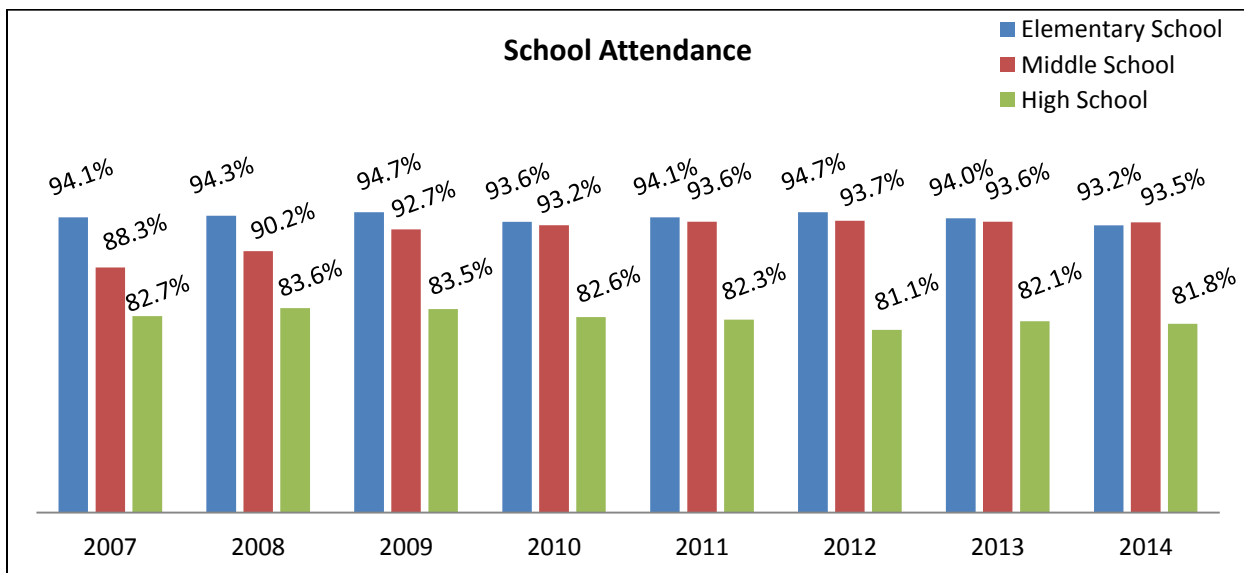
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**BETTER SCHOOLS**

**Priority Goals**

**1. School Attendance**

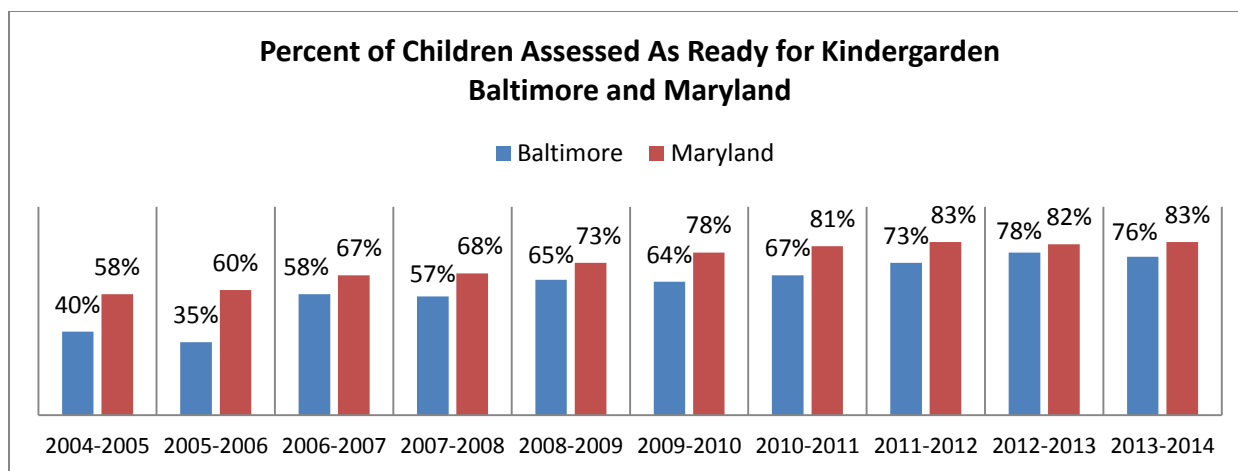
Positive school attendance has been correlated with increased student achievement in the early grades, as well as lower dropout rates and higher graduation rates in secondary grades, thereby contributing to students graduating from high school ready for college and career. Research also indicates that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



Source: 2014 Maryland State Report Card

**2. Kindergarten Readiness**

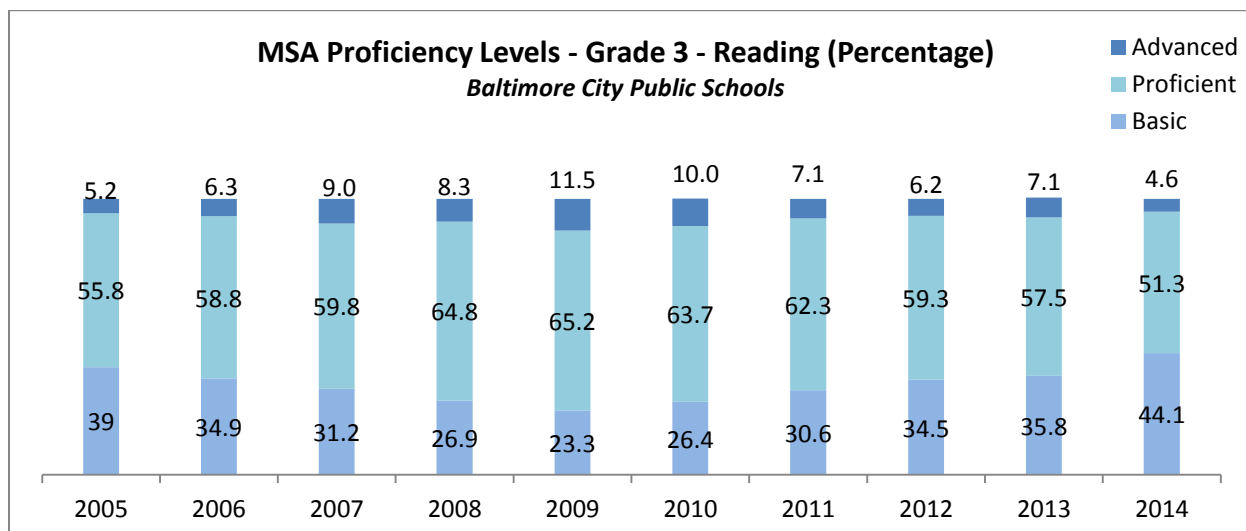
Children with certain levels of social and emotional development, cognition and general knowledge, language development, and physical well-being and motor development enter kindergarten ready to learn. They are better able to engage in and benefit from the learning experiences in kindergarten, preparing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



Source: 2013-2014 Maryland School Readiness Report

### 3. 3<sup>rd</sup> Grade Reading Proficiency

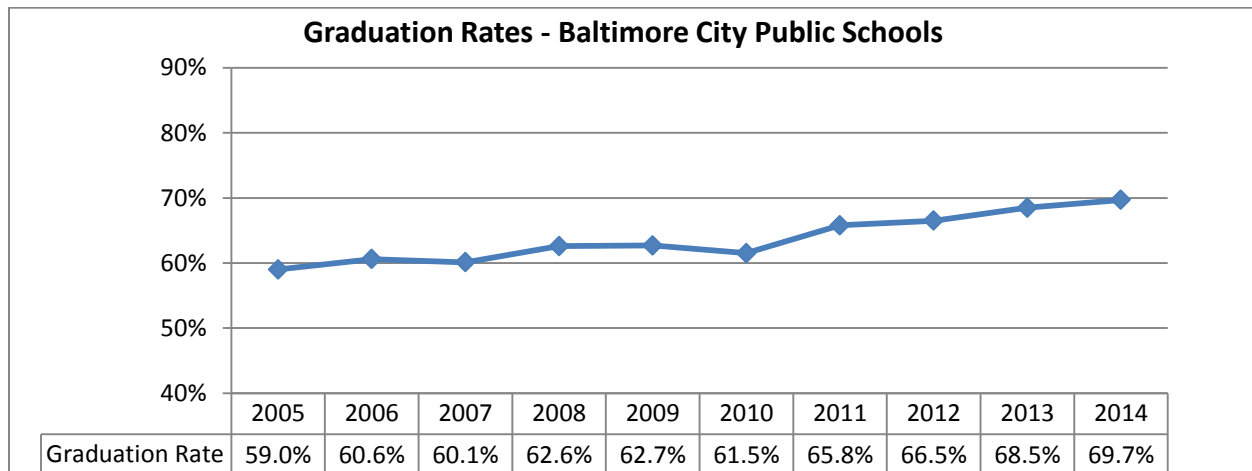
Reading proficiency at the end of the third grade is a critical benchmark in a child's development based on the understanding that most children are still learning to read up until the third grade. However, by fourth grade, there is the expectation that children should begin reading to learn and applying 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 to suggest 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 from high school.



Source: 2014 Maryland State Report Card

#### 4. Baltimore City Public Schools Graduation Rate

Baltimore's graduation rate has continually trended upward since 2005. In 2014 the graduation rate for Baltimore City Public Schools was 69.7%, an 18% increase since 2005. Baltimore City still trails behind the statewide average graduation rate, which was 86% in 2014.



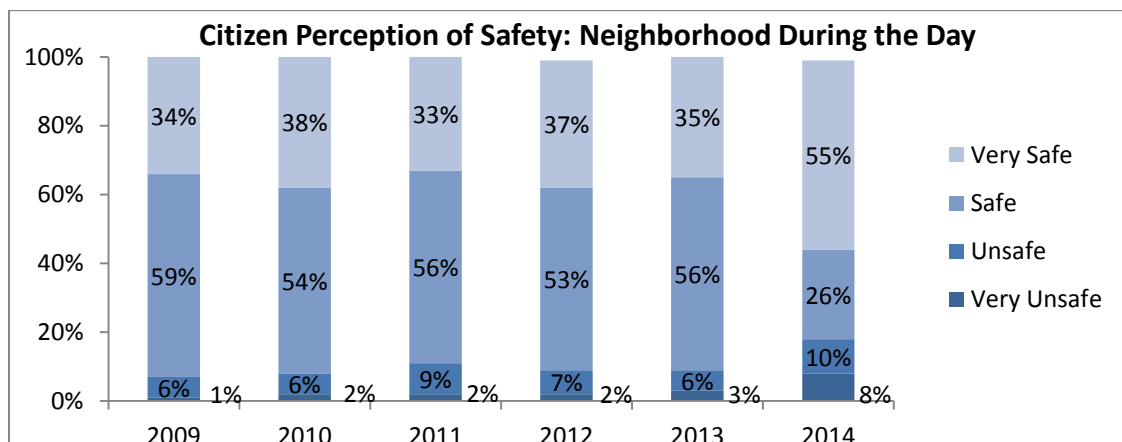
Source: 2014 Maryland State Report Card

### SAFER STREETS

#### Priority Goals

##### 1. Citizen Perception of Safety

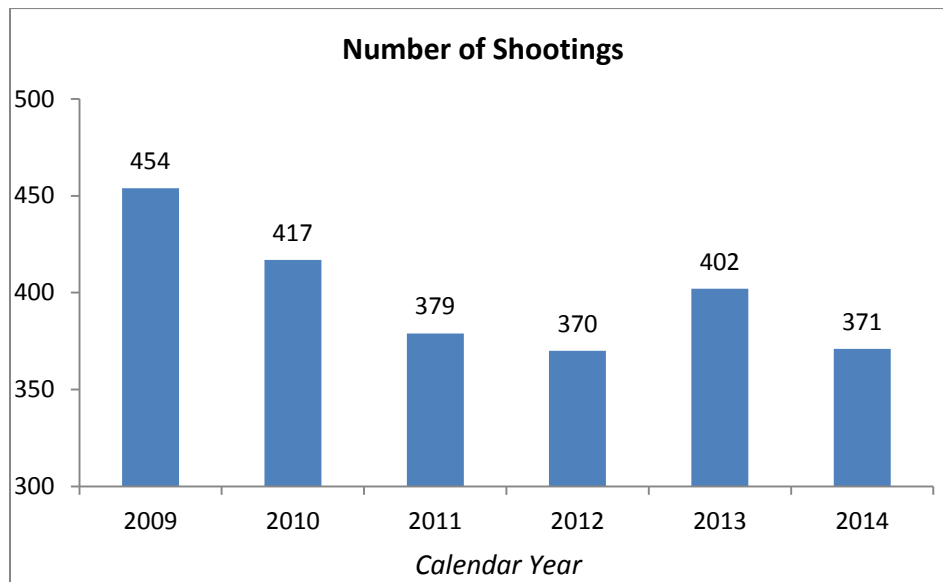
After education, feeling safe in Baltimore is the highest priority for Baltimore residents. According to the Fiscal 2014 Citizen Survey, perception of safety within Baltimore's neighborhoods as "safe" or "very safe" during the day and night decreased by 20% compared to Fiscal 2013 levels. Perception of safety in the downtown area continues to lag behind neighborhoods.



Source: 2014 Baltimore Citizen Survey

## 2. Number of Shootings

Shootings, both fatal and non-fatal, are considered a violent crime. Violent crime has consistently ranked as a top concern of residents according to the Baltimore City Citizen Survey, with 87% of 2014 respondents saying it was a serious or very serious problem. After increasing in 2013, the number of shootings in 2014 decreased by 7%.



Source: Baltimore City Police Department

## 3. Property crime rate per 1,000 people.

Property crime includes burglary, larceny and auto theft. Property crime has consistently ranked as a top concern of residents according to the Baltimore City Citizen Survey. Since 2006 property crime has been on a downward trend. From 2013 to 2014 the rate decreased by 5%.



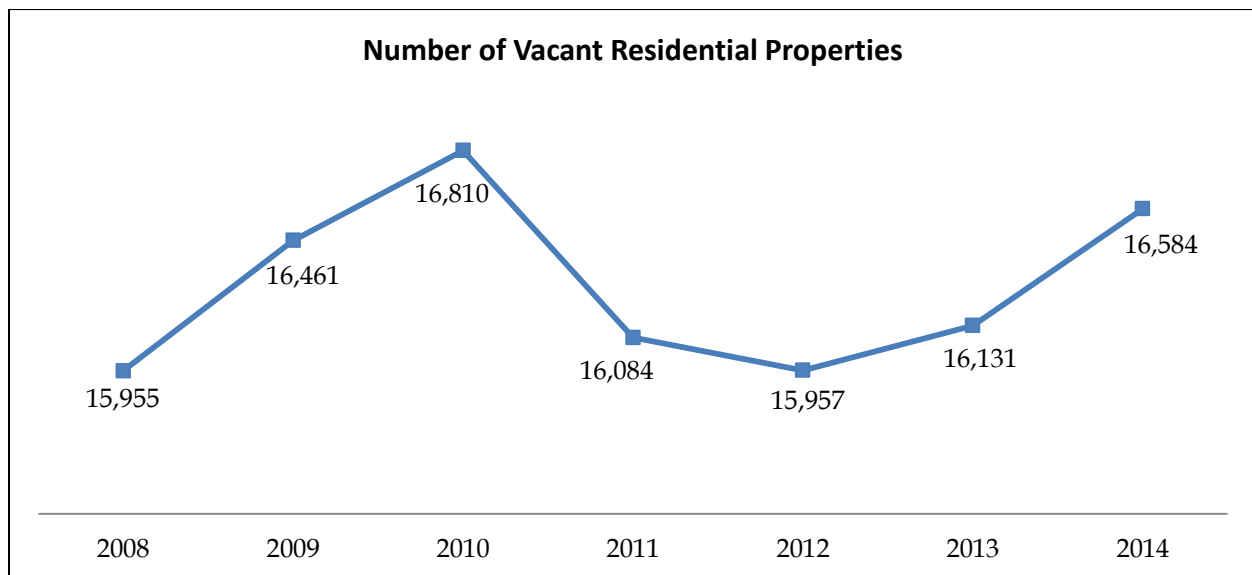
Source: Baltimore City Police Department

## STRONGER NEIGHBORHOODS

### Priority Goals

#### 1. Number of Vacant Properties

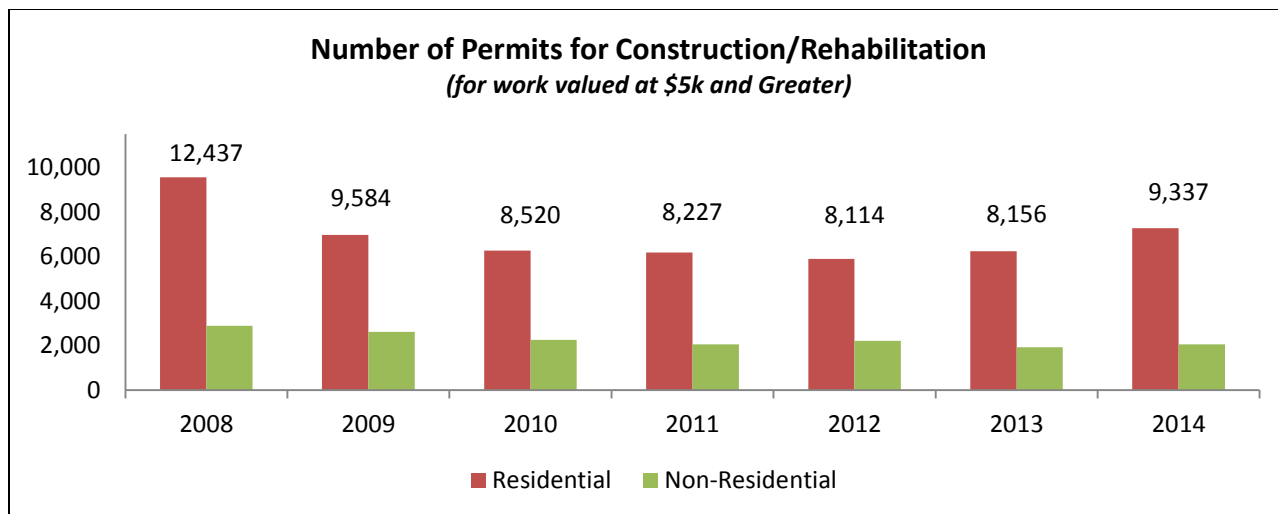
In 2010, Baltimore kicked off the Vacants to Value campaign geared toward reducing the City's vacant building stock and combating blight. The number of vacant buildings peaked in 2010 and has trended downward in 2011 and 2012, however, it has begun trending upward in 2013 and 2014. The uptick in recent years can be attributed to the impact of housing bubble in Baltimore City as foreclosures contributed to newly vacant properties in various parts of the City. In Fiscal 2014 the City ramped up demolition efforts with increased capital funding through the Mayor's Ten-Year Financial Plan. Accelerating the demolition and re-use of these properties will not only realize available direct benefits of clearing current vacant and abandon properties more quickly; it is also expected to help stem the pace of other neighboring properties becoming blighted in future years.



Source: Baltimore City Department of Housing and Community Development

#### 2. Number of Permits Issued Worth Greater than \$5,000 (residential and non-residential)

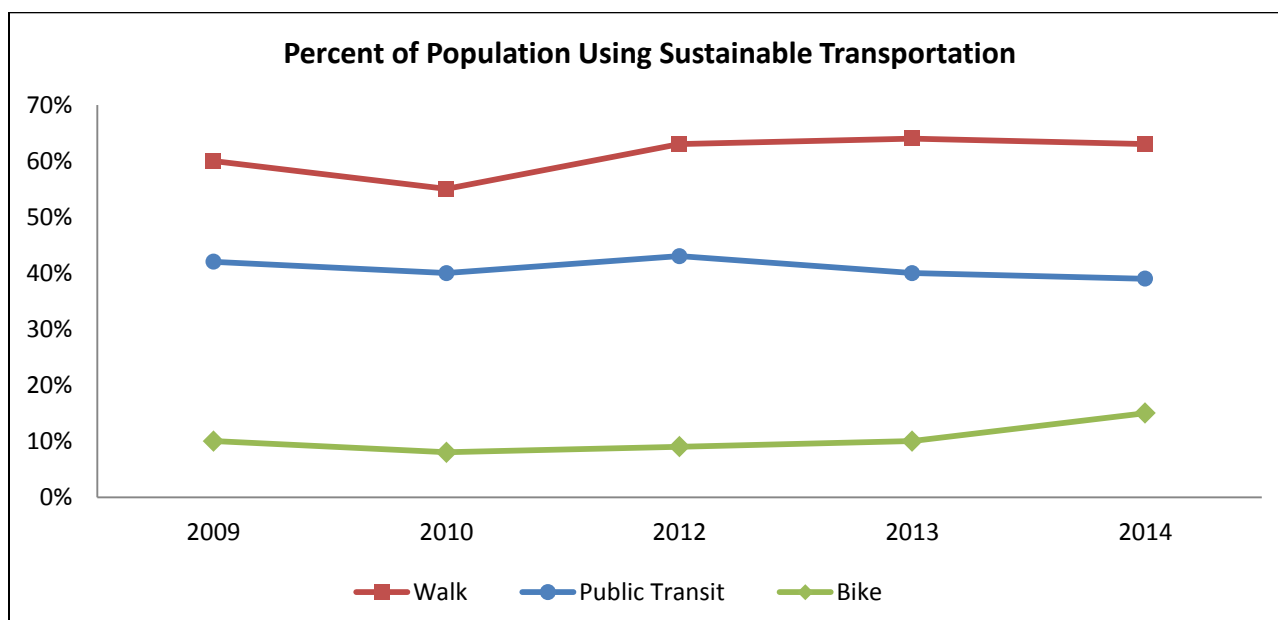
The total number of permits issued peaked in 2008, declined for the next four years, but has started to increase over the past two years. More permits were issued in 2014 than in any of the past four years. Number of permits is a measure of neighborhood investment; construction or rehabilitation work valued higher than \$5,000 excludes minor repair work and shows the level of significant property investment each year. Housing Code Enforcement plays an important role in facilitating property investment. Ensuring housing codes are enforced across the board increases homeowner and developer confidence and leverages private investment in existing homes and commercial properties.



Source: Baltimore City Department of Housing and Community Development

### 3. Percentage of Citizens Using Sustainable Forms of Transportation

The use of sustainable transportation to get to work, school or shopping has been relatively consistent over the past five years. There was a decline between 2009 and 2010 across all modes of sustainable transit. Surprisingly, 2014 saw a drop in public transportation use to the lowest levels while bike usage increased by 5% to its highest levels. The Charm City Circulator began operations in 2010, although the first full year with all three primary Circulator lines in operation was 2012. Baltimore has constructed more than 42 on-street bike lane miles since 2006, likely facilitating growth in bike usage.



Source: 2014 Citizen Survey

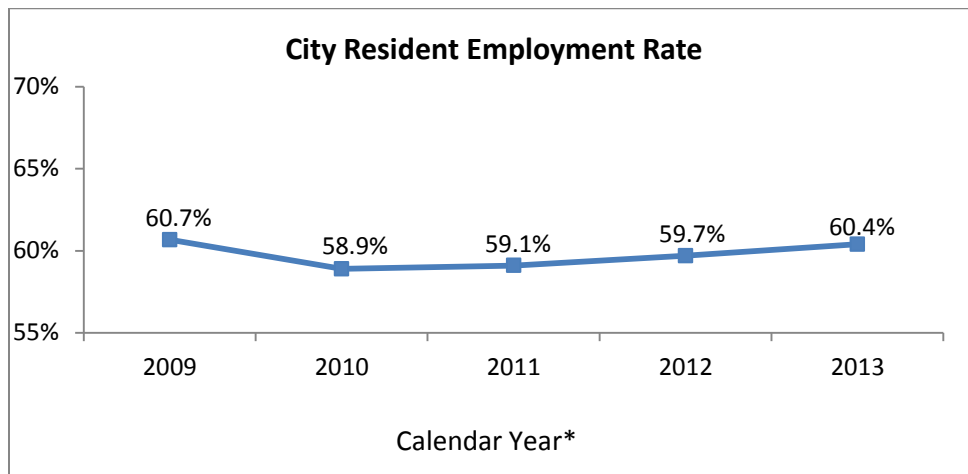
\*This question was not asked on the 2011 Citizen Survey.

## ***A GROWING ECONOMY***

### ***Priority Goals***

#### **1. City resident employment rate**

The employment rate for Baltimore residents 16 and older declined between 2009 and 2010 due to job loss within the City following the Great Recession. However, the resident employment rate is rebounding, and has nearly returned to the City's 2009 level. Between 2010 and 2013, the resident employment rate increased by 1.5%, from 58.9% to 60.4%.

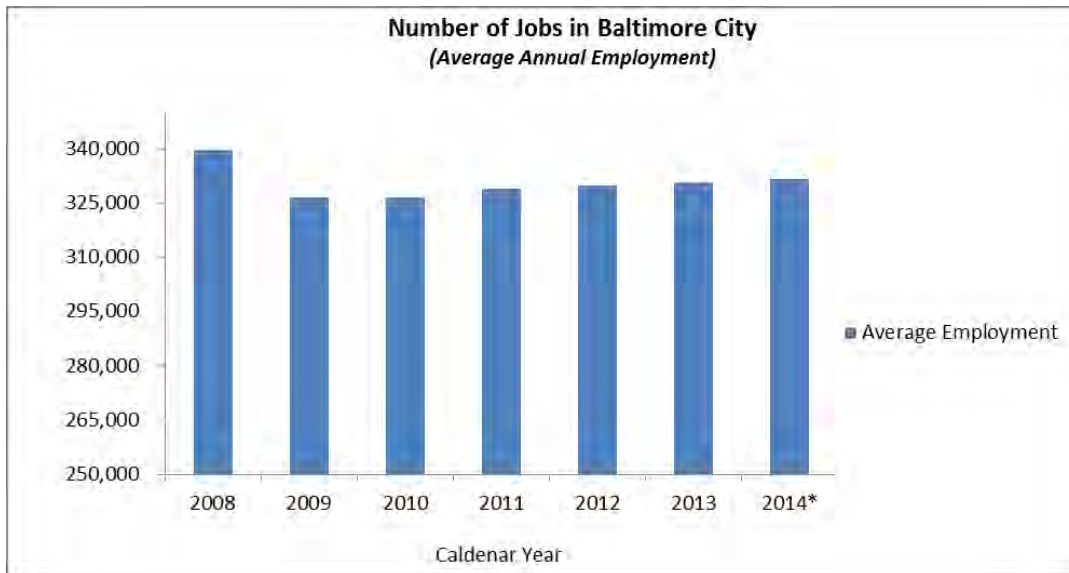


Source: US Census, American Fact Finder.

\*Data for 2014 will be ready mid-2015.

#### **2. Number of jobs in Baltimore City**

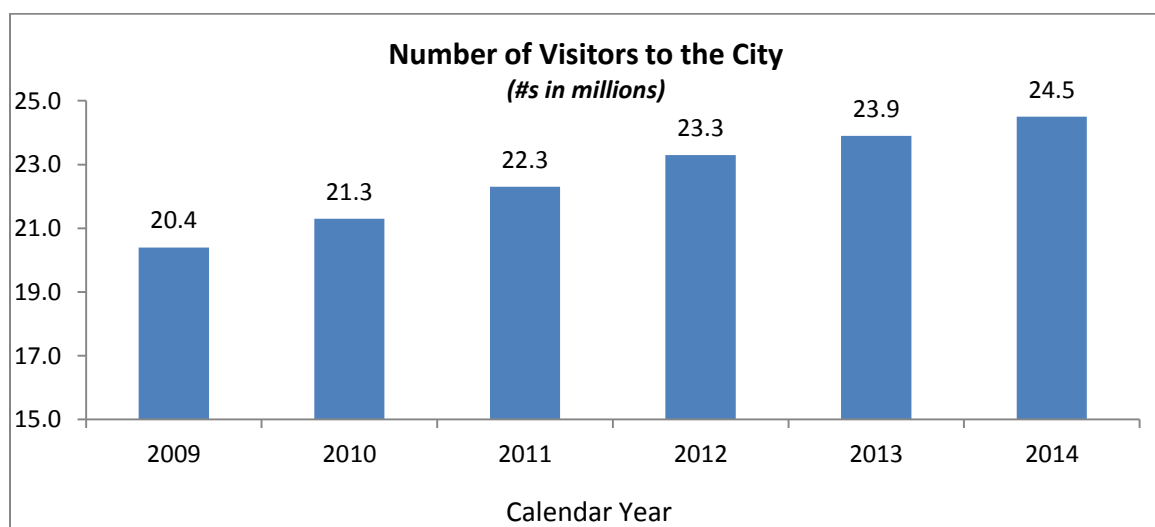
The number of jobs in Baltimore has continued to increase since 2009; however the number has not rebounded to pre-Great Recession levels. Since 2009 the number of jobs has increased by 5,014 jobs, or 1.5%. According to the Baltimore Development Corporation (BDC), the increase in the number of jobs in the City is due mainly to private sector employment gains. Over the period of 2010 to 2013, the number of trade, transportation and utilities jobs increased by 9%; professional and business services jobs increased by 21%; leisure and hospitality employment increased by 12%; and education and healthcare jobs increased by 3%.



Source: Maryland Department of Labor, Licensing and Regulation.  
2014 data based on averages through 3<sup>rd</sup> Quarter

### 3. Number of visitors

Attracting visitors to Baltimore helps bolster business revenue, City government revenue, and create and sustain jobs in the leisure and hospitality sector. Baltimore is home to a number of important tourist attractions including the twin stadiums – M&T Bank Stadium and Oriole Park at Camden Yards, the Inner Harbor, the Horseshoe Casino, Fort McHenry, the National Aquarium, museums, parks, entertainment venues, and festivals. The table below demonstrates that the number of visitors to the City has increased by 3.5 million or 17.5% in the last 5 years, from 20.4 million in 2009 to 23.9 million in 2013.



Source: Visit Baltimore

## INNOVATIVE GOVERNMENT

### Priority Goals

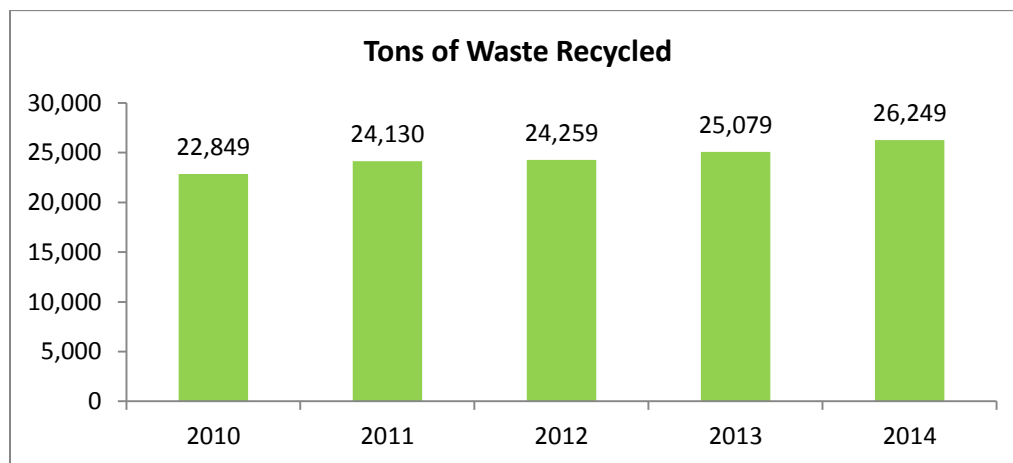
**Priority Indicators** are measures of success within each of the Priority Outcomes. Services within Innovative Government are solely focused on improving the efficiency and effectiveness of their service delivery. Specifically, these services will focus on innovation in the management and delivery of their services to improve: (1) how fast they provide the service, (2) how efficiently they provide the service, and (3) whether the customer of the service is better off. Three services will be targeted through this Priority Outcome at any given time. The first three services will be: Special Events, Prompt Payment, and Procurement.

## A CLEANER CITY

### Priority Goals

#### 1. Recycling Rate

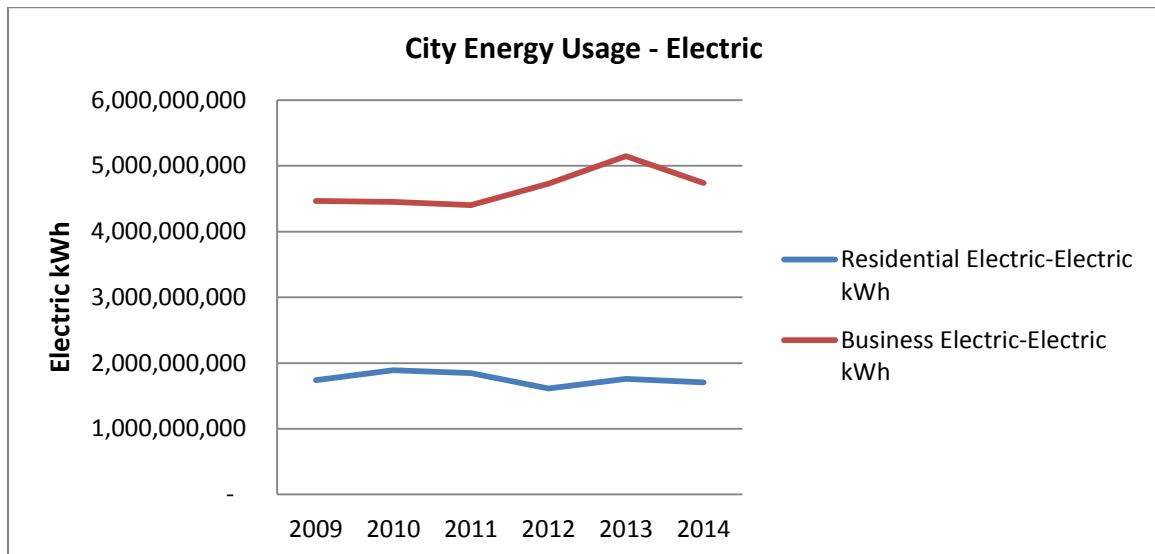
Recycling efforts in Baltimore have resulted in a 32% increase in the tonnage of waste recycled since 2009. In the Fiscal 2014 Citizen Survey six in every ten residents rated City curbside recycling efforts as good or excellent.



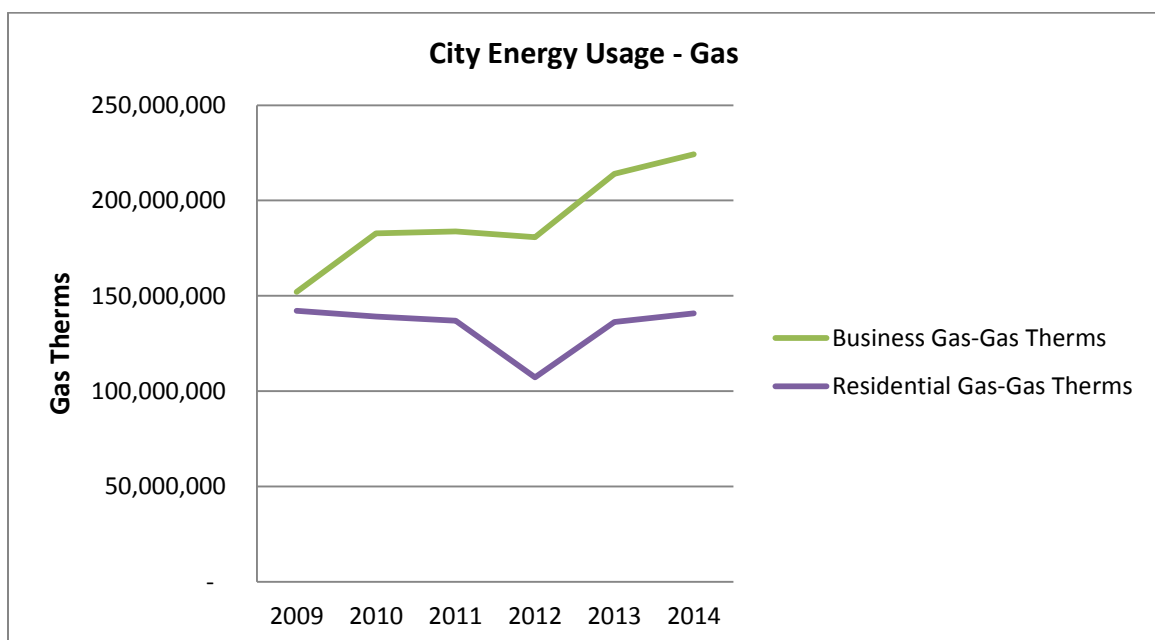
Source: Baltimore City Department of Public Works

## 2. Citywide Energy Usage

Citywide energy usage is defined as the amount of electricity and gas that are used in both residential and government structures. The amount of energy used in residential buildings has steadily declined, while the amount of gas therms used is increasing after reaching a low of 103,213,271 therms in 2012.



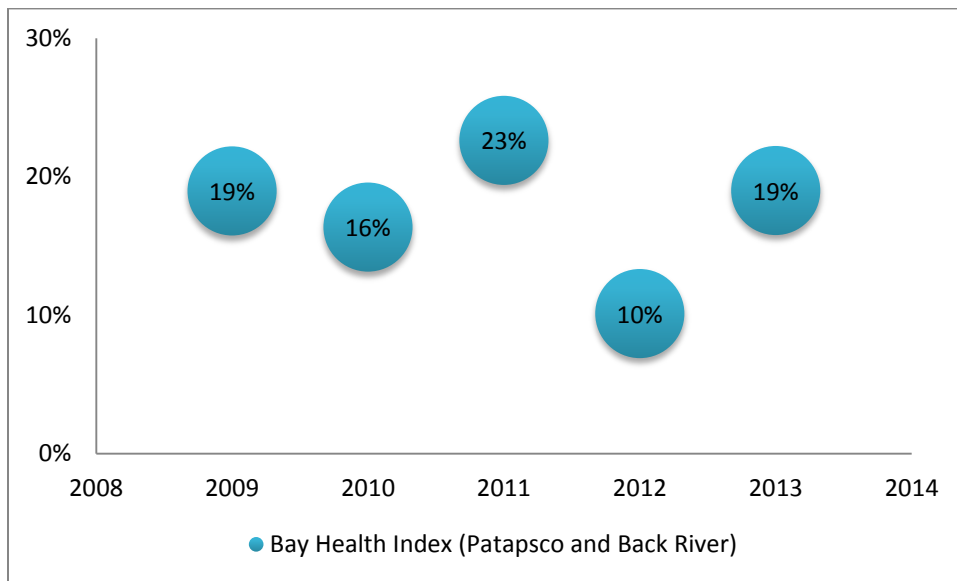
Source: Baltimore City Department of Planning



Source: Baltimore City Department of Planning

### 3. Watershed Water Quality

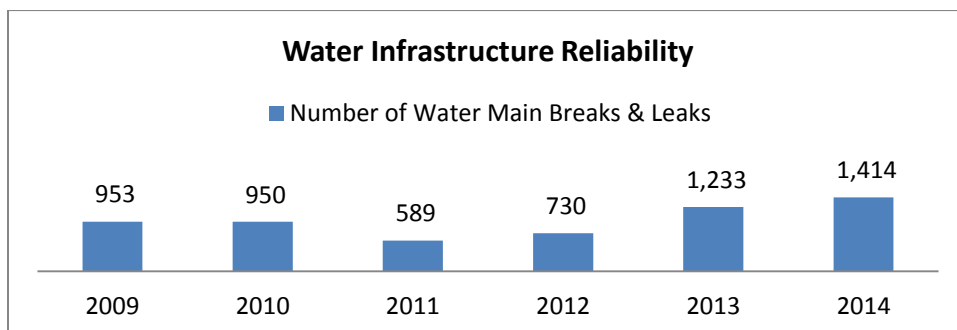
Five water quality indicators—chlorophyll *a*, dissolved oxygen, water clarity, total nitrogen, and total phosphorus—and two biotic indicators—benthic index of biotic integrity and aquatic grasses—are equally weighted and averaged into an overall Bay Health Index for fifteen reporting regions and Baywide. The Patapsco and Back Rivers are the Baltimore watersheds that flow into the Chesapeake Bay.



Source: University of Maryland Center for Environmental Science

### 4. Water Infrastructure Reliability

Over the past several years, City water rates have increased to cover the cost of water infrastructure replacement. The table below shows that in 2014, the number of water main breaks and leaks reached an record high of 1,414. The lowest number of water main breaks and leaks was in 2012 with 589.



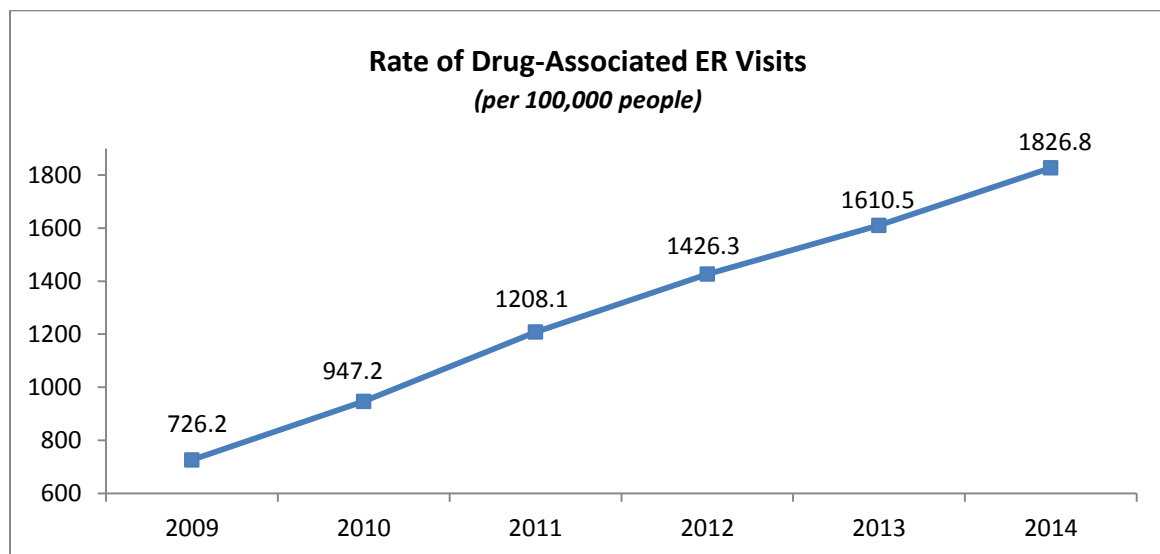
Source: Baltimore City Department of Public Works

## A HEALTHIER CITY

### Priority Goals

#### 1. Rate of drug-related ER visits

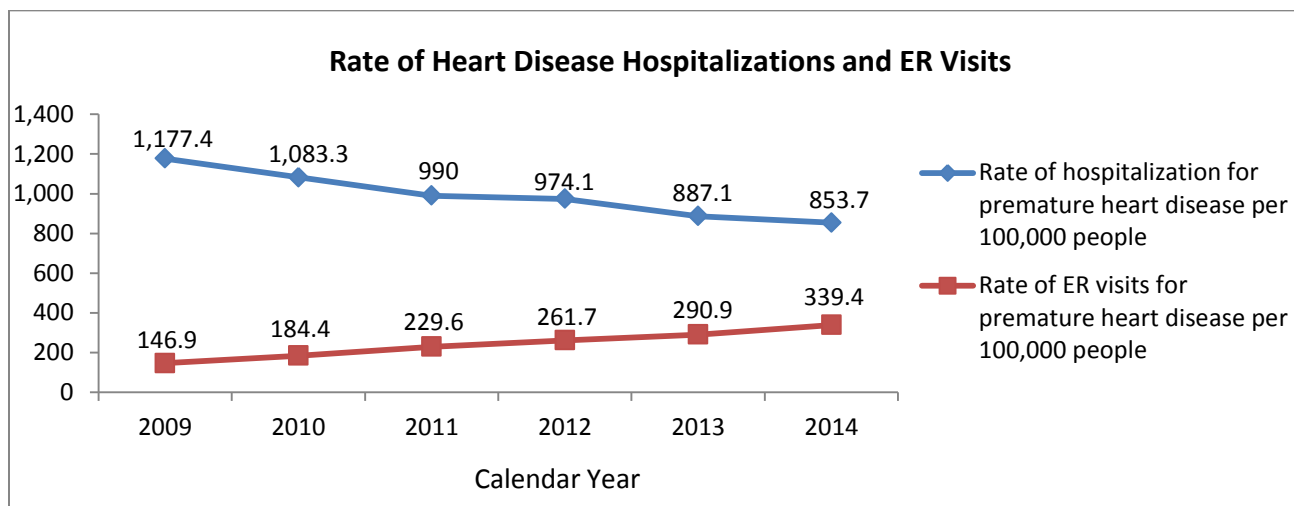
Baltimore City has seen a steady increase in the number of drug-associated ER visits since 2009; the Health Department does not anticipate any change during the current fiscal year or in Fiscal 2016. This trend, however, may be indicative of increased awareness about drug-related health issues among police and emergency medical personnel. A greater understanding of the effectiveness of drug treatment is also seen as a driver of the increasing ER visits. As a proactive resource, health officials are collaborating with Behavioral Health System Baltimore to develop a Sobering/Stabilization Center for individuals who are publically intoxicated and could benefit from an institutional approach to drug-intervention.



Source: Baltimore City Health Department analysis of data from the Maryland Health Services Cost Review Commission

#### 2. Rate of heart disease

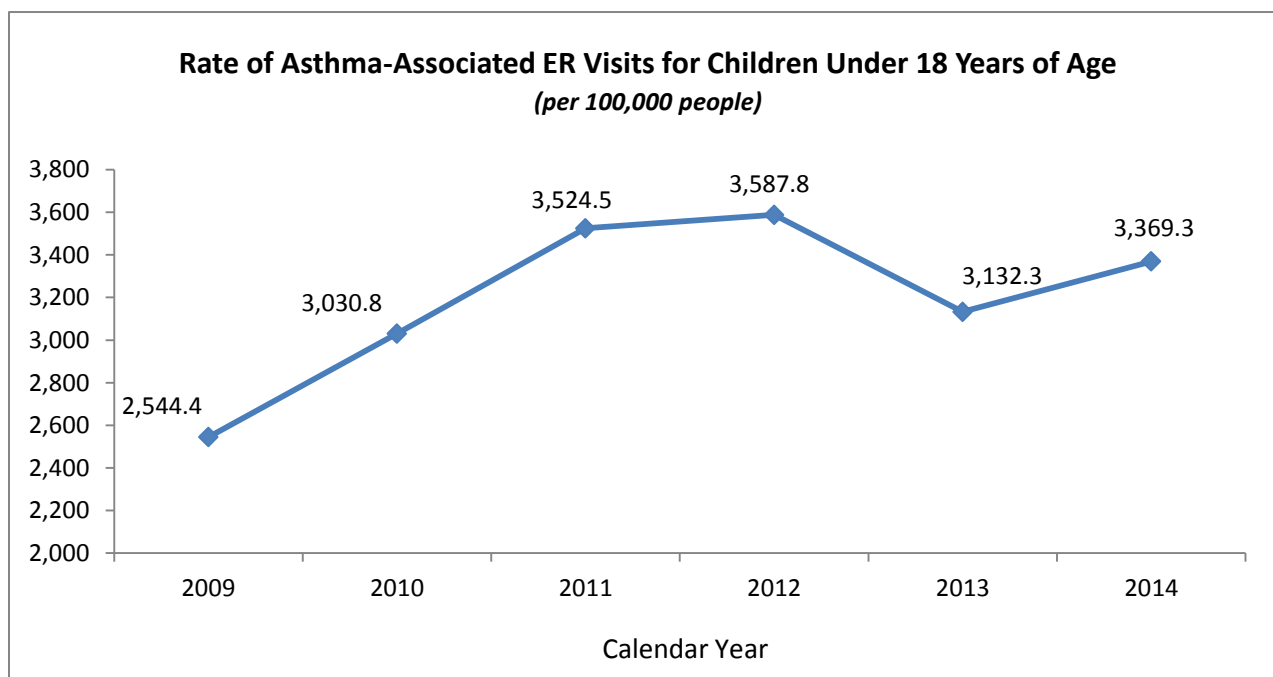
Cardiovascular disease often goes undetected in Baltimore, meaning individuals exhibiting the symptoms of the disease often find themselves seeking emergency attention that could be treated without hospitalization. The Baltimore City Health Department executes an aggressive strategy to provide adequate health screenings, education and guidance on preventative measures and assistance in changing lifestyle habits that exacerbate hypertension issues. As a result of these initiatives, the number of individuals hospitalized for pre-mature heart disease has steadily declined since 2009. However, the number of individuals utilizing emergency services has seen a slight increase. Since its inception, the programs have made changes to address shortfalls in their approach; for example, screening sites have been relocated to ensure they are in high-need areas where uninsured individuals often gather. It will continue to make adjustments in order to address the population seeking emergency attention by engaging community partners and working to implement industry best practices.



Source: Baltimore City Health Department analysis of data from the Maryland Health Services Cost Review Commission.

### 3. Number of childhood asthma ER visits

Baltimore City has seen a major reduction in the number of children visiting the Emergency Room to address asthma related medical issues. The Baltimore City Health Department has expanded its community partnerships to increase preventative screenings, as well as link residents to additional services with the expertise to address issues worsening childhood asthma. The department also conducts home visits through its Community Asthma Program for children who are classified as “high-risk asthmatic,” in which families are educated on asthma triggers and how to engage with a primary care physician about treatment plans.



Source: Baltimore City Health Department analysis of data from the Maryland Health Services Cost Review Commission.

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# FISCAL 2016 Summary of the Adopted Budget



## Budgetary Environment

FISCAL 2016

## SUMMARY OF THE ADOPTED BUDGET

### 10-Year Financial Plan

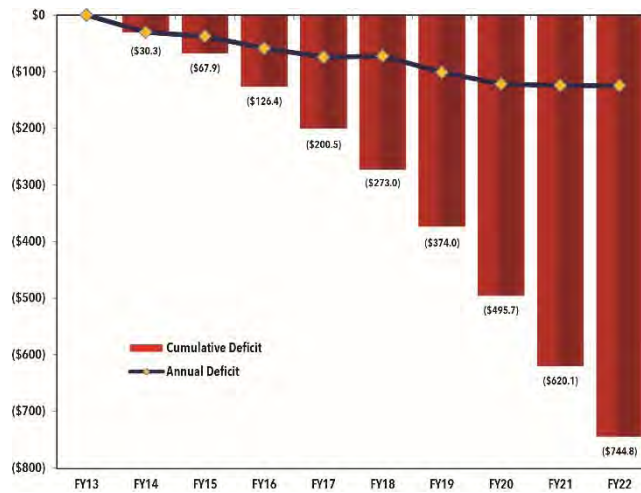
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In recent years, like many governments, the City of Baltimore has seen its revenue eroded by the most severe economic downturn in generations, while key expenditure drivers such as employee healthcare and retirement costs have grown at unsustainable 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.

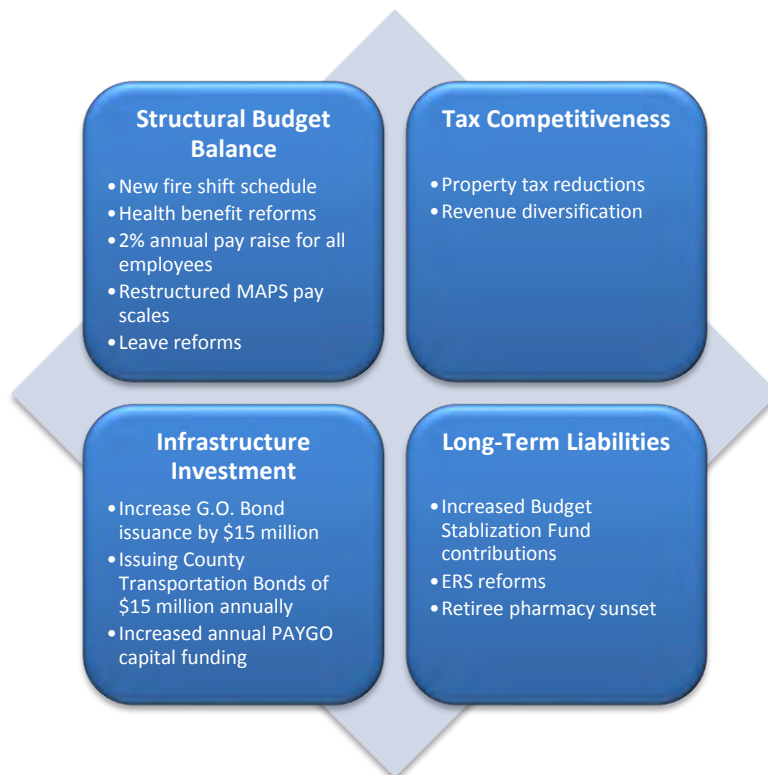
To address these structural challenges, the Mayor released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Plan is a first-of-its kind, long-term fiscal roadmap to help achieve the goal of growing Baltimore by 10,000 families over the next decade. The Plan sets forth a set of 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 Ten-Year Plan began with a baseline projection of the City's finances over the period of Fiscal 2013 through Fiscal 2022. The initial projection demonstrated baseline revenues not keeping pace with recurring current service expenditures. As shown in the chart, a gap of \$30 million in Fiscal 2014 would grow to \$125 million annually by Fiscal 2022, resulting in a cumulative shortfall of \$745 million.



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

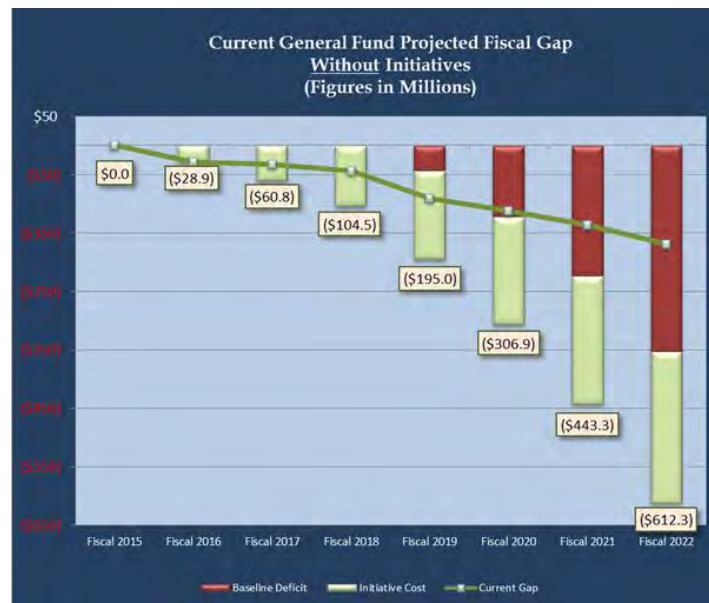
Since the adoption of the Ten-Year Plan, the City implemented a number of initiatives included in the Ten-Year Plan to begin reducing the fiscal gap, including the following:



As shown in the table below, the City is projected to save \$255 million over the Ten-Year Plan period as a result of completed initiatives. The net savings of \$255 million includes savings initiatives implemented by the City which have reduced the fiscal gap by \$515 million; however, the City also implemented initiatives that cost \$260 million.

Ten-Year Plan Initiatives: Completed (\$-millions)			
	10-Year Plan	Current	Difference
ERS Reform	\$153.4	\$80.5	(\$72.9)
Fire Shift	\$121.4	\$72.3	(\$49.1)
Stormwater	\$118.5	\$104.5	(\$14.0)
Sunset Retiree Pharmacy	\$87.3	\$117.9	\$30.6
Improved Revenue Collection	\$40.0	\$40.0	\$0.0
FY14 Revenue Package	\$33.2	\$39.5	\$6.3
Dependent Audit	\$29.0	\$29.0	\$0.0
A-time Reform	\$12.0	\$2.2	(\$9.8)
EZ Credit	\$11.0	\$11.0	\$0.0
BCPS City Services Transfer	\$9.0	\$0.0	(\$9.0)
Leave Reforms	\$9.0	\$5.7	(\$3.3)
Excess Conduit Fund Reserve	\$6.8	\$6.8	\$0.0
BIF/ERF	\$5.7	\$5.7	\$0.0
Develop IT Strategy	(\$5.0)	(\$5.0)	\$0.0
Restructure MAPS	(\$25.0)	(\$23.1)	\$1.9
County Transportation Bonds	(\$27.8)	(\$20.2)	\$7.5
Budget Stabilization Reserve	(\$39.0)	(\$38.0)	\$1.0
GO Debt Authority Increase	(\$46.4)	(\$27.8)	\$18.6
Property Tax Reduction	(\$65.2)	(\$65.2)	\$0.0
PAYGO Capital Funding	(\$80.5)	(\$80.5)	\$0.0
Total	\$347.4	\$255.3	(\$92.2)

As part of the Ten-Year Plan implementation, the fiscal forecast is updated annually to show a more accurate projection of the City's financial future. The updated projection includes the \$255 million in net savings from the implementation of the Ten-Year Plan initiatives shown in the table above, as well as a \$235 million increase in revenues and a \$357 million increase in baseline expenditures over the period. The resulting cumulative General Fund projected fiscal gap is approximately \$612 million through Fiscal 2022.



The cumulative fiscal gap, shown as the full bar in the graph, represents the gap between projected revenue and the cost of maintaining the current level of service while achieving the investment and sustainability goals of the Ten-Year Plan. The green portion of the bar labeled “initiative cost” represents the cumulative cost of implemented Ten-Year Plan initiatives that benefit the City but require funding. These initiatives have a cumulative cost of \$260 million over the period. This cost is 42% of the cumulative fiscal gap. The red section of the bar labeled “baseline deficit” represents the portion of the fiscal gap attributable to baseline expenditure deficits and lost savings from Ten-Year Plan initiatives that were delayed or changed during the implementation process. The cumulative baseline deficit totals \$352 million or 58% of the currently projected cumulative fiscal gap and 47% of the original Ten-Year Plan projected shortfall. In other words, the baseline deficit is now 53% lower than the original Ten-Year Plan projection.

### **Fiscal 2016 Initiatives**

While the initiatives implemented through Fiscal 2015 have made a meaningful dent in the original projected shortfall, a significant gap remains over the ten-year period. To continue addressing this long-term challenge, the Fiscal 2016 budget contains additional initiatives to improve the efficiency of government, further reduce the property tax rate for homeowners, make much-needed infrastructure investments, and reduce the City’s long-term liabilities.

### **Structural Budget Balance**

**Parking Management:** The City’s EZ Park meter program is using an Innovation Fund loan to replace all of the old single-space parking meters with “smart” multi-space and single-space EZ Park meters. The EZ Park meter program is making it easier for parkers to pay for parking at meters, allowing more vehicles to park in each block at multi-space meters, and creating a fully-auditable revenue trail for parking. The City is also expanding a new program, ProjectSpace. Through ProjectSpace, the City provides reserved on-street parking for people with disabilities at metered parking spaces ensuring that all parking meters are accessible (as defined by Americans with Disabilities Act, or ADA, guidelines), and charging all parkers, whether they have a disability placard or not, for on-street parking. Additional initiatives planned by the Parking Authority include pay-by-license plate and pay-by-cell phone parking. The City projects nearly \$11 million in additional revenue through Fiscal 2022, from parking management initiatives implemented by the Parking Authority.

**Streamline the Workforce:** On the expenditure side of the budget, like most municipal governments, Baltimore’s service delivery is labor-intensive, with employee wages and benefits representing over 46% of total General Fund spending in Fiscal 2014. In recent years, these costs have significantly outpaced growth in revenues – even with hiring freezes and compensation cost containment. The City will examine opportunities to use technology, business process changes, managed competition, schedule and work rule

changes and staffing analysis to accomplish the same service goals with fewer employees. The City plans to reduce the workforce by 10% by 2022. Most of the position reductions will be achieved through attrition and policy changes. Through Fiscal 2015, the City eliminated 200 positions or 2% of the baseline. In Fiscal 2016, the City plans to reduce the workforce by an additional 280 positions, 211 of the position reductions are due to police contract negotiations and the remaining 59 of the positions are due to the third phase of the new Fire Department shift model. In total, the City has reduced the workforce by 480 positions, or 4.6% of the baseline.

**Leave Reform:** Baltimore is an outlier, even among public employers, with regard to the amount of paid leave available for City employees to cash out at the time of retirement or termination. In Fiscal 2014, payouts for vacation, personal, and sick leave totaled approximately \$11.7 million. In Baltimore's Comprehensive Annual Financial Report (CAFR), the City's compensated absences liability of \$124 million for Fiscal 2013 was equivalent to 7.8% of General Fund revenues. In contrast, the compensated absences liability reported by neighboring Anne Arundel County, Baltimore County, and Howard County ranged between just 2% and 4% of revenues. In Fiscal 2016, the City will implement its new leave policy which will reduce annual vacation carry-over and cash-out.

**Pharmacy Benefit Management:** In Fiscal 2016, the City will implement a pharmacy benefit audit and consulting initiative to ensure that the most cost-effective utilization of resources and the highest quality of services are provided to covered members. The initiative will include a historic and concurrent audit of the pharmacy benefits vendor and the retention of a consultant to identify best practices for future management. Baltimore anticipates a one-time savings resulting from the historic audit in Fiscal 2016, with additional ongoing cost savings associated with the concurrent audit and consulting assistance that will assist the City in ensuring favorable pharmacy contract terms in Fiscal 2016 and beyond.

**Pay-for-Performance:** The Pay-for-Performance initiative will allow the City to evaluate employee performance on the basis of achieving strategic City goals while awarding the most productive employees for their work. This initiative aims to increase overall engagement and motivation of employees, strengthen recruitment and retention and improve the quality of service delivery. The City is analyzing different methods of implementation, including gainsharing, which awards teams of employees instead of individual employees, fostering an environment of collaboration. In Fiscal 2016, the City will begin to implement a Pay-for-Performance program.

**Fire and Police Employees' Retirement System:** As part of a solution to "bend the curve" of growing required contributions to the pension system, the Administration has proposed a hybrid pension system for Fire and Police Employees hired on or after a certain date. A hybrid pension system contains both a defined benefit component and a "401(k) style" defined contribution component.

**Fleet Rightsizing:** The City currently maintains a fleet of approximately 5,600 vehicles. In 2011, the City launched a comprehensive study to assess opportunities for both

modernizing and reducing the cost of its fleet. Based on this analysis, the City determined that the average age of Baltimore's municipal vehicles is eight years with an average replacement age of 16 years - double the recommended cycle length. An aging fleet requires much higher maintenance and repair costs and is less fuel efficient. Instead of purchasing and holding on to older vehicles, the City moved to a vehicle debt financing model. In tandem with this change, the City is right-sizing its fleet.

### **Tax Competitiveness**

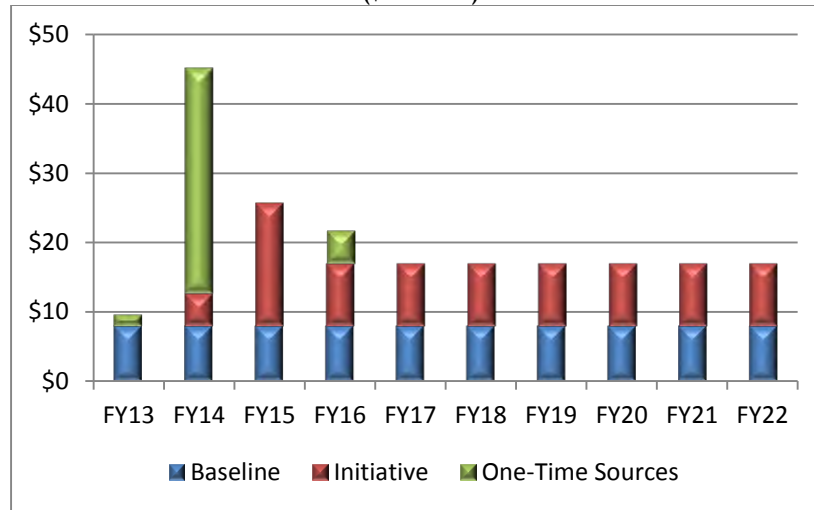
**Targeted Homeowners' Tax Credit:** Through Fiscal 2016, the estimated average tax rate for homeowners in owner-occupied properties has been reduced by nearly 14 cents. This is the result of a two cent general tax rate reduction from the stormwater service being shifted out of the General Fund to a fee-supported utility and an 11.7 cent effective rate reduction from the Targeted Homeowners' Tax Credit. The Fiscal 2016 budget maintains the reduced rate. This tax credit is on track to reduce the effective tax rate by 20 cents by 2020.

### **Infrastructure Investment**

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

Starting in Fiscal 2014, the City began making additional contributions to PAYGO capital funding, beyond the \$8 million baseline. In Fiscal 2014, the City contributed an additional \$37.2 million beyond the baseline to PAYGO using a surplus from the fleet reserve to fund street repaving, blight elimination, recreation centers and IT modernization. In Fiscal 2015, the City contributed an additional \$17.7 million beyond the baseline including \$5 million from drug contraband proceeds for police IT modernization. The Fiscal 2016 budget includes a \$9 million contribution beyond the \$8 million baseline. Additionally, the budget includes a one-time funding source of \$4.8 million due to a recent settlement with Unisys Corporation. This funding will be used for finance systems improvements and an upgrade to the City's website. In each budget from Fiscal 2017 through Fiscal 2022, the City plans to include \$9 million beyond the baseline, for PAYGO capital funding to provide additional resources that will not count against the City's debt limit.

**PAYGO Capital Funding by Type**  
(\$-million)



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

**Extend County Transportation Bond:** The City plans to issue County Transportation Bonds in the amount of \$15 million annually from Fiscal 2016 through Fiscal 2022. This increased issuance will result in \$105 million in capital spending over the period.

**Parking Garage Sale:** The Administration has proposed to sell four City-owned garages that are currently operating at market rates. If the sale is successful, the projected net sale proceeds of \$40-\$60 million will be used for recreation centers.

### Addressing Long-Term Liabilities

**Budget Stabilization Reserve:** The Budget Stabilization Reserve (BSR) is the City's "rainy day" fund. The Fund is to be used to protect the City against unforeseen emergency expenditures or revenue shocks. As part of improving the City's long-term financial position, the goal in the Ten-Year Financial Plan is to further build the BSR toward the City's target level of 8% within the Ten-Year Plan period. Funding for this industry-wide best practice is built into the Fiscal 2016 budget.

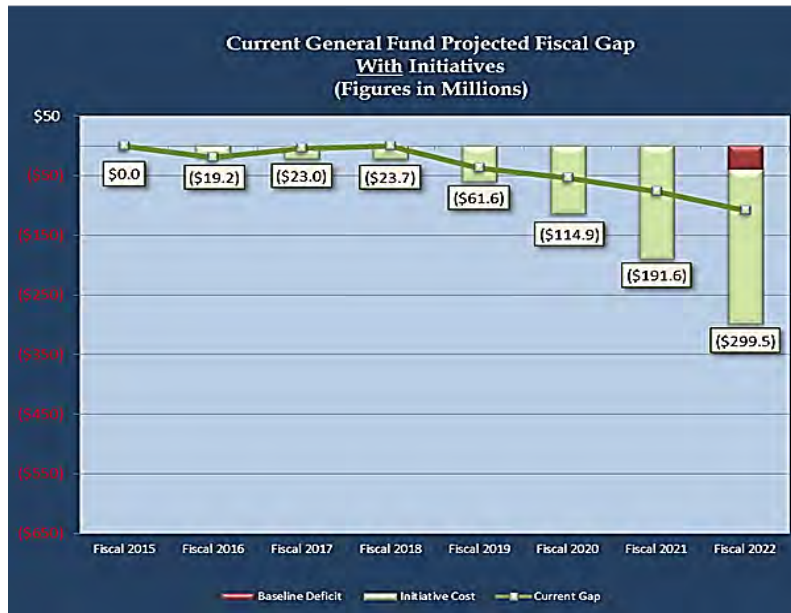
**BCPS OPEB Liability:** In 1997, the Baltimore City Public School System (BCPS) separated from City government. Since the separation, the City has continued to bear the cost and liability of health insurance benefits for retired BCPS employees. The cost of BCPS retiree health benefits is projected to grow by more than \$60 million over the next 30 years. The projection assumes that the City will have discussions with BCPS about transferring responsibility for employees hired since the separation.

### **Future Ten-Year Plan Initiatives**

The chart below shows the Ten-Year Plan initiatives that will be implemented in Fiscal 2016 as well as major initiatives with implementation dates from Fiscal 2017 through Fiscal 2022. These initiatives are projected to produce an additional \$313 million in savings for the City.

Ten-Year Plan Initiatives: Planned FY16-FY22 (\$-millions)			
	10-Year Plan	Current	Difference
Streamline the Workforce	\$78.3	\$76.6	(\$1.7)
Restructure Health Cost-Sharing	\$77.6	\$63.9	(\$13.7)
FPERS New Hires	\$57.9	\$1.6	(\$56.3)
Right-Sizing of City Fleet	\$38.0	\$29.0	(\$9.0)
Retiree Healthcare Plan Changes	\$31.8	\$26.8	(\$5.1)
BCPS OPEB Liability	\$25.3	\$19.0	(\$6.2)
VOIP	\$22.5	\$18.5	(\$4.0)
Purchasing Reforms	\$13.2	\$9.6	(\$3.6)
Parking Management	\$13.1	\$10.9	(\$2.2)
IAFF 90 Days of Leave	\$11.7	\$7.6	(\$4.1)
Wellness	\$9.0	\$6.9	(\$2.1)
Other	\$59.7	\$54.6	(\$5.1)
Extend Tax Reduction	(\$13.9)	(\$12.1)	\$1.7
<b>Total</b>	<b>\$424.2</b>	<b>\$312.8</b>	<b>(\$111.4)</b>

If all initiatives are implemented, a projected budget shortfall of \$299.5 million over the Ten-Year Plan period will remain. This residual gap includes a \$357 million increase in baseline expenditures and a \$235 million increase in baseline revenues, for a net baseline increase of \$122 million. Some key changes to the baseline expenditure forecast include the Fraternal Order of Police contract, grants and risk management deficits, Affordable Care Act coverage of part-time employees, 911 fund, circulator deficit, and other adjustments.



The remaining cumulative shortfall of \$299.5 million also includes the implementation of initiatives that represent a cost to the City. As mentioned previously, these initiative costs total \$260 million. After subtracting \$260 million for the implementation of cost initiatives, the cumulative fiscal gap attributable to baseline expenditure deficits and lost savings from delayed or changed initiatives is only \$40 million or 13% of the currently projected cumulative fiscal gap and 5% of the original Ten-Year Plan projected shortfall.

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

Future initiatives planned for Fiscal 2017 and beyond are as follows:

**Non-Profit Contributions:** Currently, non-profits (which include state, municipal, and religious organizations) make up approximately one-third of the City's real property tax base and consume General Fund services, but are exempt from paying property taxes to support these services. A subset of non-profits with more than \$10 million in total real property assessed value comprise 10% of the City's assessed real property tax base. Historically, the City and 10-15 local non-profit educational institutions and hospitals have formed a Memorandum of Understanding (MOU) of annual payments to the City to support City services. As the City's costs to deliver services are rising, the annual contributions from non-profits are falling, placing even more pressure on the City's current tax base. In Fiscal 2017, the City will pursue a new MOU with non-profits that presents an equitable approach to sharing the cost of services with taxpayers.

**IAFF 90 Day Leave:** IAFF union members are currently allowed an additional 90 days of leave just prior to retirement. This delays the hiring of new firefighters and increases pension payouts in retirement. Eliminating this costly and inefficient benefit will allow the City to realize over \$1 million in savings annually. The City projects savings to begin for this initiative in Fiscal 2017.

**VOIP:** The City's Fiscal 2015 budgeted General Fund payments to the Municipal Telephone exchange totaled \$5.7 million. To reduce this cost, the City Comptroller's Department of Communications and the Mayor's Office of Information Technology have explored options for new technology to lower the cost per line. In addition, telephone usage and billing audits may further reduce costs.

**Wellness:** State and local governments across the nation are turning to comprehensive health management programs to improve employee wellness and reduce claims expenses. Recent claims data from the City's healthcare providers shows that significant savings could be realized by improving the health of City employees. As compared to the local and national book of business across all four healthcare providers, City employees have higher disease prevalence rates which lead to higher costs for the City and employees. In Fiscal 2014, the City issued an RFP to contract out the development, implementation, and management of a health management program. The contract was awarded in October of 2014, but the contract is still being finalized with the vendor. The City expects to see savings from this initiative beginning in Fiscal 2017.

**Restructure Health Cost-Sharing:** From Fiscal 2000 to 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$100 million or 75%, from \$133 million to \$233 million. These costs were on an unsustainable path and could no longer be ignored as the City faced the fiscal consequences of the Great Recession. The City began reforming its healthcare plans in Fiscal 2011 by implementing a 10% employee and retiree cost-share for prescription drug benefits. In Fiscal 2012, the City adjusted prescription co-pay tiers for retirees to encourage the use of generic drugs, reduced the number of Medicare supplemental plan options for retirees from five to two, and implemented a drug quantity management program to limit the amount of medication dispensable in a given period. In Fiscal 2013, the City shifted more of the cost of the premium self-insured plans to the employees who choose to participate in those plans. This allowed the City to still provide comprehensive, competitive and affordable options while incentivizing participants to stay healthy and reduce the need for medical services. The City plans to pursue additional healthcare reforms that focus on healthcare plan and policy changes for active and retired employees, such as restructuring cost-sharing within the healthcare plans.

**Solid Waste Enterprise:** In Fiscal 2019, Baltimore will establish a solid waste enterprise to provide a stable base of funding for sanitation, trash disposal, and future landfill needs. This approach will help to support investment in service improvements such as automated trash collection, which would help to address litter and rodent control problems, while improving efficiency. Already, four of the six largest Maryland counties charge a fee for solid waste collection (Anne Arundel, Howard, Montgomery and Prince George's), and a fifth county (Harford) requires residents to contract their own trash

collection. Shifting these costs out of the General Fund would enable a comparable reduction of the property tax rate.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Economic Outlook

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## Productivity

The nation's productivity, as measured by the Gross Domestic Product (GDP), has been steadily growing year over year since the third quarter of 2009. The Congressional Budget Office (CBO) reported that it anticipates "economic activity will expand at a solid pace in 2015 and over the next few years" with real GDP growing at "about 3 percent in 2015 and 2016 and by 2 ½ percent in 2017."<sup>1</sup> However, the CBO is less optimistic about longer-term growth due to a slower expansion of the labor force.

For 2020 through 2025, CBO projects that real GDP will grow by an average of 2.2 percent per year—a rate that matches the agency's estimate of the potential growth of the economy in those years. Potential output is expected to grow much more slowly than it did during the 1980s and 1990s primarily because the labor force is anticipated to expand more slowly than it did then. Growth in the potential labor force will be held down by the ongoing retirement of the baby boomers; by a relatively stable labor force participation rate among working-age women, after sharp increases from the 1960s to the mid-1990s; and by federal tax and spending policies set in current law.<sup>2</sup>

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. Both the service and goods components of the GDP have been growing modestly. However, through the third quarter of 2014, the transportation and warehousing section continued exhibiting weakness which could impact the Port of Baltimore and potentially City revenues.<sup>3</sup> On the positive side, the healthcare, financial and food/accommodations industries have continued posting moderate growth. These three industries are the core of the economic engine of the City, and the moderate growth in these areas strengthens the City's economic outlook.<sup>4</sup>

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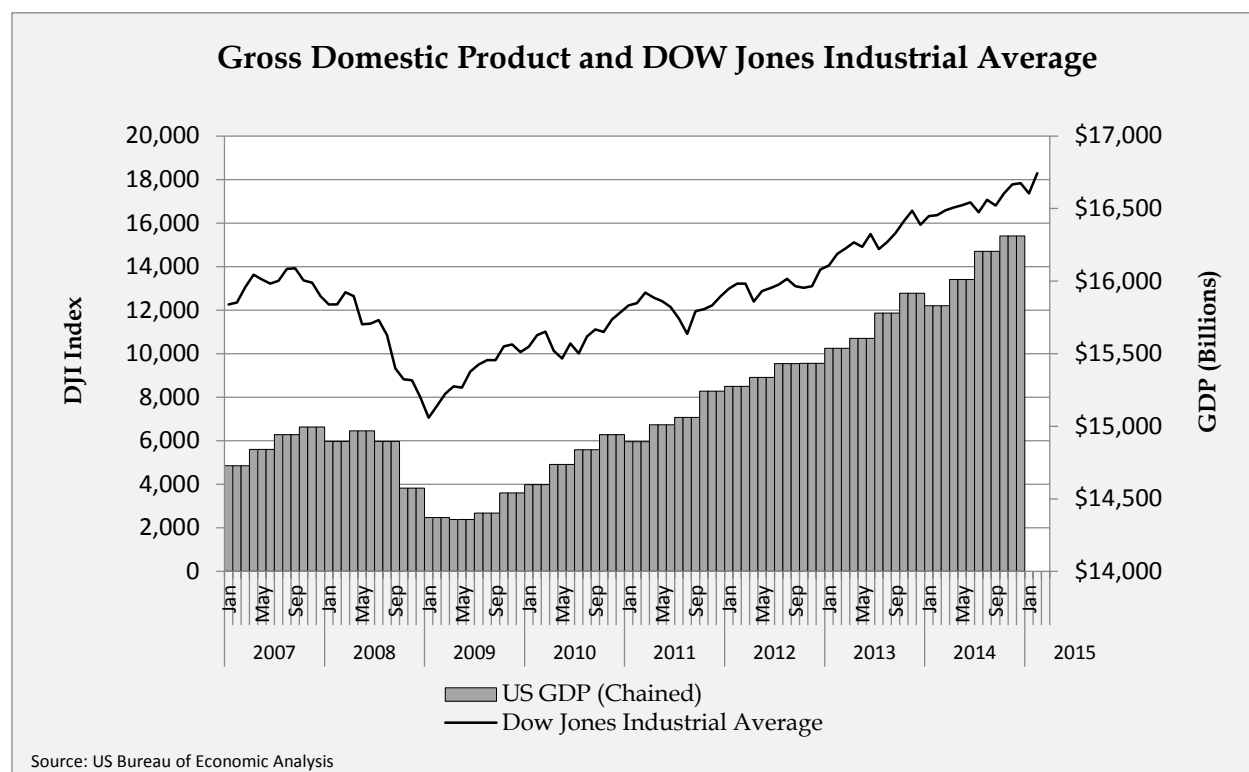
<sup>1</sup> "The Budget and Economic Outlook: 2015 to 2025", Congressional Budget Office (CBO) testimony to the United States Senate's Committee on the Budget, January 28, 2015, <https://www.cbo.gov/publication/49892>

<sup>2</sup> "The Budget and Economic Outlook: 2015 to 2025", Congressional Budget Office (CBO) testimony to the United States Senate's Committee on the Budget, January 28, 2015, <https://www.cbo.gov/publication/49892>

<sup>3</sup> "Widespread Growth Across Industries Continues in Third Quarter of 2014", Bureau of Economic Analysis (BEA) News Release, Dated January 22, 2015, <http://www.bea.gov/newsreleases/industry/gdpindustry/2015/pdf/gdpind314.pdf>

<sup>4</sup> "Widespread Growth Across Industries Continues in Third Quarter of 2014", Bureau of Economic Analysis (BEA) News Release, Dated January 22, 2015, <http://www.bea.gov/newsreleases/industry/gdpindustry/2015/pdf/gdpind314.pdf>

The stock market, as a leading indicator of the economy, continues to post respectable gains. The Dow Jones, a major indicator of the market, has climbed from 15,928.56 in January of 2014 to 18,288.63 in March of 2015. This suggests that the economy will continue to improve over the next 12-24 months.



## Employment

Unemployment has seen a sustained downward trend at both the federal and local level. The unemployment rate in Baltimore City ended calendar year 2014 at 8.2%, the lowest year-end rate since 2008. Both the CBO and the Office of Management and Budget (OMB) project increased hiring over the next few years (2015 to 2018) which will result in: a return to the natural rate of unemployment (5.3 to 5.4%); boost in the labor force participation rate; to increases in wages and salaries.<sup>5</sup>

According to the Maryland Department of Labor, Licensing, and Regulation, employment by City residents has grown slowly, up from a low of 238,672 in February of 2010 to the December 2014 level of 251,953.<sup>6</sup> Employment is still down from a peak of 264,767 in July of 2007 and total employment growth remains strongest in “higher wage” occupations.

<sup>5</sup> “The Budget and Economic Outlook: 2015 to 2025”, Congressional Budget Office (CBO) testimony to the United States Senate’s Committee on the Budget, January 28, 2015, <https://www.cbo.gov/publication/49892>

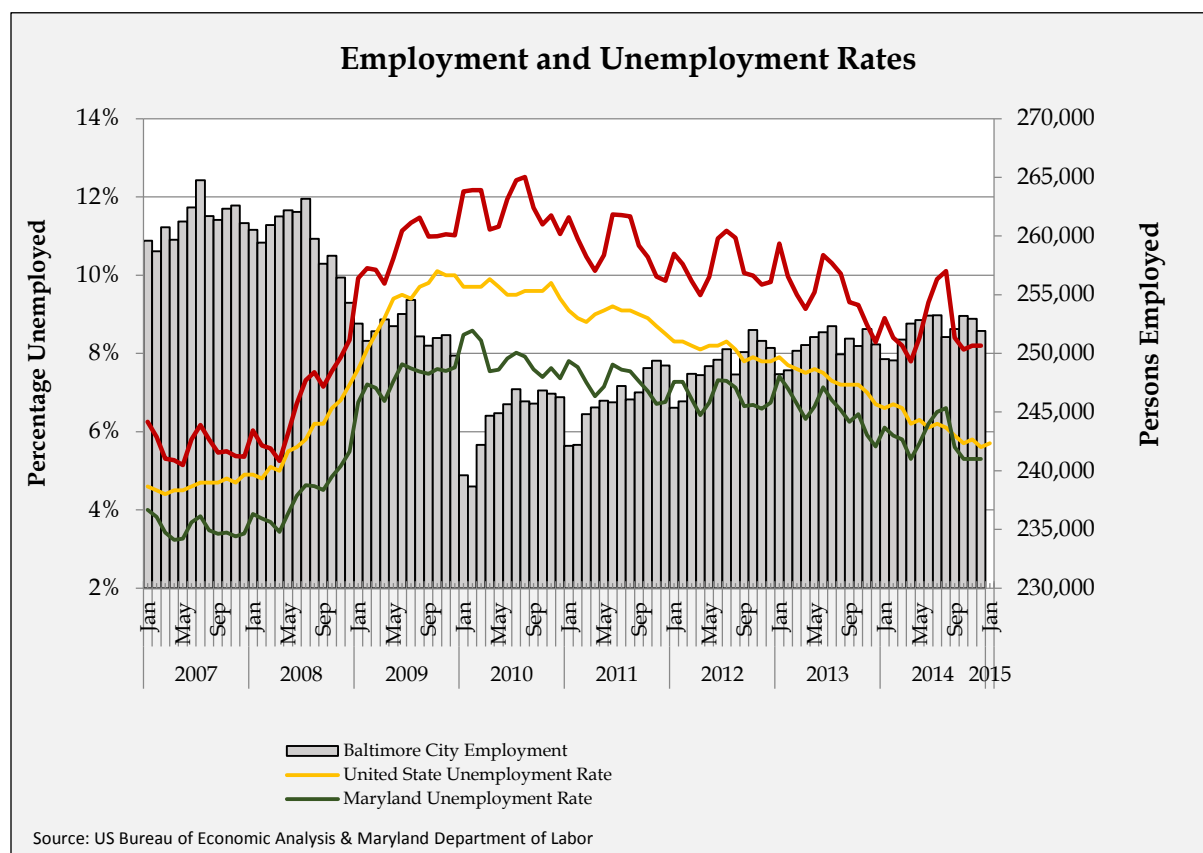
Fiscal Year 2015: Analytical Perspectives: Budget of the U.S. Government”, Office of Management and Budget (OMB), <http://www.whitehouse.gov/sites/default/files/omb/budget/fy2015/assets/spec.pdf>

<sup>6</sup> <http://www.dllr.state.md.us/lmi/laus/baltimorecity.shtml>

Between 2007 and 2013, the City's change in total jobs grew the most in the "higher wage" occupations of "computer and mathematical" (2013 average wage of \$93,060) and "business and financial operations" (2013 average wage of \$75,220) with relative percentage increases of 29.52% and 23.13%.<sup>7</sup>

"Personal care and service occupations" (2013 average wage of \$26,980) was the sole "lower wage" group experiencing a double-digit percentage increase (21.23%) in total employment over that same period of time. In contrast, the following "lower wage" occupations experienced double-digit percentage decreases in total employment: "Construction and extraction occupations" (2013 average wage of \$44,370; -27.94% change in total employment between 2007 and 2013); "production occupations" (\$37,190; -17.05%); and "farming, fishing, and forestry occupations" (\$30,470; -61.35%).

The city contributes approximately 80,000 net jobs and related income taxes to surrounding communities above those held by City residents.<sup>8</sup> The City's contribution of "higher wage" jobs to residents of surrounding communities, in connection with the slow rise in the City's employment level, will continue to suppress the City's income tax revenues.



<sup>7</sup> The District of Columbia's Office of the Chief Financial Officer found a decline in lower paying jobs, resulting from structural changes as well as the recession, helped explain the District's high unemployment rate in recent years

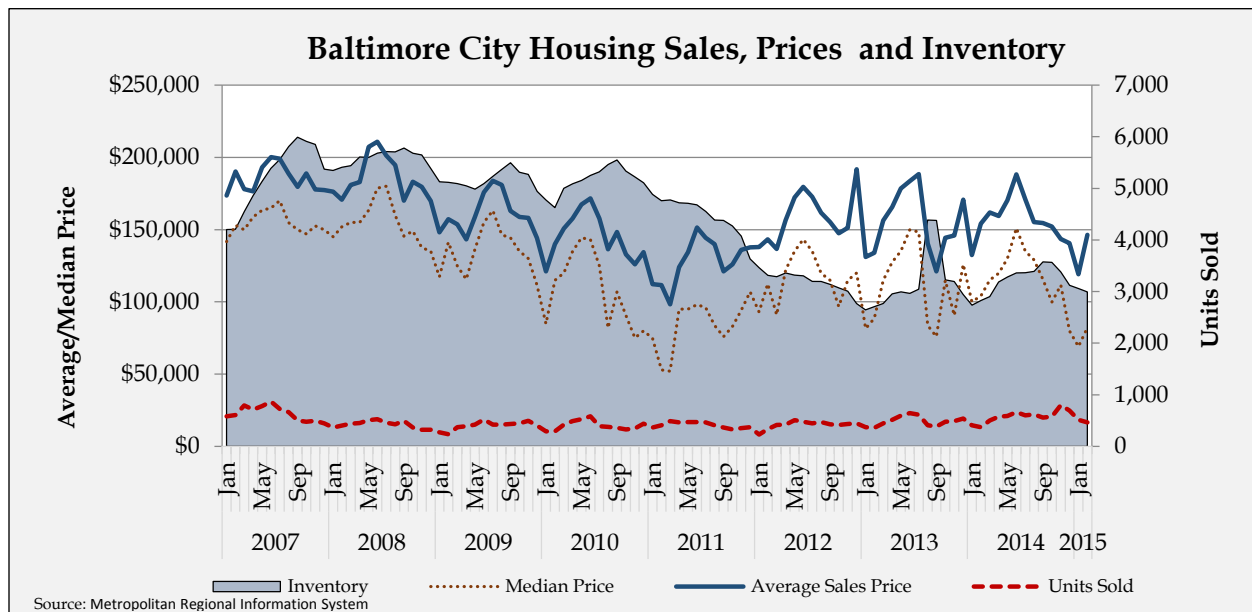
"2011-5: DC Office of Revenue Analysis Briefing Document: Low-Paying Jobs and Unemployment," Government of the District of Columbia, Office of the Chief Financial Officer, Office of Revenue Analysis <http://cfo.dc.gov/publication/2011-5-dc-office-revenue-analysis-briefing-document>

<sup>8</sup> "Commuting (Journey to Work), Census Bureau, <http://www.census.gov/hhes/commuting/>

## Housing

In January of 2010, a 30 year conventional mortgage was available at 5.1%.<sup>9</sup> In January of 2013, rates reached a low of 3.41% before announcements by the Federal Reserve to wind down the quantitative easing program. This action drove rates up by a full percentage point. Since then the rates have hovered between 3.7% and 4.5%<sup>10</sup>, creating stability in housing financing. While the 30 year conventional mortgage rate fell throughout 2014, it has not yet reached the low it achieved in January of 2013.<sup>11</sup> Additionally, the enhanced scrutiny placed on mortgage applicants has a limiting effect on the pool of potential homebuyers that qualify for a mortgage, limiting housing sales. That same scrutiny has also driven new foreclosures to all-time lows.

For the last year the inventory of homes in Baltimore City has slowly increased, constraining price increases seen in the previous two years. January 2015 active listings have fallen to 3,059 homes from 5,232 in 2009, just prior to the housing market crash. 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 84 days in January 2015. In eleven of the last twelve months, the days on market has come in below 100 days. As of January 2015, at the current rate of sales and inventory, it would take 6 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, the depth of the housing crash. It is anticipated that, given relatively low interest rates, lower inventories, and a slow increase in demand, which the housing market will continue to grow at a slow to moderate pace.



<sup>9</sup> "30-Year Conventional Mortgage Rate", Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2/series/MORTG>

<sup>10</sup> "30-Year Conventional Mortgage Rate", Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2/series/MORTG>

<sup>11</sup> "30-Year Conventional Mortgage Rate", Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2/series/MORTG>

## Multi-Family Residential Real Estate

According to a national apartment report, Baltimore's operations "will strengthen as the market absorbs last year's construction surge."<sup>12</sup> "Accelerating job growth", strong "household formations", and Baltimore's "growing 20- to 34-year-old population" are expected to support demand for rental units.<sup>13</sup>

However, a cautionary note was struck in a recent article.<sup>14</sup> Apartment building projects completed in the last five years, plus those either under construction or approved by the City's Planning Department, are expected to outstrip demand predicted in a 2012 study undertaken for The Downtown Partnership.<sup>15</sup> As a result, "vacancy rates in Central Baltimore, — an area that includes downtown, neighborhoods around the harbor and Mount Vernon — ticked up to 8.6 percent last year" exceeding the 3.9 percent vacancy rate across the Baltimore metro area and the 4.2 percent rate nationwide."<sup>16</sup>

Price sensitivity, or weakened demand, for housing appears to be strongest among the "city's Class A buildings — typically, new or recently renovated buildings with up-to-date amenities and the highest rents."<sup>17</sup> This isn't surprising given "Baltimore is one of the least affordable rental markets" nationwide, ranking only behind the Bronx, N.Y. when "rental rates are compared to median income."<sup>18</sup>

## Commercial Real Estate

Between the first quarter of 2011 and the fourth quarter of 2014, Baltimore City's markets for both office and retail space experienced more than a percentage point decrease in vacancy rates (office: 12.48% to 11.00 %, retail: 5.88% to 4.80%) while simultaneously seeing the average quoted rents decline by a dollar per square foot (office: \$20.92 to \$19.91; retail: \$15.33 to \$14.36).<sup>19</sup>

Of Baltimore City's three markets for office space (Downtown, East, & West), the East Market experienced the greatest reduction in vacancy rates (10.9% to 5.3%) when compared with the Downtown (12.5% to 12.7%) and West Markets (15.0% to 12.8%).<sup>20</sup> In contrast, the East market for retail space began and ended the period at a 4.4% vacancy rate while the Downtown (8.3% to 6.8%) and West Markets (6.2% to 3.8%) experienced significant drops in their vacancy rates.<sup>21</sup>

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<sup>12</sup> "2014 Real Estate Investment Research", Marcus & Millichap: Real Estate Investment Services

<sup>13</sup> Ibid.

<sup>14</sup> "As apartments boom in city, a new market reality emerges", The Baltimore Sun, February 27, 2015

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

<sup>19</sup> "The CoStar Office Report: Year-End 2014: Baltimore Office Market", CoStar Group, Washington, DC.; "The CoStar Retail Report: Year-End 2014: Baltimore Office Market", CoStar Group, Washington, DC

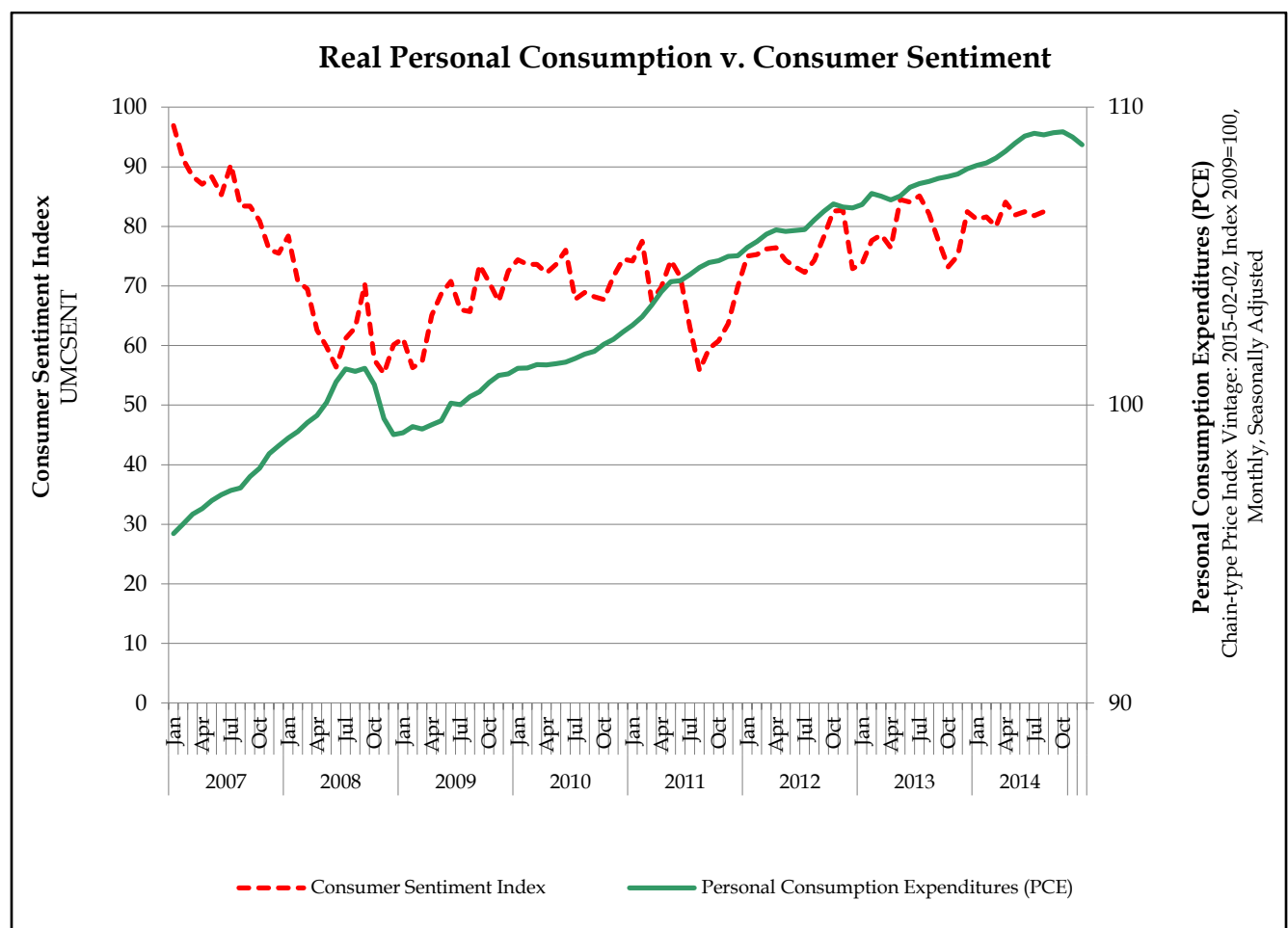
<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

## 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 has averaged over 80 for the past eighteen (18) months. Consumer sentiment is an important predictor of consumption. When sentiment falls, it often portends a decline in consumption. Strong consumption generally translates into a strengthening economy. The Bureau of Economic Analysis (BEA) states:

The increase in real GDP in the fourth quarter reflected positive contributions from personal consumption expenditures (PCE), nonresidential fixed investment, exports, state and local government spending, private inventory investment, and residential fixed investment that were partly offset by a negative contribution from federal government spending.<sup>22</sup>



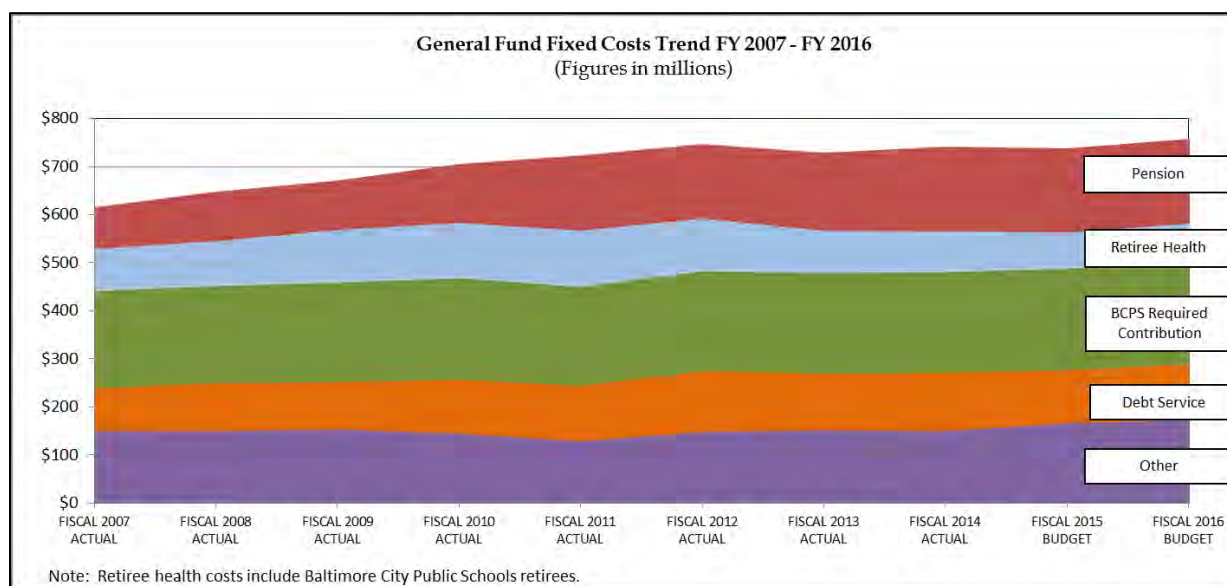
<sup>22</sup> "National Income and Product Accounts Gross Domestic Product: Fourth Quarter and Annual 2014 (Second Estimate), Bureau of Economic Analysis (BEA), February 27, 2015, <http://www.bea.gov/newsreleases/national/gdp/gdpnewsrelease.htm>

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# FISCAL 2016 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 (BCPS), and payment of debt service.



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

**Retiree Health:** The City subsidizes medical and prescription drug benefits for about 16,300 people in the retiree health plans. This figure includes about 6,000 BCPS retirees.

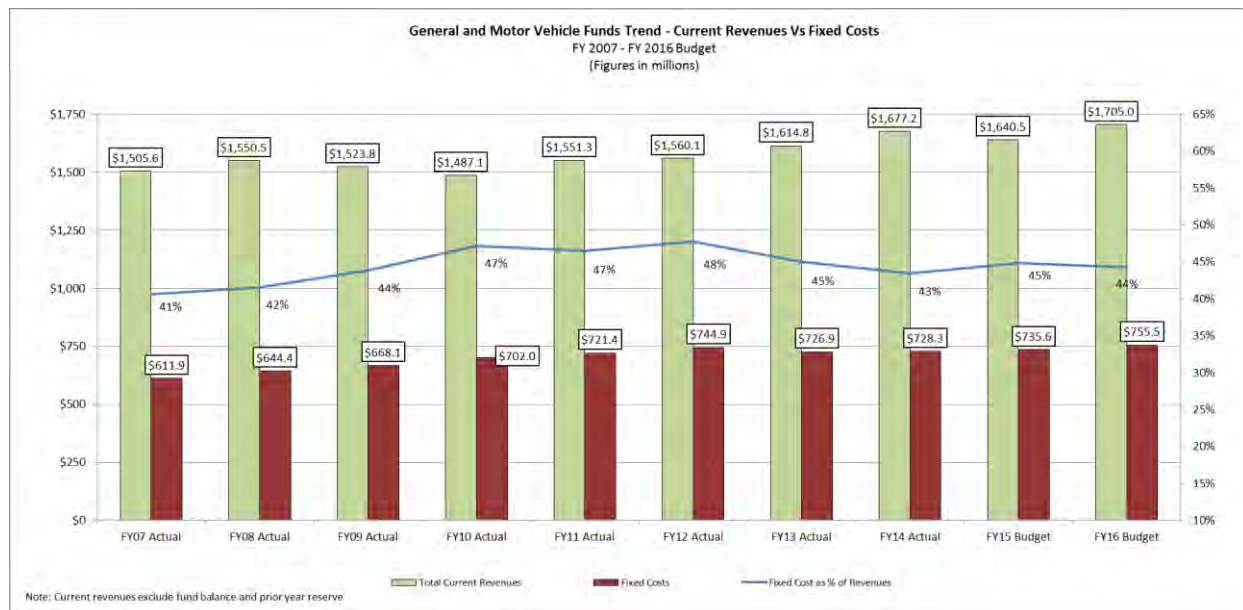
**BCPS Required Contribution:** State law requires that Baltimore City maintain its education funding effort from year to year on a per pupil basis and pay a portion of the normal cost of the teacher pension system.

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

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

## Fixed Cost Trends

From Fiscal 2005 to Fiscal 2010, fixed costs increased by 34% and consumed nearly half of General Fund revenue. Since 2010, due to a series of reforms, fixed costs have fallen to about 44% of all General Fund revenue, as represented by the line in the graph below.



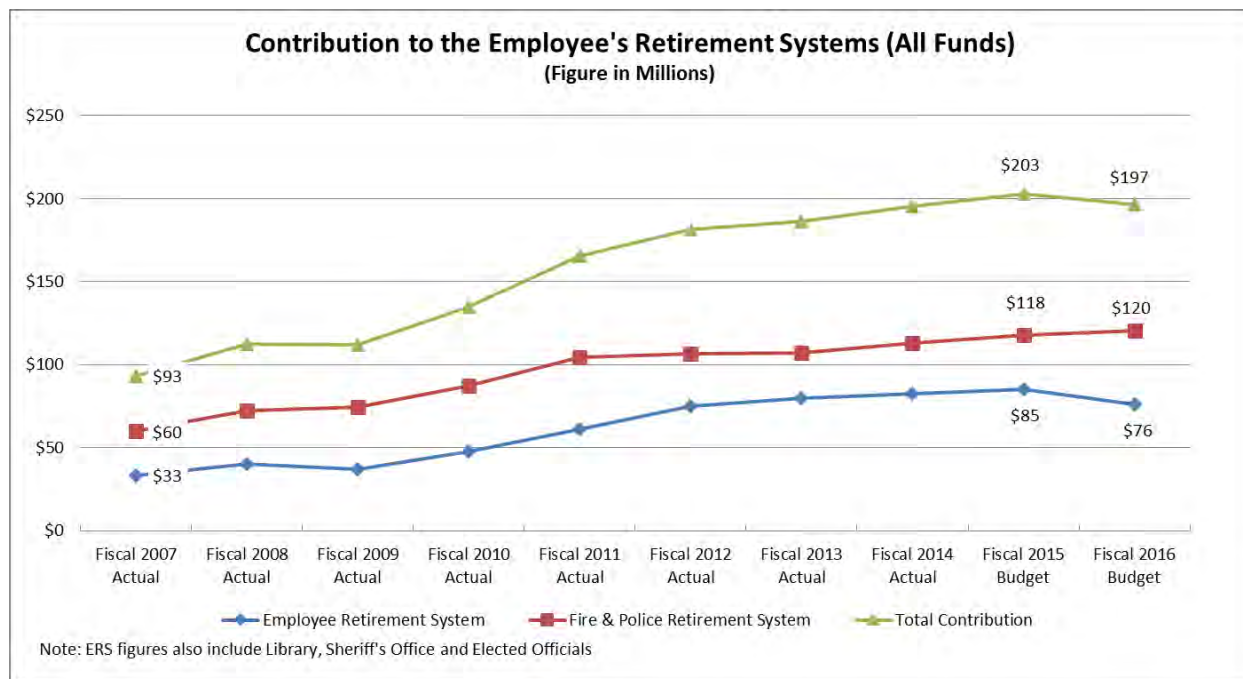
Growth in fixed costs within the Fiscal 2016 Budget is primarily driven by City vehicle financing costs, Affordable Care Act (ACA) fees, and increased General Obligation Bond borrowing. Reforms to contain fixed costs growth have included changes to pension and health benefit programs in previous years.

## Employees' Retirement Systems

In 2010, the City comprehensively reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 75% from Fiscal 2005 to Fiscal 2010. These reforms included:

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

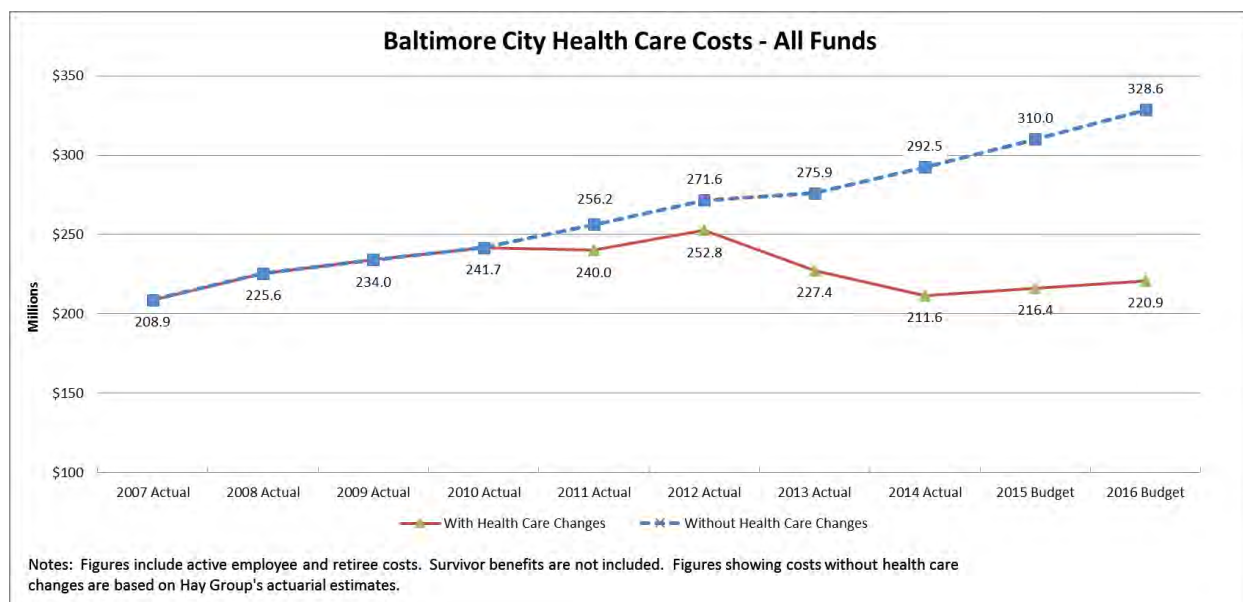
The chart below shows that the FPERS reforms reduced the rate of growth of the City's contribution. The reforms have saved the City nearly \$80 million a year. The reforms have been challenged in federal court litigation that remains pending.



The 2016 Budget reflects pension system changes proposed in the Mayor's Ten-Year Financial Plan. For the civilian system (ERS), these include the phase-in of a 5% employee contribution for current employees, elimination of the variable supplemental benefit, and establishment of a new pension plan for future hires. These reforms, coupled with strong investment returns, have reduced the City's required contribution to the ERS civilian pension system by \$9 million in Fiscal 2016.

### Health Care for Employees and Retirees

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



Several changes to health care plans were made in Fiscal 2011 through Fiscal 2014, collectively reducing the City's costs by more than \$93 million compared to baseline estimates. The Fiscal 2016 Budget reflects projected costs of \$107 million below baseline estimates. The Fiscal 2011-2014 changes are summarized below:

#### **Fiscal 2011 Changes**

- 10% prescription drug premium co-share for retirees

#### **Fiscal 2012 Changes**

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

#### **Fiscal 2013 Changes**

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

#### **Fiscal 2014 Changes**

- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.
- The City will sunset the prescription drug benefit for Medicare-eligible retirees as of 2020, which is when equivalent federally-subsidized coverage becomes available through the Affordable Care Act. The decision to sunset this benefit in 2020 generates savings in the Fiscal 2014 budget because the actuarial liability for future retiree prescription drug coverage can be decreased.

#### **Fiscal 2016 Changes**

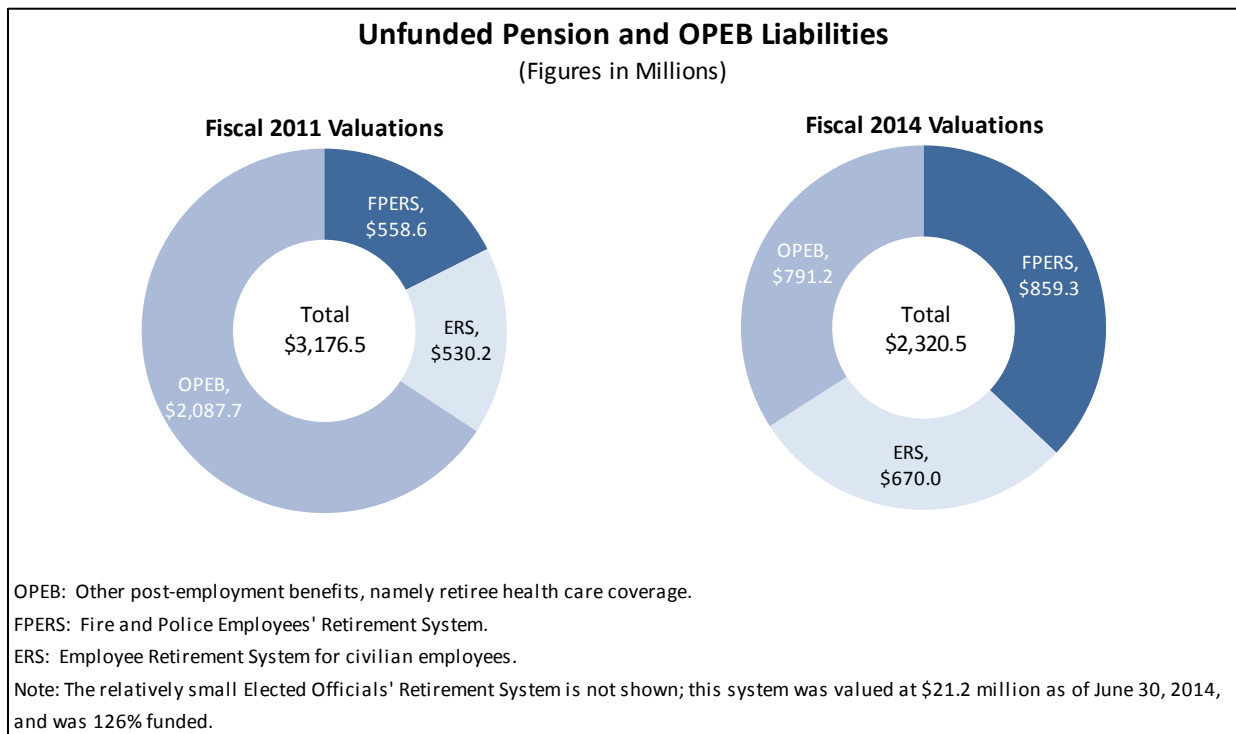
- The City will discontinue provision of erectile dysfunction drug coverage for City retirees. This change in coverage is expected to generate \$350,000 in savings in Fiscal 2016.

#### **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.

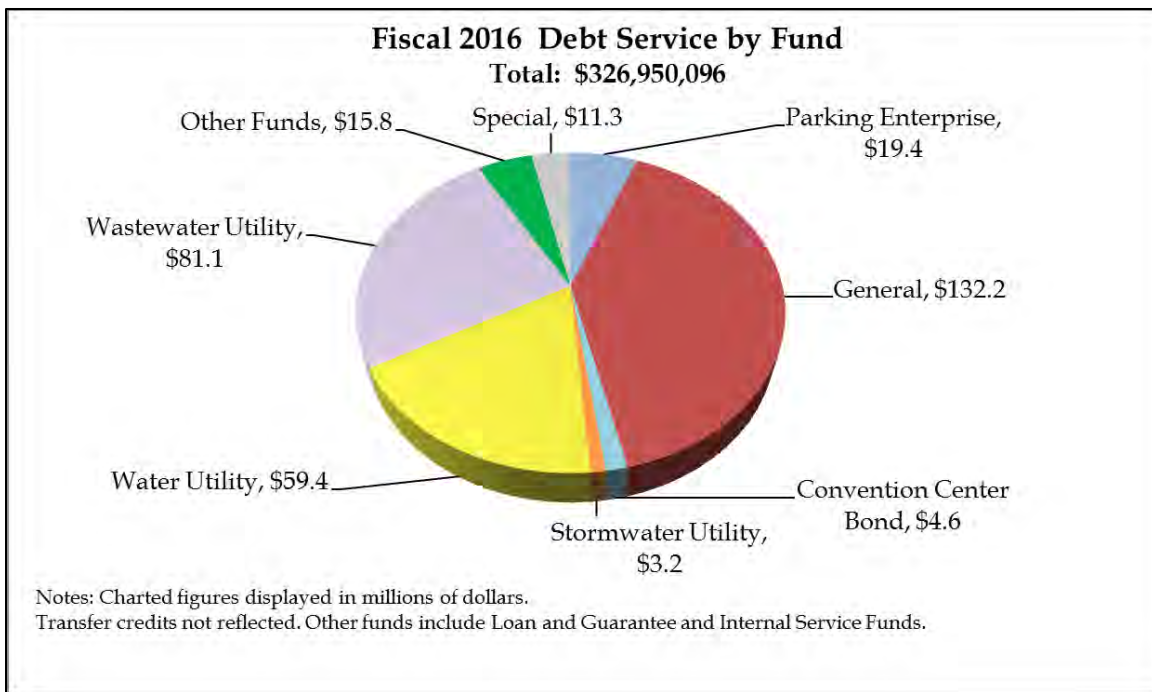
The pie charts below show that Baltimore's long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 valuations and have been reduced to \$2.3 billion as of the Fiscal 2014 valuations.



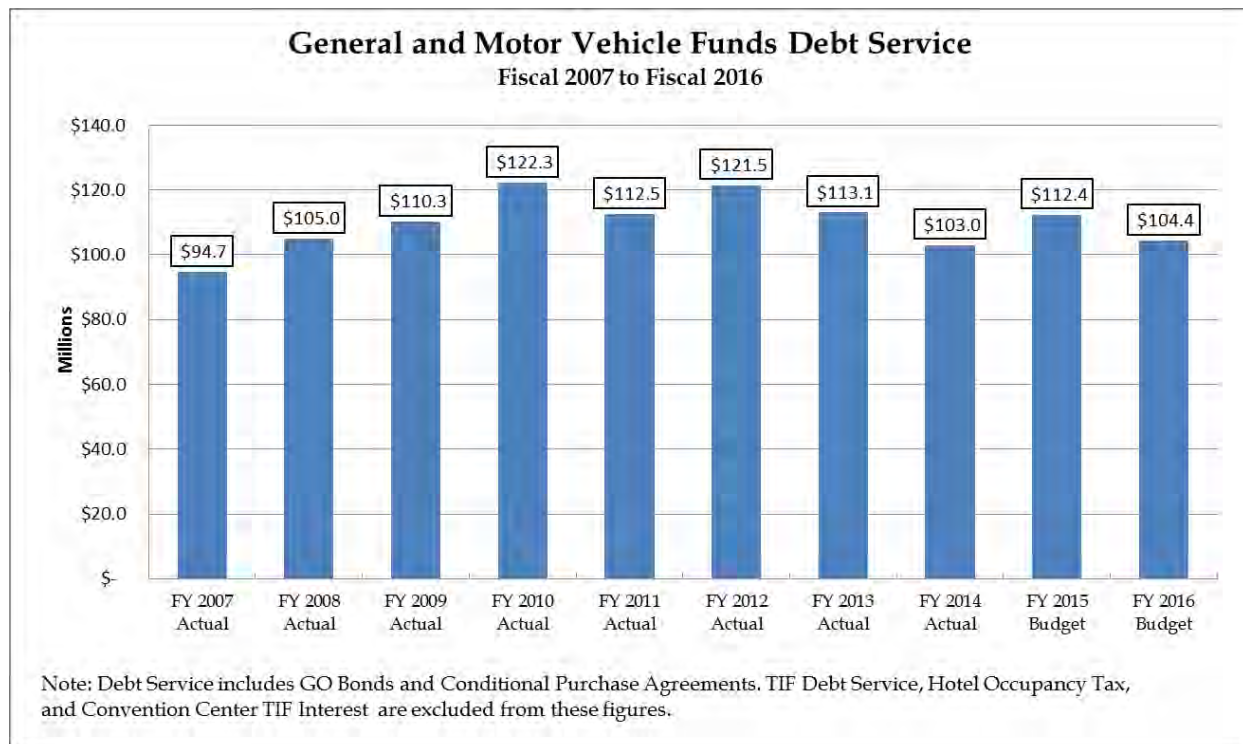
The overall reduction is driven almost exclusively by lower OPEB liabilities (OPEB stands for Other Post-Employment Benefits, primarily retiree health care), stemming from a redesign of the City's medical plans, cost-sharing for prescription drug coverage, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions. Due in large part to these reforms, the unfunded OPEB liability has been reduced by over \$1.2 billion since the Fiscal 2011 valuation. Liabilities for the FERS pension plans continue to grow due to ongoing amortization of past investment losses and adoption of more conservative actuarial methods. Steady market performance has improved the overall position of the ERS pension plan, but the funding ratio has yet to return to the Fiscal 2011 level.

## Debt Service

Debt service is expected to be \$326.9 million for Fiscal 2016. 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. The Fiscal 2016 General Fund adopted budget is approximately \$8.0 million below the Fiscal 2015 adopted budget. Fiscal 2015 included a one-time appropriation of \$10.8 million for debt prepayment, which will reduce the City's baseline debt service costs by \$5 million over the next ten years.



## Risk Management

Risk Management costs, primarily captured within the City's "Other" fixed costs, includes workers' compensation, liability, insurance, and administration. The City's self-insured costs (workers' compensation and liability) are informed through an annual actuarial valuation. Other insurance and administrative costs are informed through actuals; these costs include personnel in the Department of Finance (Risk Management) and the Law Department (Workers' Compensation and Auto Liability), as well as other brokerage, medical, and contractual costs. The City shares a portion of the Risk Management costs with the Baltimore City Public Schools (BCPS), based upon the BCPS share of annual claims.

While most costs are budgeted centrally within the City's Self-Insurance Fund (Service 126), workers' compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services. The City's share of workers' compensation direct costs increased from \$39.9 million in Fiscal 2015 to \$41.7 million in Fiscal 2016.

To begin paying down a deficit that has accumulated in the Risk Management fund, the City will increase contributions to the Self Insurance Stabilization Reserve. In Fiscal 2016, the City will be contributing \$5.0 million to support the Self Insurance Stabilization Reserve.

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

Cost Center	Fund Source	Fiscal 2015 Budget	Fiscal 2016 Recommended
Workers' Compensation	Multiple Funds	\$39,911,541	\$42,193,360
Property and Casualty Insurance	General Fund	1,364,938	1,315,599
Auto/Animal Liability	General/Fleet Funds	2,543,002	2,166,360
General Tort Liability	General Fund	2,303,268	1,858,653
Civil Rights Insurance	Multiple Funds	2,101,823	2,143,859
Insurance - Other Risks	General Fund	1,697,688	2,681,668
Risk Management Administration	Multiple Funds	12,216,093	8,920,472
Self Insurance Stabilization Reserve	General Fund	1,690,429	6,716,350
<b>Total Cost</b>		<b>\$63,828,782</b>	<b>\$67,996,321</b>

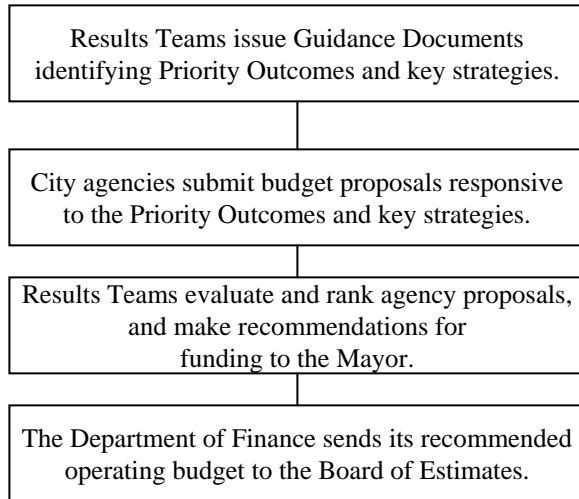
# FISCAL 2016 Summary of the Adopted Budget



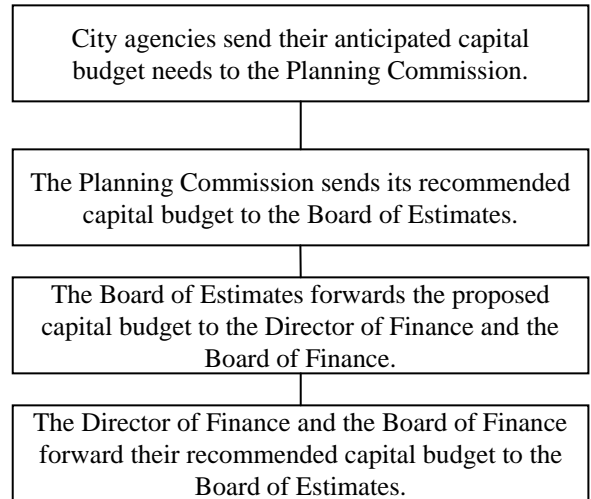
## Budget Process

# 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.

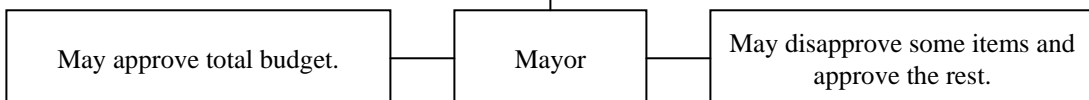
**May**

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**



**July**

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

# FISCAL 2016 Summary of the Adopted Budget



## Revenue Outlook

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Revenue Forecast – Major Revenues

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**GENERAL FUND**

	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2016 Estimated	Dollar Change	Percent Change
<b>Revenue Category</b>					
Property Taxes	\$781,940,192	\$784,858,000	\$857,184,430	\$72,326,430	9.2
Income Taxes	284,437,489	286,688,762	293,109,000	6,420,238	2.2
Highway User Revenues	132,276,865	136,102,428	137,796,122	1,693,694	1.2
State Aid	102,141,721	103,697,746	102,824,797	(872,949)	(0.8)
Energy Tax	40,863,560	41,061,000	41,689,000	628,000	1.5
Net Parking Revenue	43,423,495	35,914,179	37,590,861	1,676,682	4.7
Telecommunication Tax	33,389,054	33,523,000	34,021,000	498,000	1.5
Recordation Tax	37,777,174	31,868,000	29,054,000	(2,814,000)	(8.8)
Hotel Tax	26,744,860	27,420,912	27,451,063	30,151	0.1
Transfer Tax	36,767,342	27,354,000	28,499,000	1,145,000	4.2
Speed Cameras	1,271,391	0	2,500,000	2,500,000	100.0
Investment Earnings	1,053,328	1,200,000	1,426,000	226,000	18.8
All Other	155,143,598	138,312,329	127,707,974	(10,604,355)	(7.7)
<b>Total General Fund Revenue</b>	<b>\$1,677,230,069</b>	<b>\$1,648,000,356</b>	<b>\$1,720,853,247</b>	<b>\$72,852,891</b>	<b>4.4</b>

Funding sources for the General Fund are anticipated to total \$1.720 billion, an increase of \$72.8 million or 4.4% from the Fiscal 2015 adopted budget of \$1.648 billion.

Fiscal 2016 represents the third year of the Mayor's Ten-Year Financial Plan for Baltimore City. The plan provides the City with a roadmap to avoid future fiscal shortfalls through a series of strategic initiatives that meet the City's goals of creating structural budget balance, addressing long-term liabilities, investing in infrastructure and increasing tax competitiveness.

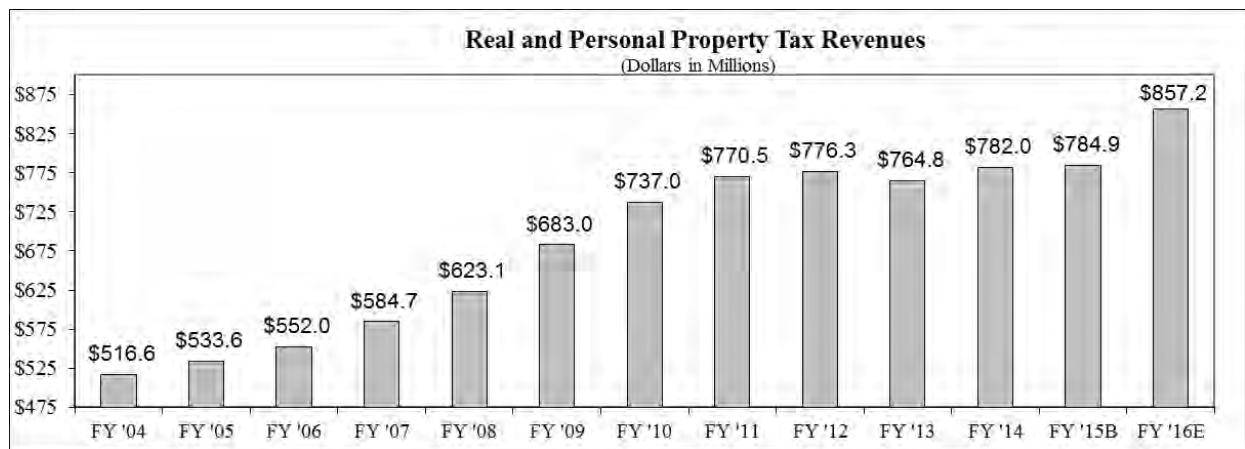
The Fiscal 2016 budget includes the fourth year of the Mayor's 20 Cents by 2020 program. The Targeted Homeowners Tax Credit now represents an average of 11.7 cents effective property tax rate reduction for owner-occupied properties. This is an estimated average effective rate, and not all homeowners will realize this rate. When added to the general rate reduction of Fiscal 2014, the average effective rate has been reduced by approximately 13.7 cents. The precise number for Fiscal 2016 will not be known until late May when the analysis is performed for the tax bills and submitted to Board of Estimates.

The Fiscal 2016 General Fund forecast shows a net revenue increase of \$72.8 million. Property taxes, which comprise nearly half of General Fund revenue, are projected to increase by \$72.3 million mainly due to a reduction in the estimated homestead tax credit cost and an increase in real property assessments. After a late opening in the summer of 2014, the City began to realize lease revenues from the video lottery terminal operations. The Fiscal 2016 budget plan includes an estimated \$9 million in General Fund revenues from this source. Income taxes are estimated to increase by \$6.4 million. The receipts from transfer taxes are expected to yield an additional \$1.2 million above the Fiscal 2015 budget.

The traffic camera citation systems (temporarily suspended in Fiscal 2015) are anticipated to be partially reinstated and generate \$2.5 million additional revenue. The Fiscal 2016 budget includes \$5.0 million from fund balance as a “bridge” to partially compensate for the revenue deficit in the camera program.

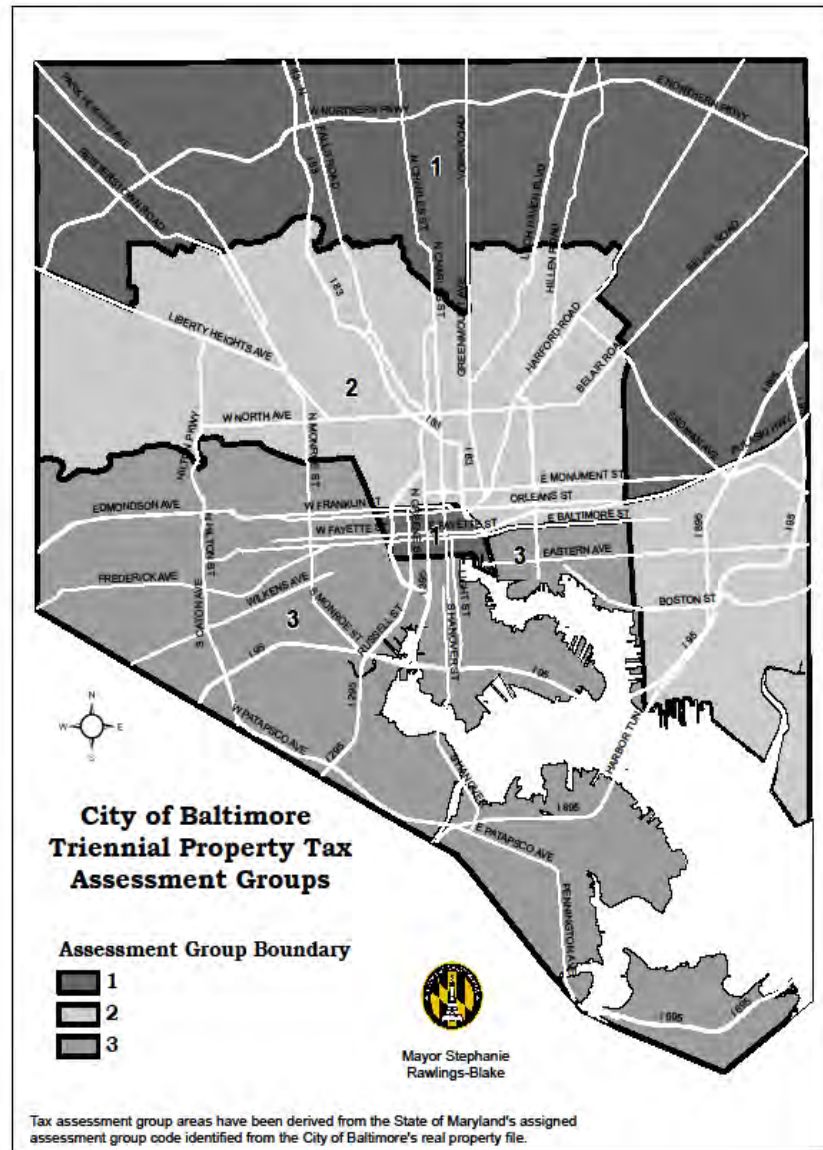
These increases are partially offset by a decrease of \$2.8 million in recordation tax revenues due to a slowdown in refinancing activity and the number of transactions subject to recordation tax.

**PROPERTY TAXES** – The real and personal property tax rates are proposed to be maintained at \$2.248 and \$5.62 per \$100 of assessed value respectively. The 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 increase \$59.4 million, or 8.1%, from \$729.6 million in Fiscal 2015 to \$789.0 million in Fiscal 2016. The SDAT reassessed Group 3 for Fiscal 2016, shown in the map below as the Southern third of the City.



The Statewide average assessment for Group 3 increased 10.8%, representing only the second year with assessment increase since Fiscal 2010. For the City, the current year base assessment (effective Fiscal 2016) reflects an annual phase in value increase of 3.2% with a total triennial assessment growth of 9.6% for Group 3. The increase is made up of a 6.7% increase for residential properties and 14.4% increase for commercial properties.

The 6.7% increase in the Fiscal 2016 assessment on residential properties signals the continuing recovery of the City's housing market, and represents the potential end of the price reduction trend on City properties since 2009, a period marked by the housing bubble collapse.

The following table shows the ten year history of the full cash value average assessment growth for properties in the City since Fiscal 2000.

<b>Fiscal Year</b>	<b>Assessment</b>	<b>Full Cash Value</b>	<b>Phase-in</b>
<b>Reassessment</b>	<b>Group</b>	<b>Assessment</b>	<b>Assessment</b>
		<b>Increase</b>	<b>Increase</b>
2000	Group II	2.8%	0.9%
2001	Group III	7.3%	2.4%
2003	Group II	6.1%	2.0%
2004	Group III	23.0%	7.7%
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%
2015	Group II	7.0%	2.3%
2016	Group III	9.6%	3.2%

**\*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. Overall, the City's homestead tax credit cost is projected to decline by \$10.9 million (22.4%) in Fiscal 2016.

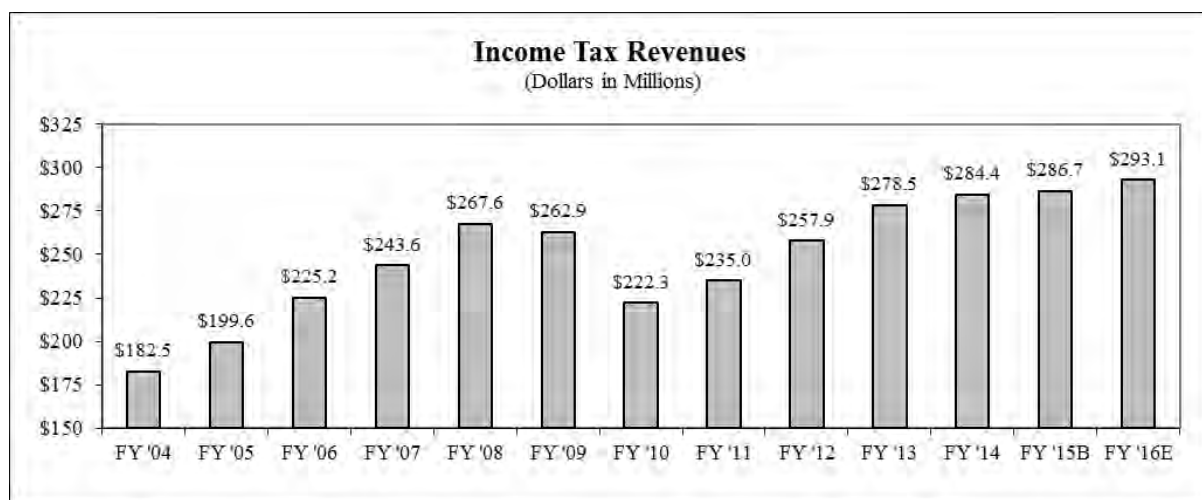
In addition to declining Homestead Tax Credit costs for FY2016, the City will also experience savings resulting from an audit of Baltimore City's exempt properties conducted by the Department of Assessments and Taxation (SDAT). SDAT reviewed a total of 3,426 exempt properties and found that 288, or 8.4%, of these required changes to their exempt status. 248 of these properties went from being 100% exempt to 100% taxable, while an additional 11 properties were corrected from partially exempt to 100% taxable. Finally, 29 properties had their exemptions modified from fully exempt to partially exempt. The ultimate result of these changes was an additional \$50,918,600 in the tax base, which yields approximately \$1,144,650 in additional revenue.

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

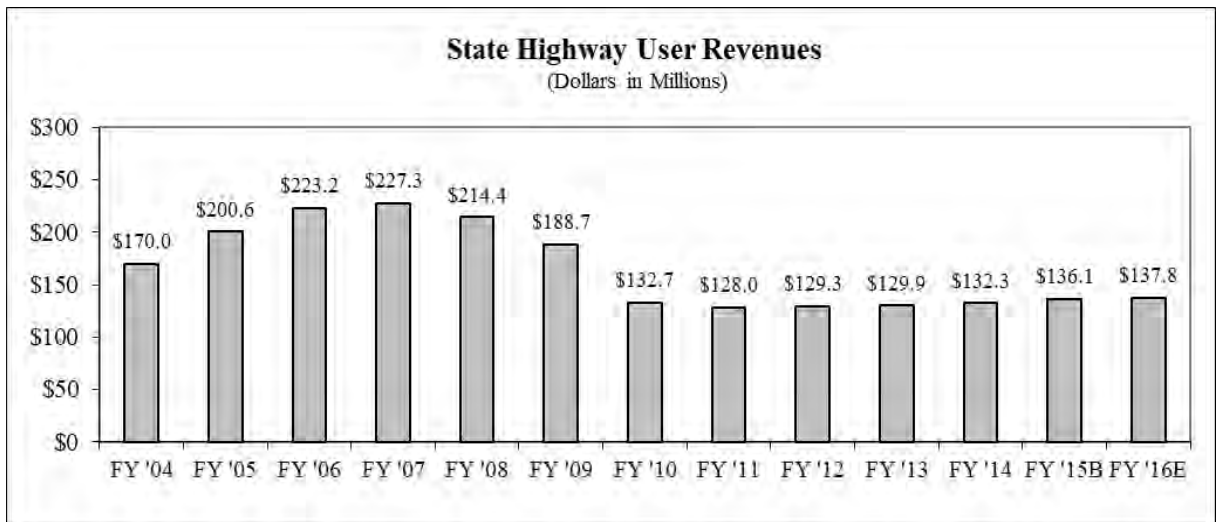
Total business and public utility personal property taxes are estimated to be \$106.1 million, an increase of 1.9% or \$1.9 million from the Fiscal 2015 budget. Recent increases in assessments of business assets subject to personal property taxes along with an improvement in the City's collection rate are the main factors supporting this growth.

**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 \$293.1 million, an increase of \$6.4 million or 2.0% from the Fiscal 2015 budgeted level. Improvements in major income indicators such as wages and earnings and increasing employment in the City support the anticipated increase.

The most recent data released by the State Department of Labor, Licensing and Regulation (DLLR) shows that the average weekly wage for jobs located in the City grew 3.0% in the third quarter of 2014 compared to the same period of 2013 and the preliminary annual average employment was 0.5% above the 2013 level. The City’s annual average unemployment rate has also declined from its recession peak of 11.9% in 2010 to an average of 8.7% at the end of 2014.



**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 2016 is \$137.8 million, which is \$1.7 million (1.2%) higher than the Fiscal 2015 adjusted budget. While the estimated distribution is increasing, the City’s highway user revenue is still \$76.6 million (27%) 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 2016 increase is in spite of maintaining the City’s share of total statewide HUR revenue at 7.7%. The Fiscal 2016 budget includes a \$2 million supplemental appropriation proposed by the Governor to partially offset the loss in HUR revenue.

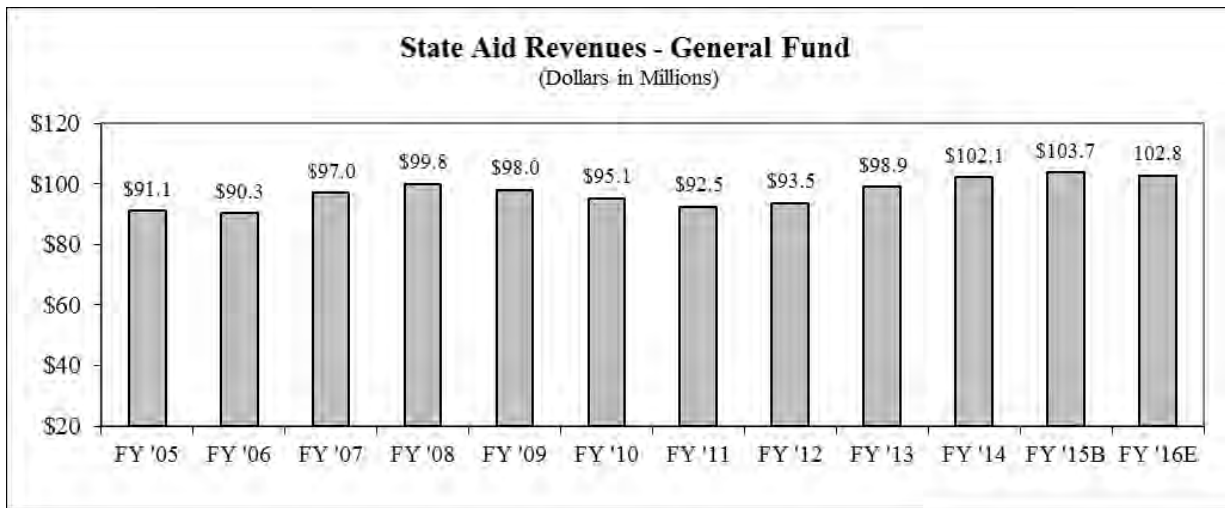


**STATE AID** – State Aid budgeted in the General Fund is projected to decrease \$0.9 million or 0.9% from the adjusted Fiscal 2015 budget.

Starting in Fiscal 2013 the State transferred a share of teacher's retirement costs to all jurisdictions. This burden has been partially offset by increased State aid to the City. The teacher's retirement supplemental grant remains at \$10 million.

The net decrease in Fiscal 2016 State Aid is entirely due to \$0.9 million in reduced funding for the local health operations grant. The Income Tax Disparity Grant is estimated to remain 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 at least 75.0% of the statewide average.

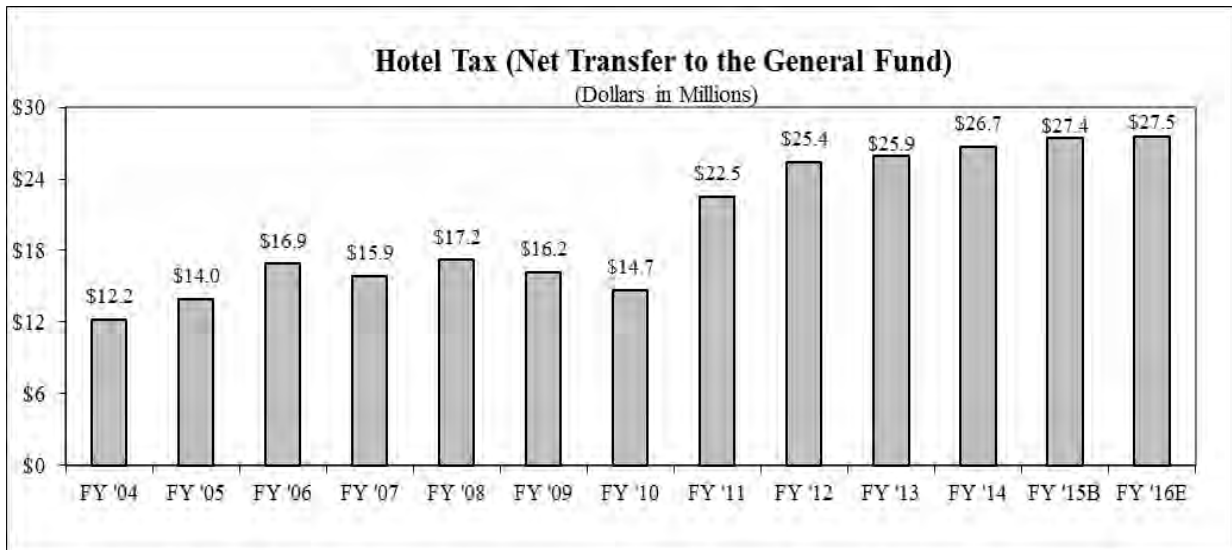
All other components of General Fund State Aid (library aid and funding for the War Memorial) are at the same levels as Fiscal 2015.



**SPEED CAMERAS AND RED LIGHT VIOLATIONS** – Two years ago, the City ended its traffic camera contract with Xerox and entered into a new agreement with Brekford that started in January 1, 2013. However, this agreement did not fully materialize due to numerous technical problems, and the administration decided to temporarily suspend the program. It is anticipated that the traffic camera program will be partially reinstated in Fiscal 2016 and generate an estimated \$2.5 million additional revenue.

**TRANSFER FROM THE PARKING MANAGEMENT FUND:** The net revenue transfer from the parking funds for Fiscal 2016 is estimated at \$36.1 million, remaining approximately at Fiscal 2015 budget levels. Current market activity suggests that increased parking activity will generate about \$1 million in additional revenues over the Fiscal 2015 budget, while total expenditures increase \$1 million.

**HOTEL TAX:** The Fiscal 2016 hotel tax revenue is estimated at \$27.5 million, slightly above the Fiscal 2015 budget level. 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. Hotel tax activity in the City continues to be strong. Data as of November 2014 shows a 2.0% increase in demand for City rooms during the first five months of Fiscal 2015. The current average of the City's occupancy rate is 2.3% above the prior year to date of 70.6%, reaching 72.9%. Additionally, after experiencing an average decline of 0.4% during the first half of Fiscal 2014, the City's average daily rate has increased 4.0% during the same period of Fiscal 2015. Room supply is estimated to remain at the current level; however, the average rate per room is expected to increase to \$152.10 per night from the \$146.50 current average. The budget projection is based on convention bookings being down in Fiscal 2016.



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

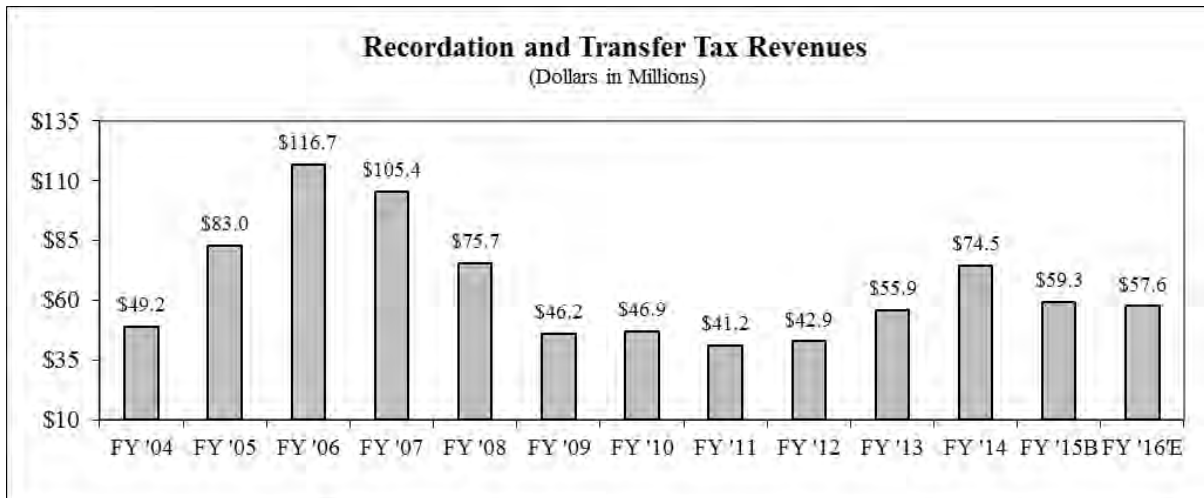
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Hotel Tax*	\$31,305,000	\$32,001,000	\$32,000,000
Convention Center Debt Service	(\$4,580,088)	(\$4,580,088)	(\$4,580,088)
Visit Baltimore Appropriation	(\$13,161,479)	(\$14,286,415)	(\$13,923,099)
1/3 of Convention Center Deficit	(\$2,678,381)	(\$2,814,315)	(\$2,814,315)
Net Hotel Tax in General Fund	\$10,885,052	\$10,320,182	\$10,682,498
<b>% of Actual Hotel Tax</b>	<b>34.8%</b>	<b>32.2%</b>	<b>33.4%</b>

**RECORDATION AND TRANSFER TAXES** – The City's estimated revenue from recordation and transfer taxes is \$57.6 million for Fiscal 2016, a decrease of \$1.7 million or 2.9% compared to the Fiscal 2015 budget estimate.

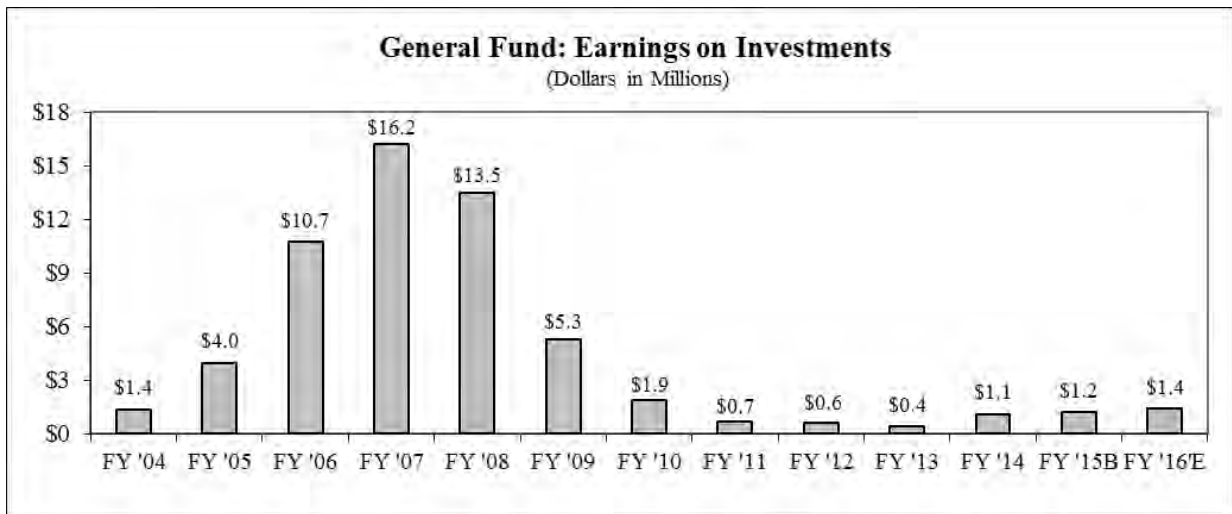
These sources of revenue depend on the number and value of real estate sales and, in the case of the recordation tax, refinancing activity. Daily transaction data collected by the City's Finance Department as of December 2014 show that the average value of properties paying recordation tax has dropped about 32% compared to the prior year to date, and the total number of transactions has decreased about 50% during the same period, representing

a total revenue decrease of \$9.3 million. While mortgage interest rates remain historically low, a sluggish overall City economy has reduced sales and refinancing transactions. For Fiscal 2016, transfer taxes are estimated to increase 4% or \$1.1 million due to projected growth of 2.0% in housing prices and 1.0% in the number of transactions.

Fiscal 2016 recordation tax receipts are anticipated to decrease \$2.8 million, or 8.8%, from the \$31.9 million budgeted in Fiscal 2015. Slow improvement in the housing market and the prevalence of low interest rates explains the anticipated growth in recordation tax.



**EARNINGS ON INVESTMENTS** - City returns on cash investments for Fiscal 2016 are forecasted at \$1.4 million, 18.8% higher than the Fiscal 2015 budget and 91.4% 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 2016 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.



**CASINO -VIDEO LOTTERY TERMINALS & TABLE GAMES** - The Horseshoe Casino went live in Baltimore at the end of August 2014. Proceeds from the video lottery terminals and table games were originally projected to be \$13.2 million by the State of Maryland. Monthly proceeds of less than \$700,000 have materialized over the first half of Fiscal 2015. Based on Fiscal 2015 levels, the Fiscal 2016 estimate is \$9 million. The casino leasing agreement guarantees a minimum payment of \$10 million to the city (90% to the General Fund Property Tax Relief and 10% to a special fund for school construction).

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## SUMMARY OF THE ADOPTED BUDGET

### Summary of City Real Property Tax Credit Programs

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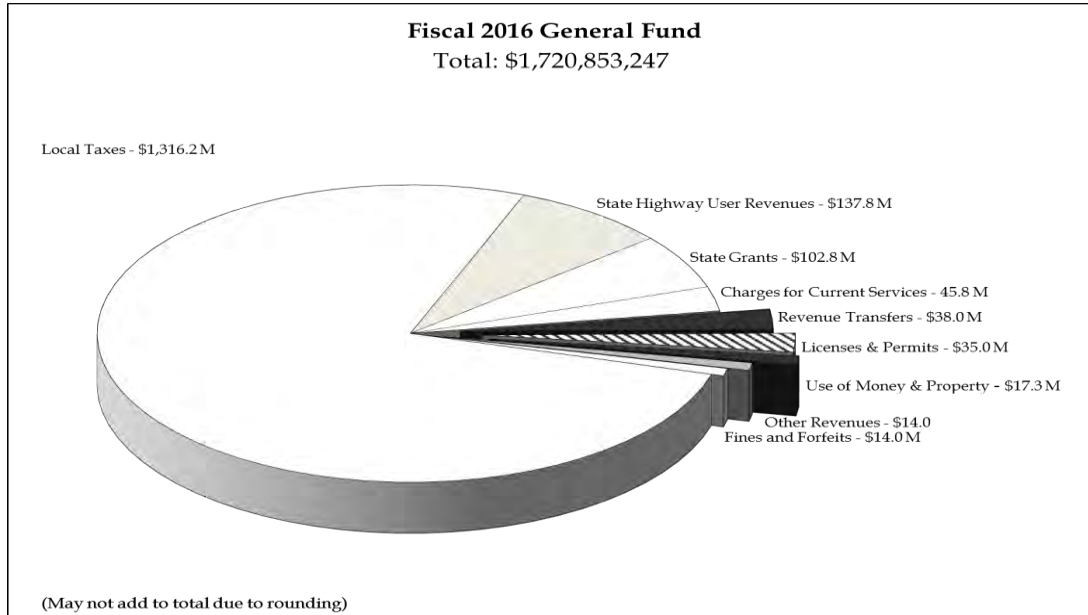
The table below describes tax expenditure costs for all locally authorized real property tax credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2016, the City budget estimates real property tax credit expenditures totaling about \$ 91.0 million. This represents a decrease of about \$4.5 million compared to the Fiscal 2015 projected expenses of \$ 95.5 million.

	<u>Fiscal 2015 Projection</u>	<u>Fiscal 2016 Budget</u>
<u>Homestead Tax (104% Assessment Phase-In)</u>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	\$48,907,000	\$37,973,329
<u>Targeted Homeowners Tax Credit</u>		
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.	17,738,939	20,900,000
<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.	12,098,746	13,752,961
<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.	8,106,241	8,965,592
<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.	3,849,000	4,163,000
<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.	4,336,129	4,311,835
<u>Other Local Option Property Tax Credits</u>		
Includes costs of the new High-Performance Market-Rate Rental Housing Tax Credit, the neighborhood preservation and stabilization conservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs.	467,116	998,903
	<u>\$95,503,171</u>	<u>\$91,065,620</u>

<b><u>ESTIMATED ASSESSABLE BASE</u></b>			
	<b><u>Fiscal 2015</u></b>	<b><u>Fiscal 2016</u></b>	<b><u>Change</u></b> FY2015 to FY2016
<b>REAL PROPERTY</b>			
<b>Subject to \$2.248 Tax Rate</b>			
Real Property Assessed Locally	\$33,618,826,000	\$35,352,279,026	\$1,733,453,026
Appeals, Abatements and Deletion Reductions	(432,018,097)	(\$281,301,763)	150,716,334
Adjustment for Assessment Increases over 4%	(1,968,101,000)	(\$1,689,205,027)	278,895,973
New Construction	52,899,000	\$69,250,000	16,351,000
Rail Road Property	207,599,000	\$209,675,000	2,076,000
<b>Total Real Property Subject to \$2.248 tax rate</b>	<b>\$31,479,204,903</b>	<b>\$33,660,697,236</b>	<b>\$2,181,492,333</b>
<b>Subject to \$5.62 Tax Rate</b>			
Public Utility Property	\$133,533,000	\$132,198,000	(\$1,335,000)
<b>Total Public Utility Real Property Subject to \$5.62 tax rate</b>	<b>\$133,533,000</b>	<b>\$132,198,000</b>	<b>(\$1,335,000)</b>
<b>Total Taxable Real Property Value</b>	<b>\$31,612,737,903</b>	<b>\$33,792,895,236</b>	<b>\$2,180,157,333</b>
<b>TANGIBLE PERSONAL PROPERTY</b>			
<b>Subject to \$5.62 Tax Rate</b>			
Individual and Firms	\$17,242,100	\$23,416,370	\$6,174,270
Ordinary Business Corporations	\$948,850,569	\$968,843,416	\$19,992,847
Public Utilities	\$868,024,911	\$895,925,267	\$27,900,356
<b>Total Tangible Personal Property</b>	<b>\$1,834,117,580</b>	<b>\$1,888,185,053</b>	<b>\$54,067,473</b>
<b>Total Real and Personal Property</b>	<b>\$33,446,855,483</b>	<b>\$35,681,080,290</b>	<b>\$2,234,224,807</b>
<b><u>ESTIMATED PROPERTY TAX YIELD</u></b>			
		<b><u>Fiscal 2016</u></b>	
<b>Property Subject to \$2.248 Tax Rate</b>			
<b>Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>	<b>\$0.01/\$100</b>	\$3,366,070	
Anticipated Rate of Collection		98.5%	
Net Tax Yield from \$0.01 per \$100 of Assessable Base		\$3,315,579	
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate		\$745,342,087	
<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>	\$13,220	
<b>Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>	<b>\$0.01/\$100</b>	\$188,819	
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$202,038	
Anticipated Rate of Collection		98.5%	
Net Tax Yield from \$0.01 per \$100 of Assessable Base		\$199,008	
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)		\$497,519	
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate		\$111,842,345	
<b>Total Estimated Property Tax Yield - Real and Personal Property</b>		<b>\$857,184,430</b>	
<b>Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property</b>			
		<b>\$3,813,098</b>	

# FISCAL 2016 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. Six major types of revenues comprise 96.2% of the \$1,720.9 million Fiscal 2016 budget. The six types of revenue are Local Taxes, State Grants, State Highway User Revenue, Charges for Current Services, Revenue from the Use of Money and Property, and Licenses and Permits. Revenue transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund, most significantly the Parking Management Fund.

### Major Revenues

Local Taxes (76.5%)	
Property Tax	\$857.1 M
Income Tax	\$293.1 M
Sales & Services	\$132.5 M
Others	\$33.5 M
<b>Total</b>	<b>\$1,316.2 M</b>

Local Taxes represent 76.5% of total General Fund revenues and funding sources. The largest share of local taxes, 65.1%, comes from current year real and personal property tax receipts. Income taxes, with Fiscal 2015 estimated receipts of \$293.1 million, represent 22.3% of local tax revenues. 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 \$132.5 million or 10.1%.

<b>State Highway User Revenues (8.0%)</b>	
State Highway User Revenues	\$137.8 M
<b>Total</b>	<b>\$137.8 M</b>

The City of Baltimore will receive \$137.8M in Highway User Revenues in Fiscal 2016. These revenues are derived primarily from the State gas tax and are distributed to the City and the Counties via formula. The City's share of Highway User Revenue has declined during the last several years from 12.3% in Fiscal 2007 to only 7.7% in Fiscal 2016. In Fiscal 2007, the City received \$226.6M in Highway User Revenues to care for the 1,900 miles of roadway in the City of Baltimore. Unlike the counties, which share responsibility for maintenance of roads within their jurisdictions with both the State and any municipalities that have road maintenance responsibilities, the City of Baltimore is solely responsible for the maintenance of nearly all of the roads in the City. The 40.1% decline from 2007, a loss of over \$90.7M, has made it increasingly challenging for the City to properly maintain its roads.

<b>State Grants (6.0%)</b>	
Income Tax Disparity	\$79.1 M
Teachers Retirement Sup. Grant	\$10.0 M
Local Health Operations	\$7.4 M
Library Services & Others	\$6.2 M
<b>Total</b>	<b>\$102.7 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 other grants including library services for \$7.4 million and \$6.2 million respectively. The distribution of the Income Tax Disparity Grant is based upon a statutory formula created in 1992 by the Maryland General Assembly. The grant is made in order to bring the per capita income tax yield of Maryland's poorer subdivisions up to 75.0% of the State-wide yield. In Fiscal 2013 the State transferred a share of the teacher's retirement costs to all jurisdictions. In order to offset this cost, the Maryland General Assembly approved a \$10.0 million supplemental grant for teacher pension and maintained the Fiscal 2013 Disparity Grant appropriation level of \$79.1 million, currently adopted for Fiscal 2016. The Health Operation Grant was decreased \$1 million to \$7.4 million while the Library Service aid was virtually maintained at the same appropriation level of \$6.1 million.

<b>Charges - Current Services (2.7%)</b>	
Charges for Central City	
Services	\$11.5 M
Impounding Vehicles and	
Highway Fees	\$11.8 M
Sanitation & Waste Removal	\$10.4 M
Other	\$12.1 M
<b>Total</b>	<b>\$45.8 M</b>

In the Charges for Current Services group, revenues derived from charges for central city services,

impounding vehicle and highway fees, and sanitation and solid waste disposal account for 73.6% 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 (2.0%)</b>	
Public Safety & Regulation	\$24.7 M
Business, Alcoholic Beverage & Marriage Licenses	\$6.4 M
Other License & Permits	\$3.9 M
Total	\$35.0 M

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, \$24.7 million. Significant revenue in this group, \$6.6 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.

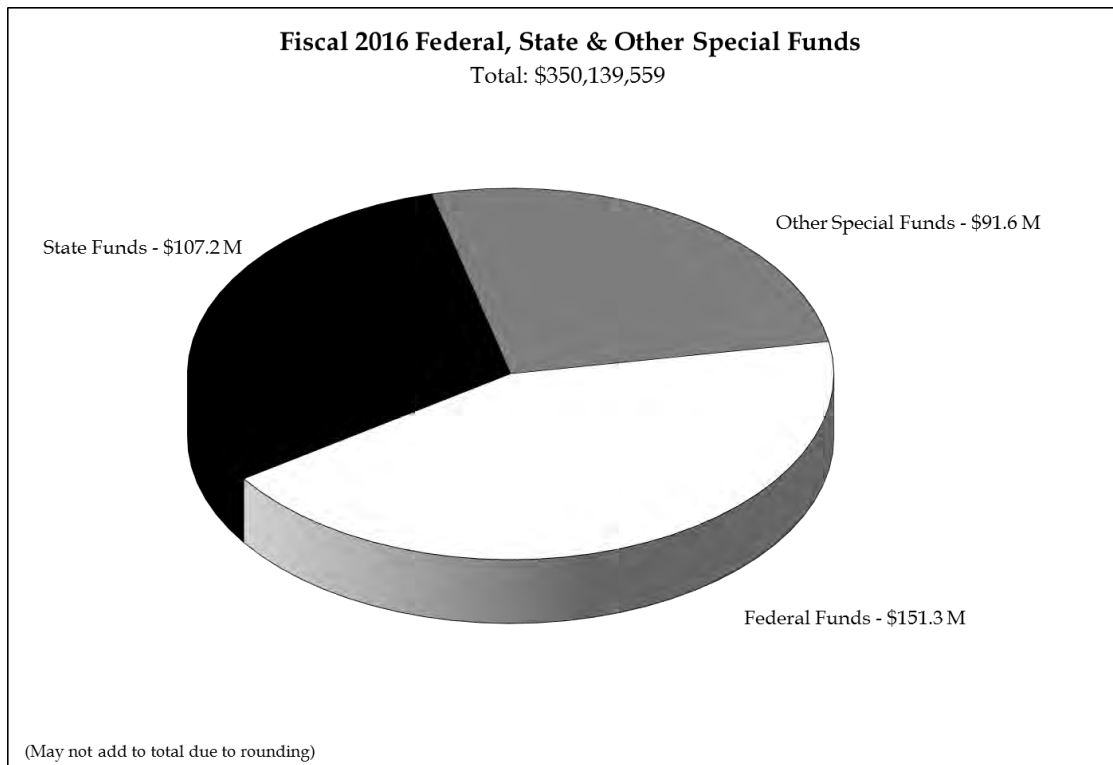
<b>Fines and Forfeits (0.8%)</b>	
Forfeitures Drug/Gambling	
Contraband	\$1.5 M
Environmental Control Board	\$6.0 M
Other	\$6.5 M
Total	\$14.0 M

Fines and Forfeits are mainly composed by forfeiture revenues and environmental citations. Revenues from Forfeitures Drug/Gambling assets total \$1.5 million or 10.7% of the total for this category. Revenues from environmental citations represent 42.9% or \$6.0 million. All other revenues in this category total \$6.5 million or 46.4%.

<b>Use of Money and Property (1.0%)</b>	
Convention Center	\$9.1 M
Other Revenues	\$5.3 M
Rental from Benton Building	\$1.5 M
Earnings on Investments	\$1.4 M
Total	\$17.3 M

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 8.7% or \$1.5 million, while earnings on investment returns on the daily cash balances in the City Treasury account for 8.1% or \$1.4 million of the category total. All other revenues in this category account for \$5.3 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.

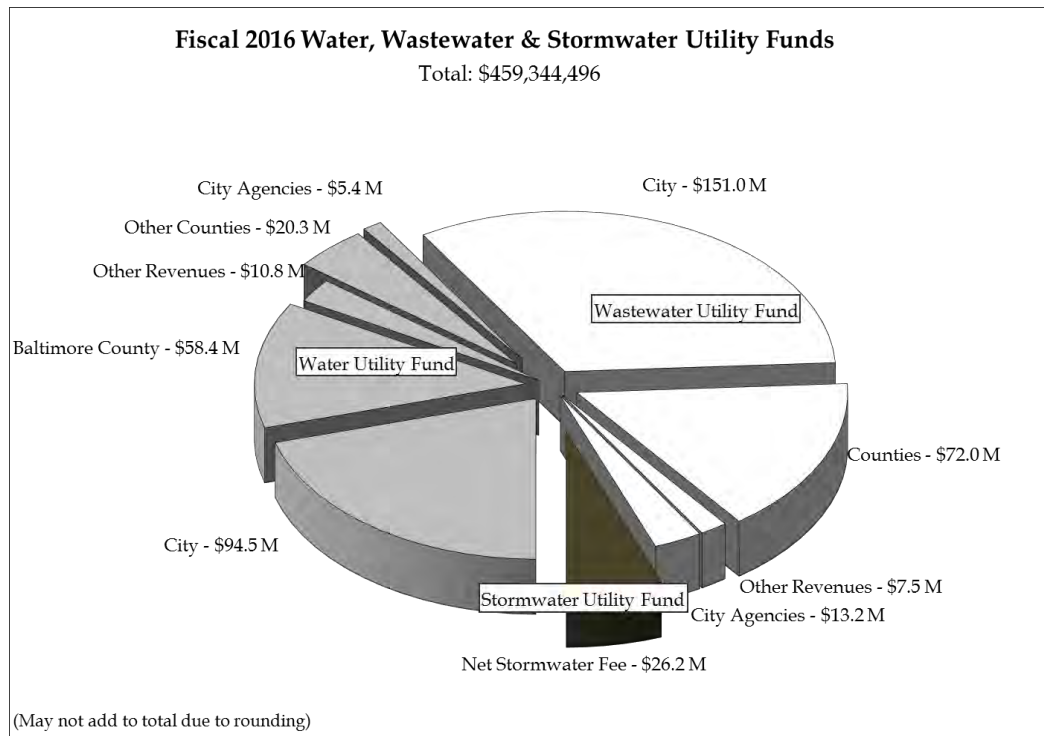
### Major Revenues

The Fiscal 2016 Federal Fund operating appropriation is budgeted at \$151.3 million, \$15 million lower than in Fiscal 2015. The budget includes a \$3.2 million reduction in State and Federal funding for HIV treatment for the uninsured, a reduction of \$1.7 million of CDBG appropriation within Head Start, removal of the \$2 million BMP Tunnel Grant within Street Maintenance, and reduction of \$1.2 million in unallocated grant appropriation within Police Homeland Security.

The Fiscal 2016 State aid budget is \$107.2 million, 9% or \$14.9 million lower than the Fiscal 2015 operating appropriation. This decrease is explained by \$2.1 million appropriation decrease for the Community Services Block Grant (CSBG) and a \$13.0 million reduction in appropriation across multiple City agencies for the Customer Investment Fund.

The Special Fund budget for Fiscal 2016 is \$91.6 million, \$12.9 million higher than the Fiscal 2015 appropriation. The Fiscal 2016 budget includes \$7.58 million in operating funds from the Casino Local Impact Aid, which includes \$1.6 million for Police, \$685,000 for Employment Services, and \$1.48 million for Transportation enforcement and planning. It also includes over \$3 million in capital funding for infrastructure in the Casino area. Appropriation for Fire's EMS revenue has been increased by \$3.7 million, and Public and Private Energy Performance service within Public Works has appropriated an additional \$5.0 million for Fiscal 2016.

## Water, Wastewater and Stormwater 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 52.7% or \$99.9 million of total user charges in Fiscal 2016. Baltimore County customers provide 30.8% or \$58.4 million, and the remaining balance comes from Anne Arundel, Carroll, Harford and Howard counties, late penalties and other minor service charges. Fiscal 2016 revenues and funding sources are estimated to be \$189.4 million.

**Wastewater Utility-** Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated at the Back River and Patapsco treatment plants. These counties also pay a portion of the capital expenses of jointly used wastewater facilities. City customers, including City agencies, provide approximately 67.4% or \$164.2 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance. Fiscal 2016 revenues and funding sources are estimated to be \$243.7 million.

**Stormwater Utility Fund** - The Stormwater Utility Fund, established for the Fiscal 2014 Budget, was created with the purpose of planning and budgeting for the capital and operating expenses associated with City's stormwater management system. In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including the City, create a watershed protection program beginning July 1, 2013. A user fee provides a dedicated revenue source for the purpose of enabling the City to meet State and federal water quality requirements, improving water quality and flood control, reducing runoff into the harbor, and expanding green space. The Fiscal 2016 funding sources are estimated to be \$26.2 million.

## **Loan and Guarantee Enterprise Fund**

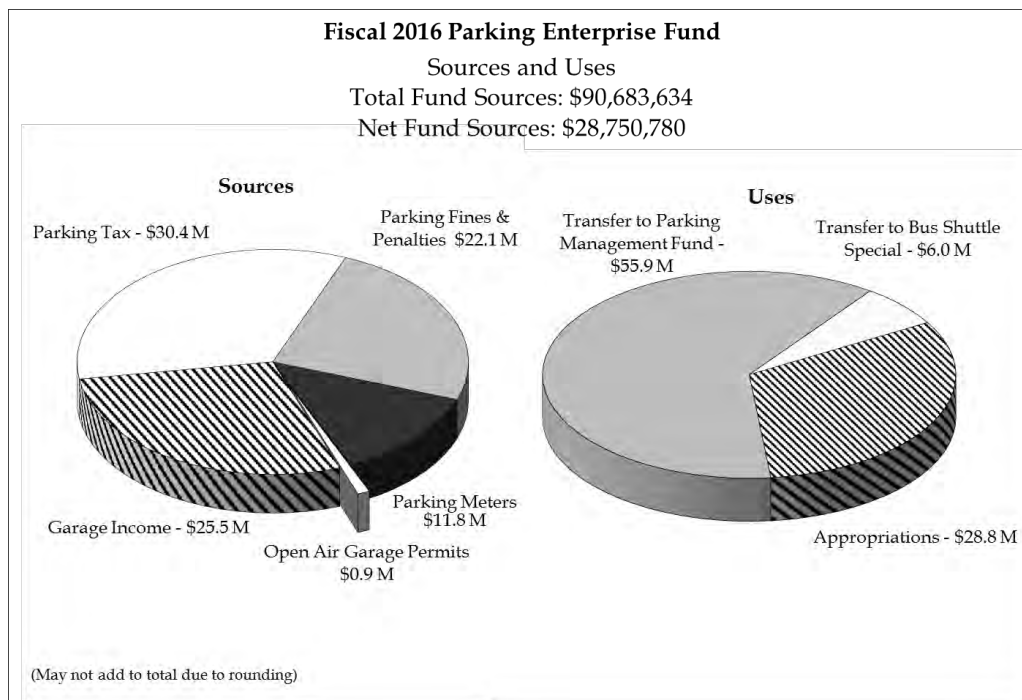
### **Policy and Objectives**

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 2016 revenues are estimated to be \$0.5 million, all of which is transferred from the General fund. The Fiscal 2016 budget for the Loan and Guarantee Enterprise Fund reflects the termination of a Ground and Building lease associated with the Lexington Market Arcade Building, which will save the City \$1.6 million in annual lease payments. This will provide greater flexibility in implementation of the Lexington Market master plan.

## Parking Enterprise Fund



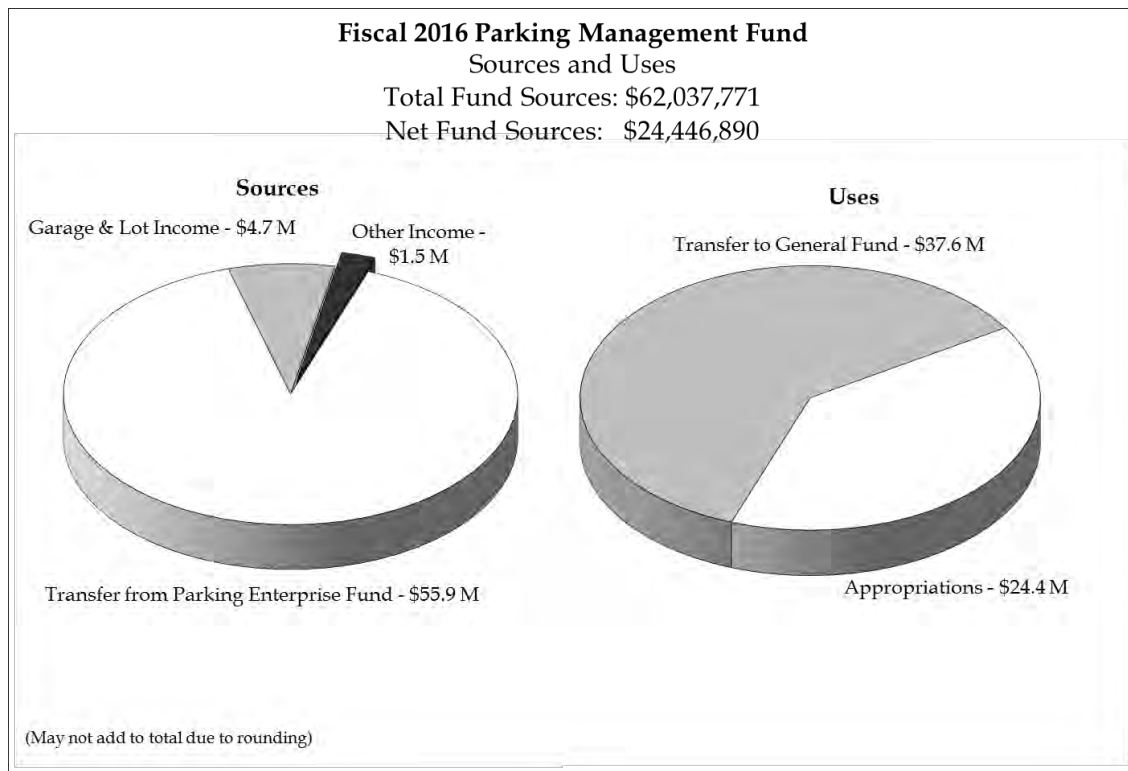
### Policy and Objectives

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 86.0% 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 2016 Parking Enterprise Fund revenues are estimated to total \$90.7 million. Out this total, \$28.8 million is to support operating and debt service requirements, \$55.9 million to be transferred to the Parking Management Fund and \$6.0 million to be transferred to the Harbor Shuttle Special Fund.

## Parking Management Fund



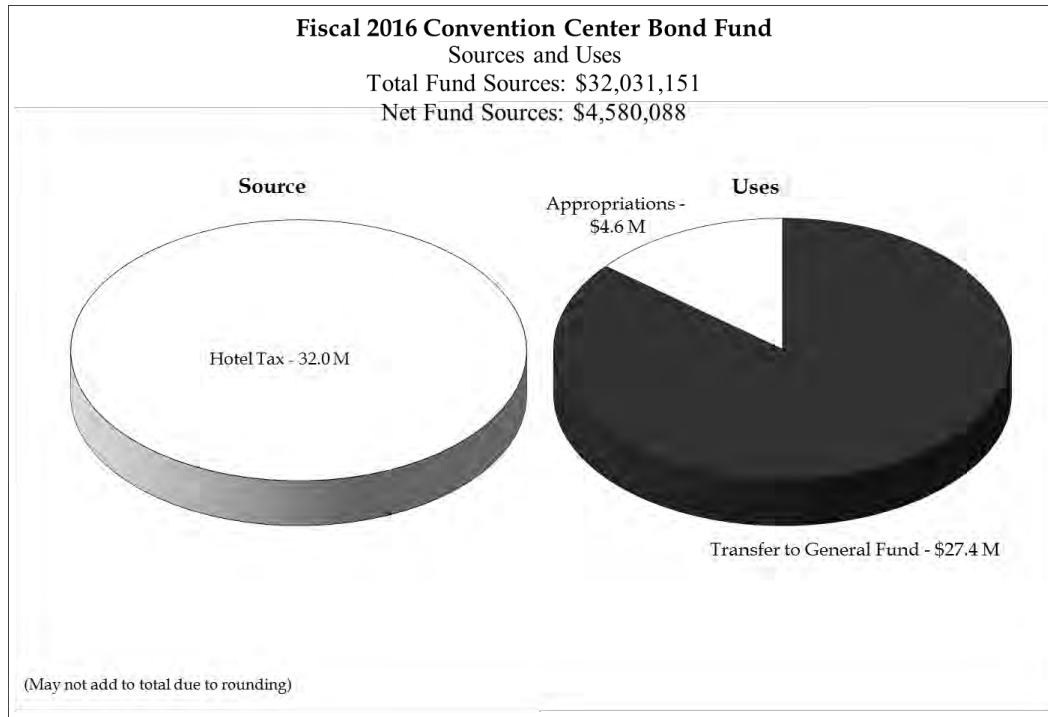
### Policy and Objectives

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 \$6.2 million. Income from City-owned parking lots and garages of \$4.5 million makes up the bulk of these revenues. Transfers from the Parking Enterprise Fund, \$55.9 million, are required to supplement fund revenues to support expenditure requirements of \$24.4 million. After expenses are met, available revenues are transferred to the General Fund, an estimated \$37.6 million in Fiscal 2016.

## Convention Center Bond Fund



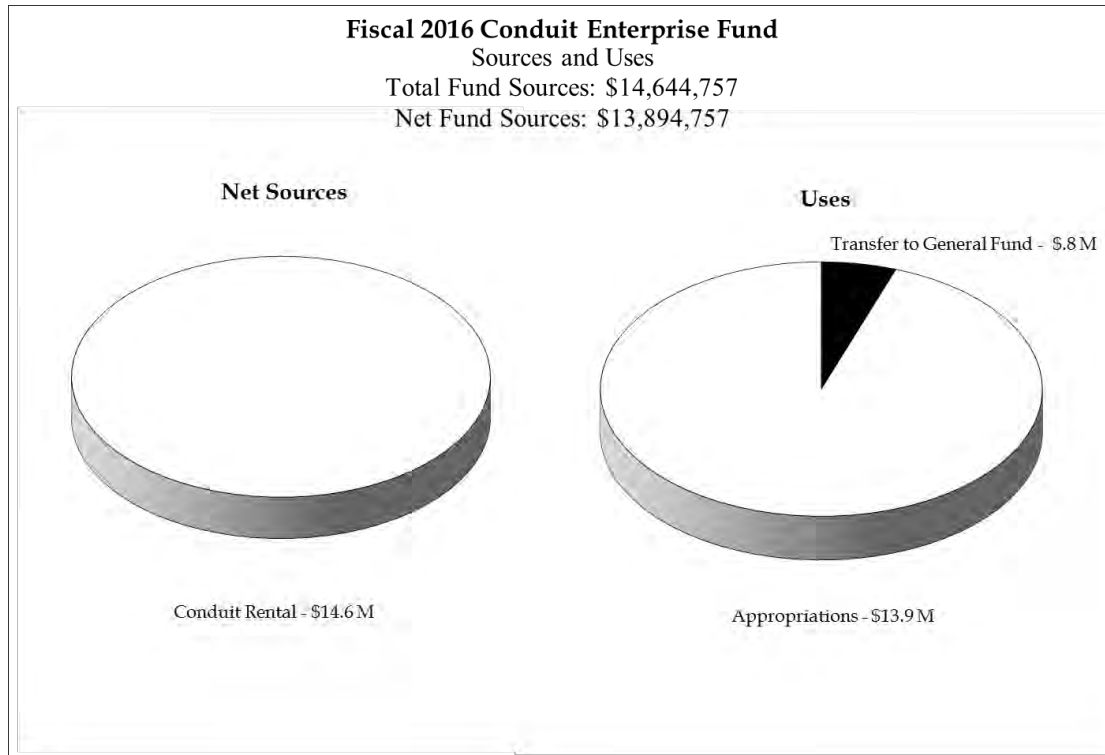
### Policy and Objectives

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 2016 tax receipts are estimated to be about \$32.0 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 \$27.4 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 2017.

## Conduit Enterprise Fund



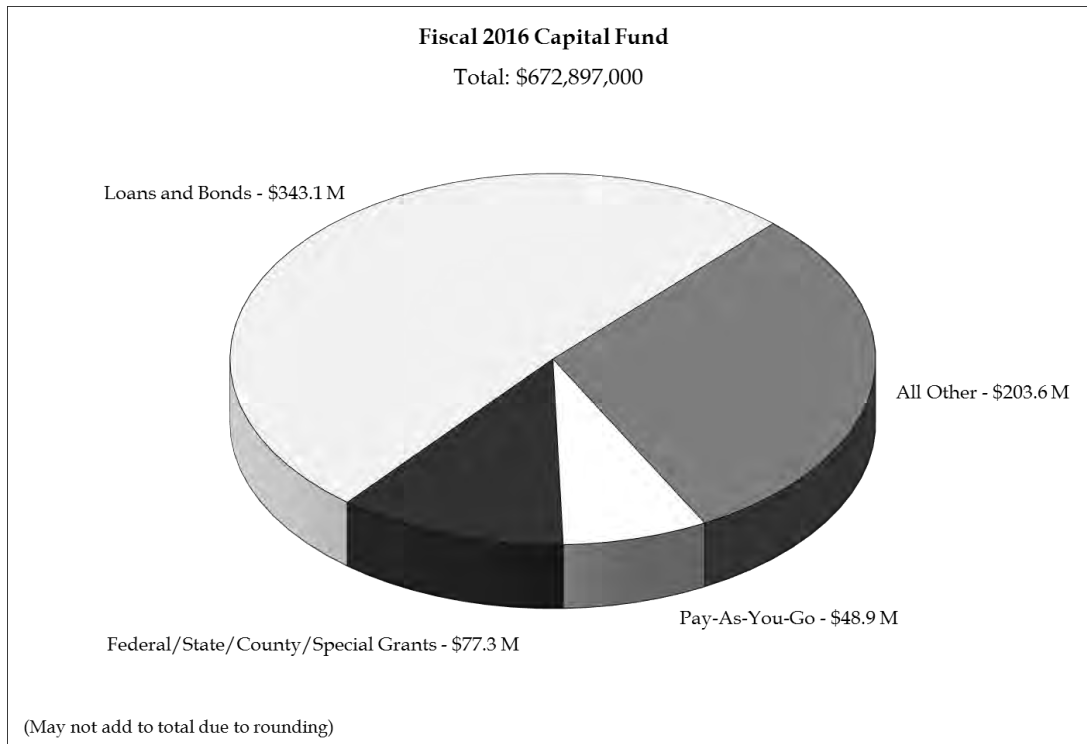
### Policy and Objectives

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 2016 receipts are estimated at \$14.6 million. Total expenses for the fund are appropriated at \$13.9 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. 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 \$624.0 million and comprise 92.7% of the Fiscal 2016 capital appropriations of \$672.9 million. The magnitude of the various funding sources changes significantly from year-to-year due to the timing of projects and grant funding. For instance, in Fiscal 2016, revenue bonds are anticipated to decrease by \$158.3 million or 37.6 % to \$263.1 million from Fiscal 2015. Pay-As-You-Go appropriations are estimated to increase from \$48.4 million to \$48.9 million or 0.9% over Fiscal 2015. Issuance of general obligation bonds is expected to increase by \$15.0 million, up 30.0% from Fiscal 2015. Total grants are anticipated to decrease by \$53.7 million or -41.0% below the Fiscal 2015 capital appropriation.

The largest funding sources in the Fiscal 2016 capital budget are: \$343.1 or 51.0% in loans and bonds

(\$263.1 million in revenue bonds and \$65.0 million in general obligation bonds); 30.3% or \$203.6 million in other capital funding including various reimbursements, the sale of City property, loan repayments and other minor sources; \$77.3 million or 11.5% in grants (\$34.4 million in revenue from the State and \$42.9 million in federal grants); \$48.9 million or 7.3% in Pay-As-You-Go funding from current operating revenues (\$21.8 million in General Fund, \$21.1 million in Water, Wastewater and Stormwater Utility funds and \$6.0 million in Conduit Enterprise 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 2016, \$104.4 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 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>LOCAL TAXES</b>					
Real and Personal Property - Current Year					
001 Real Property	743,300,936	729,611,000	750,731,064	789,041,759	59,430,759
004 Personal Property - Ordinary Business Corps	53,850,102	54,316,000	51,426,227	54,449,000	133,000
007 Personal Property - Individuals & Firms	1,240,093	1,055,000	672,557	1,316,000	261,000
008 Personal Property - Public Utilities	49,358,038	48,783,000	54,400,571	50,351,000	1,568,000
027 Homestead Tax Credit	(65,808,978)	(48,907,000)	(45,641,153)	(37,973,329)	10,933,671
	<b>781,940,191</b>	<b>784,858,000</b>	<b>811,589,266</b>	<b>857,184,430</b>	<b>72,326,430</b>
Real and Personal Property - Prior Years					
010 Real Property	3,869,685	2,000,000	14,204,195	2,000,000	0
011 Personal Property	7,091,146	4,900,000	58,563	6,806,577	1,906,577
	<b>10,960,831</b>	<b>6,900,000</b>	<b>14,262,758</b>	<b>8,806,577</b>	<b>1,906,577</b>
Real and Personal Property - Other Revenue					
016 Video Lottery Terminal	0	13,200,000	4,000,000	8,252,000	(4,948,000)
021 Penalties and Interest	6,922,036	6,170,000	6,734,600	6,170,000	0
022 Discounts	(1,867,276)	(1,825,000)	(1,973,515)	(1,954,604)	(129,604)
024 Tax Sale Expense	0	0	(37,758)	0	0
025 Newly Constructed Dwellings Tax Credit	(3,147,838)	(3,849,000)	(2,823,800)	(4,163,000)	(314,000)
026 Tax Credit for Conservation Property	0	0	(4,514)	0	0
028 Other Property Tax Credits	(3,631,431)	(3,500,000)	(9,251,638)	(4,329,835)	(829,835)
029 Enterprise Zone Tax Credit	(12,253,774)	(9,825,000)	(16,517,996)	(13,752,961)	(3,927,961)
030 Cemetery Dwellings Tax Credit	0	(4,000)	0	(6,000)	(2,000)
032 Historic Property Tax Credits	(6,356,060)	(7,200,000)	(6,763,489)	(8,965,592)	(1,765,592)
038 Tax Increment Financing Districts	9,808,285	16,317,000	10,159,379	16,317,000	0
039 Targeted Homeowners Tax Credit	(15,101,706)	(20,200,000)	(19,549,417)	(20,900,000)	(700,000)
040 High-Performance Market-Rate Rental Housing Tax Credit	1,000	(455,000)	(3,500)	(974,903)	(519,903)
	<b>(25,626,764)</b>	<b>(11,171,000)</b>	<b>(36,031,648)</b>	<b>(24,307,895)</b>	<b>(13,136,895)</b>
Sales and Service					
041 Heavy Equipment Gross Receipts	105,063	100,000	210,614	101,000	1,000
045 Gas	13,845,629	13,380,000	13,987,157	13,316,000	(64,000)
046 Electricity	25,398,317	26,142,000	26,288,599	26,681,000	539,000
047 Fuel Oil	551,363	563,000	380,391	575,000	12,000
049 Steam	1,202,102	1,179,000	1,234,976	1,254,000	75,000
050 Telephone	33,389,054	33,523,000	33,637,912	34,021,000	498,000
051 Homeless Relief Assistance Tax	451,627	640,000	376,610	736,000	96,000
052 Hotel (transferred from Conv Ctr Bond Redemption Fund)	26,744,860	27,420,912	26,698,367	27,451,063	30,151
053 Property Transfer	36,767,342	27,354,000	36,801,230	28,499,000	1,145,000
054 Liquid Petroleum Gas	83,291	77,000	81,777	86,000	9,000
055 Refund Reserve - Gas	(66,066)	(99,000)	(90,344)	(68,000)	31,000
056 Refund Reserve - Electricity	(151,075)	(181,000)	(159,708)	(155,000)	26,000
057 Refund Reserve - Fuel Oil	0	0	(11,742)	0	0
	<b>138,321,507</b>	<b>130,098,912</b>	<b>139,435,839</b>	<b>132,497,063</b>	<b>2,398,151</b>
Payments in Lieu of Taxes					
060 Housing Authority	707,860	400,000	457,489	400,000	0
062 Urban Renewal	119,005	40,000	122,208	40,000	0
063 Off-Street Parking Properties	720,234	705,000	2,450,686	705,000	0
064 Maryland Port and Stadium Authorities	1,002,175	1,048,928	1,007,243	1,048,928	0
065 Apartments	3,889,827	2,489,000	3,449,033	3,000,000	511,000
067 Economic Development	1,068,349	950,000	1,494,684	1,000,000	50,000
068 Annual Nonprofit Contribution	2,389,287	2,400,000	2,411,533	1,400,000	(1,000,000)
	<b>9,896,737</b>	<b>8,032,928</b>	<b>11,392,876</b>	<b>7,593,928</b>	<b>(439,000)</b>
Other Local Taxes					
075 Tax Sale Fees and Other	532,083	410,000	61,018	410,000	0
076 Simulated Slot Machine Registration Tax	634,245	756,000	1,751,633	756,000	0

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
077 Billboard Tax	100,000	1,700,000	0	1,700,000	0
078 Taxicab Excise Tax	57,362	1,300,000	135,801	1,300,000	0
	<b>1,323,690</b>	<b>4,166,000</b>	<b>1,948,452</b>	<b>4,166,000</b>	<b>0</b>
Income Tax					
081 Income Tax - State Collected	270,817,755	274,538,596	291,089,345	280,507,000	5,968,404
083 Unallocated Withholding - Regular	6,942,867	8,459,347	8,637,916	7,300,000	(1,159,347)
084 Income Tax - Fiduciary Returns	6,676,867	3,690,819	8,036,761	5,302,000	1,611,181
	<b>284,437,489</b>	<b>286,688,762</b>	<b>307,764,022</b>	<b>293,109,000</b>	<b>6,420,238</b>
Locally Imposed - State Collected					
085 Admissions	7,460,404	9,429,000	8,235,793	7,690,000	(1,739,000)
086 Recordation	37,777,173	31,868,000	34,111,426	29,054,000	(2,814,000)
	<b>45,237,577</b>	<b>41,297,000</b>	<b>42,347,219</b>	<b>36,744,000</b>	<b>(4,553,000)</b>
Taxes - State Shared					
101 State Highway User Revenues	132,276,865	136,102,428	133,685,316	137,796,122	1,693,694
	<b>132,276,865</b>	<b>136,102,428</b>	<b>133,685,316</b>	<b>137,796,122</b>	<b>1,693,694</b>
<b>TOTAL: LOCAL TAXES</b>	<b>1,378,768,123</b>	<b>1,386,973,030</b>	<b>1,426,394,100</b>	<b>1,453,589,225</b>	<b>66,616,195</b>
<b>LICENSES AND PERMITS</b>					
General Government					
120 City/State Business	1,900,000	1,900,000	1,900,000	1,900,000	0
122 Alcoholic Beverage	1,640,967	2,000,000	1,729,625	2,000,000	0
123 Marriage	18,910	25,000	65,893	25,000	0
	<b>3,559,877</b>	<b>3,925,000</b>	<b>3,695,518</b>	<b>3,925,000</b>	<b>0</b>
Public Safety and Regulation					
126 Media Production Services	50,955	55,000	0	55,000	0
127 Cable TV Franchise Fee	6,790,917	6,500,000	7,051,308	6,617,000	117,000
128 Fire Prevention - Fire Code	1,121,280	1,348,000	1,656,865	1,369,210	21,210
129 Rental Property Registrations	4,750,445	5,000,000	4,805,847	5,090,000	90,000
130 Multiple Family Dwelling Permits	2,815	0	1,777	0	0
131 Miscellaneous Building Inspection Revenue	1,098,213	1,000,000	996,036	1,119,800	119,800
132 Building Construction Permits	5,487,336	4,500,000	4,348,743	5,090,000	590,000
133 Electrical Installation Permits	993,329	900,000	821,494	916,200	16,200
134 Mechanical Equipment Permits	906,680	700,000	878,815	814,400	114,400
135 Plumbing Permits	569,682	520,000	570,520	529,360	9,360
136 Elevator Permits	275	1,000	1,740	1,018	18
137 Filing Fees - Building Permits	1,347,785	1,172,000	1,477,034	1,153,000	(19,000)
138 Alarm System Registration Permits	34,865	0	58,005	0	0
139 Public Assembly Permits	23,971	10,000	7,651	10,180	180
140 Professional and Occupational Licenses	488,289	356,000	535,455	498,820	142,820
141 Vacant Structure Fee	533,021	450,000	481,026	458,100	8,100
143 Amusement Device Licenses	707,092	1,300,000	49,449	712,600	(587,400)
145 Dog Licenses and Kennel Permits	6,650	30,000	11,340	30,540	540
146 Special Police Appointment Fees	3,066	20,000	3,948	10,689	(9,311)
149 Vacant Lot Registration Fees	111,081	130,000	134,412	111,980	(18,020)
150 Trades Licenses	133,055	145,000	132,520	147,610	2,610
	<b>25,160,802</b>	<b>24,137,000</b>	<b>24,023,985</b>	<b>24,735,507</b>	<b>598,507</b>
Health					
151 Food Dealer Permits	1,961,665	2,050,000	2,071,757	2,086,900	36,900
152 Swimming Pool Licenses	67,795	25,000	70,635	50,900	25,900
154 Solid Waste Collection Permits	136,565	150,000	157,497	142,520	(7,480)
	<b>2,166,025</b>	<b>2,225,000</b>	<b>2,299,889</b>	<b>2,280,320</b>	<b>55,320</b>
Highways					
163 Minor Privilege Permits	2,468,191	2,400,000	2,380,706	2,400,000	0
164 Public Utility Pole Permits	526,200	530,000	532,600	539,540	9,540

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
166 Telephone Conduit Franchise	237,763	118,700	0	121,142	2,442
169 Permits and Inspection - Private Paving	83,275	60,000	58,170	61,080	1,080
170 Developer Agreement Fees	442,415	150,000	478,692	407,200	257,200
171 Street Cut Permit Fees	485,281	500,000	476,050	509,000	9,000
	<b>4,243,125</b>	<b>3,758,700</b>	<b>3,926,218</b>	<b>4,037,962</b>	<b>279,262</b>
<b>TOTAL: LICENSES AND PERMITS</b>	<b>35,129,829</b>	<b>34,045,700</b>	<b>33,945,610</b>	<b>34,978,789</b>	<b>933,089</b>
<b>FINES AND FORFEITS</b>					
177 Court-Ordered Restitution and Misc Fines	9,425	3,000	8,887	3,000	0
178 Civil Citations	132,442	70,000	96,682	135,000	65,000
179 Sheriff Revenue	206,186	185,000	248,975	206,000	21,000
180 Forfeitures Drug/Gambling Contraband	4,915,318	8,000,000	6,804,277	1,500,000	(6,500,000)
181 Minimum Wage Violations	55,383	120,700	56,272	120,700	0
182 Environmental Control Board Fines	6,241,571	6,000,000	7,194,983	6,000,000	0
185 Bad Check Charge	(67,123)	35,000	(145,968)	35,000	0
186 District Court Housing Fines	4,615	4,000	2,370	4,000	0
187 Liquor Board Fines	69,050	125,000	151,935	125,000	0
188 Library Fines	249,248	188,000	183,110	188,000	0
189 Stormwater and Sediment Control Penalties	3,900	2,000	8,900	2,000	0
190 Street Cut Fines	0	250,000	0	250,000	0
191 Red Light Fines	1,215,203	0	218,031	2,000,000	2,000,000
192 Right Turn On Red Fines	369,608	0	66,234	500,000	500,000
193 Speed Cameras	1,271,392	0	325,458	2,500,000	2,500,000
	<b>14,676,218</b>	<b>14,982,700</b>	<b>15,220,146</b>	<b>13,568,700</b>	<b>(1,414,000)</b>
<b>TOTAL: FINES AND FORFEITS</b>	<b>14,676,218</b>	<b>14,982,700</b>	<b>15,220,146</b>	<b>13,568,700</b>	<b>(1,414,000)</b>
<b>USE OF MONEY</b>					
200 Earnings on Investments	1,053,328	1,200,000	810,886	1,426,000	226,000
206 Interest on Property Sale Proceeds	117,624	43,000	88,788	43,000	0
207 Interest on Gambling/Drug Confiscated Cash	21,421	10,000	9,474	10,500	500
212 Principal on REAL Home Rehab	0	3,000	0	0	(3,000)
217 Principal - Private Activity Bond Loans	8,093	6,000	6,349	6,000	0
218 Interest - Private Activity Bond Loans	2,377	2,000	1,317	2,000	0
227 Principal - CDFC Loan	246,367	348,000	119,259	348,000	0
228 Interest - CDFC Loan	48,241	33,000	40,850	33,000	0
238 Interest - 4th Industrial Commercial Loan	380	1,000	0	1,000	0
239 Principal - 4th Industrial Commercial Loan	17,374	17,000	0	17,000	0
250 Principal - MILA/MICRF	193,503	181,000	205,000	181,000	0
251 Interest - MILA/MICRF	1,184	2,000	753	2,000	0
252 Principal - Off-Street Parking Loans	0	11,000	0	11,000	0
253 Interest - Off-Street Parking Loans	0	24,000	0	24,000	0
255 Principal - Economic Development Loan Program	329,461	432,000	298,792	432,000	0
256 Interest - Economic Development Loan Program	82,263	80,000	74,291	80,000	0
259 Interest - Community Development Fund Loans	5,654	3,000	2,252	3,000	0
260 Principal - Community Development Fund Loans	33,248	17,000	20,056	17,000	0
	<b>2,160,518</b>	<b>2,413,000</b>	<b>1,678,067</b>	<b>2,636,500</b>	<b>223,500</b>
<b>TOTAL: USE OF MONEY</b>	<b>2,160,518</b>	<b>2,413,000</b>	<b>1,678,067</b>	<b>2,636,500</b>	<b>223,500</b>
<b>USE OF PROPERTY</b>					
201 Rental of City Property	1,060,706	1,000,000	2,561,472	1,000,000	0
209 Expressway Air Space Leases	11,889	8,400	11,218	8,400	0
210 Rental from Inner Harbor Shoreline	795,573	1,025,000	795,756	1,025,000	0
211 Rental from C. L. Benton, Jr. Office Building	1,474,077	1,900,000	1,562,527	1,547,000	(353,000)
214 SW Resource Recovery Facility - Lease	1,294,066	1,198,000	1,610,829	1,198,000	0
226 Rental from Harborplace Pavilions	284,375	100,000	43,750	150,000	50,000
240 Harbor Shoreline - Docking Fees	101,661	125,000	82,858	125,000	0
241 Rental from Community Centers	2,058	240,000	154,378	240,000	0

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
243 Rentals from Wharfage - Piers and Docks	12,049	20,000	12,142	20,000	0
246 1st Mariner Arena Naming Rights	0	0	51,760	250,000	250,000
247 Convention Center	9,040,139	9,440,000	8,014,826	9,109,920	(330,080)
266 Advertising on City Property	0	500,000	0	0	(500,000)
	<b>14,076,593</b>	<b>15,556,400</b>	<b>14,901,516</b>	<b>14,673,320</b>	<b>(883,080)</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>14,076,593</b>	<b>15,556,400</b>	<b>14,901,516</b>	<b>14,673,320</b>	<b>(883,080)</b>
<b>FEDERAL GRANTS</b>					
280 Civil Defense	236,035	179,000	220,373	179,000	0
	<b>236,035</b>	<b>179,000</b>	<b>220,373</b>	<b>179,000</b>	<b>0</b>
<b>TOTAL: FEDERAL GRANTS</b>	<b>236,035</b>	<b>179,000</b>	<b>220,373</b>	<b>179,000</b>	<b>0</b>
<b>STATE AID</b>					
401 Targeted Aid (Income Tax Disparity)	79,051,792	79,051,790	79,051,790	79,051,790	0
403 Teachers Retirement Supplemental Grant	10,047,596	10,047,956	10,047,596	10,047,956	0
406 Police Protection Aid	0	0	(13,460)	0	0
415 Local Health Operations	6,827,538	8,365,000	7,448,751	7,448,751	(916,249)
475 Library Services	6,034,796	6,053,000	6,052,829	6,096,300	43,300
482 War Memorial	180,000	180,000	173,000	180,000	0
	<b>102,141,722</b>	<b>103,697,746</b>	<b>102,760,506</b>	<b>102,824,797</b>	<b>(872,949)</b>
<b>TOTAL: STATE AID</b>	<b>102,141,722</b>	<b>103,697,746</b>	<b>102,760,506</b>	<b>102,824,797</b>	<b>(872,949)</b>
<b>PRIVATE GRANTS</b>					
590 Interest - Enoch Pratt Endowment	0	25,600	25,600	26,000	400
	<b>0</b>	<b>25,600</b>	<b>25,600</b>	<b>26,000</b>	<b>400</b>
<b>TOTAL: PRIVATE GRANTS</b>	<b>0</b>	<b>25,600</b>	<b>25,600</b>	<b>26,000</b>	<b>400</b>
<b>CHARGES - CURRENT SERVICES</b>					
<b>General Government</b>					
618 Transcriber Service Charges	25,613	30,000	16,560	25,450	(4,550)
620 RBDL Administration Fee	6,962	6,500	6,480	6,000	(500)
621 Bill Drafting Service	31,604	22,000	29,448	22,396	396
623 Zoning Appeal Fees	84,166	89,000	81,939	90,602	1,602
624 Rehab Loan Application Fees	3,800	6,000	15,600	6,108	108
628 Civil Marriage Ceremonies	13,760	15,100	11,000	15,372	272
632 Lien Reports	1,582,210	1,200,000	1,924,593	1,351,350	151,350
633 Election Filing Fees	1,913	6,000	7,673	6,108	108
634 Surveys Sales of Maps and Records	23,788	25,000	22,865	25,450	450
636 3rd Party Disability Recoveries	54,413	55,000	35,753	55,990	990
638 Semi - Annual Tax Payment Fee	140,061	230,000	122,274	200,000	(30,000)
639 Tax Roll Service Charge	19,896	46,000	22,895	20,360	(25,640)
640 Audit Fees - Comptroller's Office	310,171	575,000	665,000	585,350	10,350
648 Sub-division Plat Charges	12,092	20,000	15,945	13,234	(6,766)
649 Vending Machine Commissions	32,004	46,000	27,675	46,000	0
651 Reimbursement for Use of City Vehicles	16,250	26,000	19,341	20,000	(6,000)
654 Charges for Central City Services	11,100,355	13,200,000	12,259,282	11,500,000	(1,700,000)
	<b>13,459,058</b>	<b>15,597,600</b>	<b>15,284,323</b>	<b>13,989,770</b>	<b>(1,607,830)</b>
<b>Public Safety and Regulation</b>					
657 Liquor Board Advertising Fees	83,284	70,000	74,123	70,000	0
659 Sale of Accident and Incident Reports	350,481	260,000	300,434	260,000	0
660 Stadium Security Service Charges	1,658,607	1,600,000	1,743,859	1,600,000	0
661 Port Fire Protection (MPA)	1,399,940	1,399,940	1,399,940	1,399,940	0
662 Sheriff - District Court Service	5,163,150	5,346,000	5,492,024	5,346,000	0
663 False Alarm Fees	405,607	250,000	432,108	250,000	0
664 Fire Dept - Sales of Reports	19,050	21,000	17,400	21,000	0
665 Fire Ambulance Stadium Service	2,790	27,000	28,000	27,000	0
	<b>9,082,909</b>	<b>8,973,940</b>	<b>9,487,888</b>	<b>8,973,940</b>	<b>0</b>

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
Health					
680 Miscellaneous Environmental Fees	14,840	15,000	9,605	15,000	0
700 New Health Plan Review	21,195	22,461	9,960	22,461	0
701 Hazard Analysis Critical Control Point Plan	600	5,000	660	1,500	(3,500)
	<b>36,635</b>	<b>42,461</b>	<b>20,225</b>	<b>38,961</b>	<b>(3,500)</b>
Social Services					
706 Sheriff - DHR Service Agreement	329,548	750,000	345,384	345,384	(404,616)
	<b>329,548</b>	<b>750,000</b>	<b>345,384</b>	<b>345,384</b>	<b>(404,616)</b>
Recreation and Culture					
754 Waxter Center Memberships	0	4,000	0	0	(4,000)
758 Middle Branch Water Resource Center	5,292	0	4,940	0	0
773 Video Rental and Other Charges	66,048	120,000	39,083	120,000	0
777 Swimming Pool Passes	162,893	125,000	137,728	125,000	0
	<b>234,233</b>	<b>249,000</b>	<b>181,751</b>	<b>245,000</b>	<b>(4,000)</b>
Highways					
785 Impounding Cars - Storage	4,830,434	4,700,000	4,646,726	4,700,000	0
787 Impounding Cars	3,373,442	3,500,000	3,214,654	3,500,000	0
788 Pulaski Private Tow - Rebate	12,545	0	30,086	0	0
790 Stormwater and Sediment Control Fees	36,280	100,000	900	100,000	0
791 General Revenue Highways	3,315,393	3,500,000	3,425,465	3,500,000	0
792 Traffic Engineering	12,770	31,000	15,000	31,000	0
	<b>11,580,864</b>	<b>11,831,000</b>	<b>11,332,831</b>	<b>11,831,000</b>	<b>0</b>
Sanitation and Waste Removal					
795 Landfill Disposal Tipping Fees	7,634,186	8,900,000	6,957,886	7,647,000	(1,253,000)
797 Solid Waste Surcharge	5,030,133	750,000	2,863,257	2,000,000	1,250,000
799 Southwest Resource Recovery Facility	713,453	700,000	(826,293)	700,000	0
	<b>13,377,772</b>	<b>10,350,000</b>	<b>8,994,850</b>	<b>10,347,000</b>	<b>(3,000)</b>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>48,101,019</b>	<b>47,794,001</b>	<b>45,647,252</b>	<b>45,771,055</b>	<b>(2,022,946)</b>

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>OTHER REVENUE</b>					
General Government					
864 Single Stream Recycables	153,528	653,000	164,857	153,000	(500,000)
868 CHAP - Miscellaneous Revenue	34,325	20,000	41,380	20,000	0
869 Prior Year Reserve	2,500,000	0	0	0	0
872 Miscellaneous Revenue	3,777,700	245,000	5,785,617	245,000	0
873 Penalties and Interest Excl Real and Personal	901,046	500,000	802,915	500,000	0
877 Sale of Scrap/Recycled Metal	(461)	89,000	0	20,000	(69,000)
879 Legal Settlement Proceeds	250,000	0	0	0	0
	<b>7,616,138</b>	<b>1,507,000</b>	<b>6,794,769</b>	<b>938,000</b>	<b>(569,000)</b>
Public Safety and Regulation					
885 Police - Miscellaneous	31,640	27,000	30,590	27,000	0
887 Fire - Miscellaneous	295	0	0	0	0
	<b>31,935</b>	<b>27,000</b>	<b>30,590</b>	<b>27,000</b>	<b>0</b>
<b>TOTAL: OTHER REVENUE</b>	<b>7,648,073</b>	<b>1,534,000</b>	<b>6,825,359</b>	<b>965,000</b>	<b>(569,000)</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) Loan and Guarantee Enterprise Fund	(6,783,835)	(3,365,000)	(3,365,000)	(500,000)	2,865,000
952 From (To) Parking Management Fund	43,423,495	35,914,179	37,740,911	37,590,861	1,676,682
956 From (to) Conduit Enterprise Fund	750,000	750,000	750,000	750,000	0
	<b>37,389,660</b>	<b>33,299,179</b>	<b>35,125,911</b>	<b>37,840,861</b>	<b>4,541,682</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>37,389,660</b>	<b>33,299,179</b>	<b>35,125,911</b>	<b>37,840,861</b>	<b>4,541,682</b>
<b>SURPLUS</b>					
999 Prior Year Fund Balance	36,837,648	7,500,000	7,500,000	13,800,000	6,300,000
	<b>36,837,648</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>13,800,000</b>	<b>6,300,000</b>
<b>TOTAL: SURPLUS</b>	<b>36,837,648</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>13,800,000</b>	<b>6,300,000</b>
<b>TOTAL GENERAL FUND</b>	<b>1,677,165,438</b>	<b>1,648,000,356</b>	<b>1,690,244,440</b>	<b>1,720,853,247</b>	<b>72,852,891</b>

PARKING MANAGEMENT FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>PARKING MANAGEMENT</b>					
Licenses and Permits					
141 Residential Parking Permits	604,591	564,620	621,882	564,620	0
	<b>604,591</b>	<b>564,620</b>	<b>621,882</b>	<b>564,620</b>	<b>0</b>
Use of Money and Property					
201 Rental of Property	6,460	5,000	3,040	3,876	(1,124)
	<b>6,460</b>	<b>5,000</b>	<b>3,040</b>	<b>3,876</b>	<b>(1,124)</b>
Charges - Current Services					
682 Penn Station Plaza Maintenance	0	0	9,000	0	0
759 Temporary Parking Lots	196,010	182,117	283,822	182,117	0
760 Parking Garages	4,847,869	3,863,000	4,959,048	4,500,000	637,000
866 Booting Fee	585,240	517,135	815,280	824,918	307,783
867 ZIPCAR Income	39,969	42,000	47,492	42,000	0
872 Miscellaneous Revenue	63,870	61,500	57,915	61,500	0
	<b>5,732,958</b>	<b>4,665,752</b>	<b>6,172,557</b>	<b>5,610,535</b>	<b>944,783</b>
<b>TOTAL: PARKING MANAGEMENT</b>	<b>6,344,009</b>	<b>5,235,372</b>	<b>6,797,479</b>	<b>6,179,031</b>	<b>943,659</b>
<b>REVENUE TRANSFERS</b>					
950 From Parking Enterprise Fund	56,657,544	51,626,763	55,210,204	55,858,720	4,231,957
952 To General Fund	(43,423,495)	(35,914,179)	(37,740,911)	(37,590,861)	(1,676,682)
953 From (To) Fund Balance	0	1,250,000	1,250,000	0	(1,250,000)
	<b>13,234,049</b>	<b>16,962,584</b>	<b>18,719,293</b>	<b>18,267,859</b>	<b>1,305,275</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>13,234,049</b>	<b>16,962,584</b>	<b>18,719,293</b>	<b>18,267,859</b>	<b>1,305,275</b>
<b>TOTAL PARKING MANAGEMENT FUND</b>	<b>19,578,058</b>	<b>22,197,956</b>	<b>25,516,772</b>	<b>24,446,890</b>	<b>2,248,934</b>

PARKING ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>PARKING ENTERPRISE</b>					
Taxes - Local					
044 Parking Garages and Lots Tax	30,295,689	29,000,000	30,181,777	30,370,668	1,370,668
	<b>30,295,689</b>	<b>29,000,000</b>	<b>30,181,777</b>	<b>30,370,668</b>	<b>1,370,668</b>
Licenses and Permits					
165 Open Air Garage Permits	911,952	925,000	786,919	925,000	0
	<b>911,952</b>	<b>925,000</b>	<b>786,919</b>	<b>925,000</b>	<b>0</b>
Fines and Forfeits					
181 Parking Fines	14,345,160	13,500,000	14,389,185	14,927,713	1,427,713
182 Penalties on Parking Fines	6,585,603	6,912,684	6,690,831	7,122,717	210,033
	<b>20,930,763</b>	<b>20,412,684</b>	<b>21,080,016</b>	<b>22,050,430</b>	<b>1,637,746</b>
Use of Money and Property					
579 Garage Income	28,982,720	24,000,000	26,913,828	25,500,000	1,500,000
	<b>28,982,720</b>	<b>24,000,000</b>	<b>26,913,828</b>	<b>25,500,000</b>	<b>1,500,000</b>
Charges - Current Services					
664 Parking Meters	12,200,900	12,142,536	13,551,278	11,837,536	(305,000)
958 Interest on Parking Collateral	0	0	2,680	0	0
	<b>12,200,900</b>	<b>12,142,536</b>	<b>13,553,958</b>	<b>11,837,536</b>	<b>(305,000)</b>
<b>TOTAL: PARKING ENTERPRISE</b>	<b>93,322,024</b>	<b>86,480,220</b>	<b>92,516,498</b>	<b>90,683,634</b>	<b>4,203,414</b>
<b>REVENUE TRANSFERS</b>					
952 To Parking Management Fund	(56,657,544)	(51,626,763)	(55,210,204)	(55,858,720)	(4,231,957)
953 From (To) Special Fund	(6,059,137)	(5,800,000)	(6,036,355)	(6,074,134)	(274,134)
	<b>(62,716,681)</b>	<b>(57,426,763)</b>	<b>(61,246,559)</b>	<b>(61,932,854)</b>	<b>(4,506,091)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(62,716,681)</b>	<b>(57,426,763)</b>	<b>(61,246,559)</b>	<b>(61,932,854)</b>	<b>(4,506,091)</b>
<b>TOTAL PARKING ENTERPRISE FUND</b>	<b>30,605,343</b>	<b>29,053,457</b>	<b>31,269,939</b>	<b>28,750,780</b>	<b>(302,677)</b>

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>CONVENTION CENTER BOND FUND</b>					
Sales and Service Taxes					
052 Hotel Tax	31,304,748	32,001,000	31,686,323	32,031,151	30,151
	<b>31,304,748</b>	<b>32,001,000</b>	<b>31,686,323</b>	<b>32,031,151</b>	<b>30,151</b>
<b>TOTAL: CONVENTION CENTER BOND FUND</b>	<b>31,304,748</b>	<b>32,001,000</b>	<b>31,686,323</b>	<b>32,031,151</b>	<b>30,151</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer to General Fund	(26,744,860)	(27,420,912)	(26,698,367)	(27,451,063)	(30,151)
	<b>(26,744,860)</b>	<b>(27,420,912)</b>	<b>(26,698,367)</b>	<b>(27,451,063)</b>	<b>(30,151)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(26,744,860)</b>	<b>(27,420,912)</b>	<b>(26,698,367)</b>	<b>(27,451,063)</b>	<b>(30,151)</b>
<b>TOTAL CONVENTION CENTER BOND FUND</b>	<b>4,559,888</b>	<b>4,580,088</b>	<b>4,987,956</b>	<b>4,580,088</b>	<b>0</b>

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

<b>Revenue Accounts</b>	<b>Fiscal 2014 Actual</b>	<b>Fiscal 2015 Budget</b>	<b>Fiscal 2015 Projection</b>	<b>Fiscal 2016 Estimate</b>	<b>Budget Change</b>
<b>WATER UTILITY</b>					
Use of Money and Property					
851 Water - Rental Real Property	149,946	154,520	209,097	150,000	(4,520)
856 Interest Income	(38,173)	259,367	61,719	100,000	(159,367)
	<b>111,773</b>	<b>413,887</b>	<b>270,816</b>	<b>250,000</b>	<b>(163,887)</b>
Charges - Current Services					
839 Metered Water - Carroll County	551,844	616,550	576,566	673,000	56,450
840 Metered Water - City	78,648,667	85,331,394	79,594,413	94,540,744	9,209,350
841 Metered Water - Baltimore County	51,945,901	62,820,761	55,444,827	58,438,025	(4,382,736)
842 Metered Water - Anne Arundel County	1,189,903	1,000,000	1,135,352	1,308,000	308,000
843 Metered Water - Howard County	14,965,023	17,706,560	16,093,911	18,200,000	493,440
844 Metered Water - Harford County	185,838	275,889	265,127	190,000	(85,889)
846 Special Water Supply Service	658,851	866,609	791,310	800,000	(66,609)
848 Private Fire Protection Service	0	752,007	721,873	740,000	(12,007)
849 Fire Hydrant Permits	49,624	56,174	52,377	54,000	(2,174)
854 Water Charges to City Agencies	5,607,417	7,374,014	7,537,763	5,382,000	(1,992,014)
858 Penalties	11,327,462	8,600,000	13,340,998	4,162,000	(4,438,000)
	<b>165,130,530</b>	<b>185,399,958</b>	<b>175,554,517</b>	<b>184,487,769</b>	<b>(912,189)</b>
Other Revenue					
852 Sundry Water	276,558	400,000	169,867	280,000	(120,000)
857 Reimbursable Billing Costs	0	23,000	0	0	(23,000)
859 Scrap Meters	24,628	16,830	1,956	25,000	8,170
	<b>301,186</b>	<b>439,830</b>	<b>171,823</b>	<b>305,000</b>	<b>(134,830)</b>
Fund Balance					
855 From (To) Fund Balance	0	(3,172,500)	0	4,384,607	7,557,107
	<b>0</b>	<b>(3,172,500)</b>	<b>0</b>	<b>4,384,607</b>	<b>7,557,107</b>
<b>TOTAL: WATER UTILITY</b>	<b>165,543,489</b>	<b>183,081,175</b>	<b>175,997,156</b>	<b>189,427,376</b>	<b>6,346,201</b>
<b>TOTAL WATER UTILITY FUND</b>	<b>165,543,489</b>	<b>183,081,175</b>	<b>175,997,156</b>	<b>189,427,376</b>	<b>6,346,201</b>

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

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>CHARGES - CURRENT SERVICES</b>					
Charges - Current Services					
839 Penalties	0	0	0	4,113,000	4,113,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,113,000</u>	<u>4,113,000</u>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,113,000</b>	<b>4,113,000</b>
<b>WASTE WATER UTILITY</b>					
Fines and Forfeits					
838 Non - Compliance Fines	2,750	6,625	0	3,000	(3,625)
	<u>2,750</u>	<u>6,625</u>	<u>0</u>	<u>3,000</u>	<u>(3,625)</u>
Use of Money and Property					
835 Interest Income	(366,147)	358,120	0	100,000	(258,120)
	<u>(366,147)</u>	<u>358,120</u>	<u>0</u>	<u>100,000</u>	<u>(258,120)</u>
Charges - Current Services					
825 Sewerage Charges - City	127,271,908	134,275,346	132,800,933	151,067,896	16,792,550
826 Sewerage Charges - Counties	58,219,343	71,677,961	58,169,161	71,710,987	33,026
829 General	0	0	19,414	0	0
831 Sewerage Charges - City Agencies	12,893,984	14,835,150	11,429,282	13,218,000	(1,617,150)
832 Industrial Waste Surcharge - City	4,205,184	3,561,204	2,600,763	4,200,000	638,796
833 Industrial Waste Surcharge - Counties	2,229,677	2,283,594	2,070,786	2,400,000	116,406
837 Pretreatment Permits	276,792	235,000	264,959	250,000	15,000
	<u>205,096,888</u>	<u>226,868,255</u>	<u>207,355,298</u>	<u>242,846,883</u>	<u>15,978,628</u>
Other Revenue					
830 Sanitation and Waste Removal - General	1,473,368	1,100,000	2,578,963	1,400,000	300,000
	<u>1,473,368</u>	<u>1,100,000</u>	<u>2,578,963</u>	<u>1,400,000</u>	<u>300,000</u>
Fund Balance					
834 From (To) Fund Balance	0	(4,444,673)	0	(4,775,140)	(330,467)
	<u>0</u>	<u>(4,444,673)</u>	<u>0</u>	<u>(4,775,140)</u>	<u>(330,467)</u>
<b>TOTAL: WASTE WATER UTILITY</b>	<b>206,206,859</b>	<b>223,888,327</b>	<b>209,934,261</b>	<b>239,574,743</b>	<b>15,686,416</b>
<b>TOTAL WASTE WATER UTILITY FUND</b>	<b>206,206,859</b>	<b>223,888,327</b>	<b>209,934,261</b>	<b>243,687,743</b>	<b>19,799,416</b>

STORMWATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>CHARGES - CURRENT SERVICES</b>					
845 Penalties	0	0	0	727,000	727,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>727,000</u>	<u>727,000</u>
Charges - Current Services					
790 Stormwater Management Fee	43,490	0	86,130	50,000	50,000
825 Stormwater Fee	23,390,581	26,553,073	28,936,919	27,100,048	546,975
	<u>23,434,071</u>	<u>26,553,073</u>	<u>29,023,049</u>	<u>27,150,048</u>	<u>596,975</u>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>23,434,071</b>	<b>26,553,073</b>	<b>29,023,049</b>	<b>27,877,048</b>	<b>1,323,975</b>
<b>REVENUE TRANSFERS</b>					
Revenue Transfers					
900 Transfer from (to) Fund Balance	0	(5,431,172)	0	(1,647,671)	3,783,501
	<u>0</u>	<u>(5,431,172)</u>	<u>0</u>	<u>(1,647,671)</u>	<u>3,783,501</u>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>0</b>	<b>(5,431,172)</b>	<b>0</b>	<b>(1,647,671)</b>	<b>3,783,501</b>
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>23,434,071</b>	<b>21,121,901</b>	<b>29,023,049</b>	<b>26,229,377</b>	<b>5,107,476</b>

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>USE OF PROPERTY</b>					
249 Conduit Rental	15,790,105	14,597,381	13,158,395	14,644,757	47,376
	<b>15,790,105</b>	<b>14,597,381</b>	<b>13,158,395</b>	<b>14,644,757</b>	<b>47,376</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>15,790,105</b>	<b>14,597,381</b>	<b>13,158,395</b>	<b>14,644,757</b>	<b>47,376</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer (To) From General Fund	(750,000)	(750,000)	(750,000)	(750,000)	0
	<b>(750,000)</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>0</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>0</b>
<b>TOTAL CONDUIT ENTERPRISE FUND</b>	<b>15,040,105</b>	<b>13,847,381</b>	<b>12,408,395</b>	<b>13,894,757</b>	<b>47,376</b>

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2015 Projection	Fiscal 2016 Estimate	Budget Change
<b>LOAN AND GUARANTEE ENTERPRISE</b>					
Use of Money and Property					
200 Earnings on Investments	660	5,000	200	0	(5,000)
201 Rental of Property	0	125,000	125,000	0	(125,000)
	<b>660</b>	<b>130,000</b>	<b>125,200</b>	<b>0</b>	<b>(130,000)</b>
Fund Balance					
889 From (To) Fund Balance	0	(56,836)	0	0	56,836
	<b>0</b>	<b>(56,836)</b>	<b>0</b>	<b>0</b>	<b>56,836</b>
<b>TOTAL: LOAN AND GUARANTEE ENTERPRISE</b>	<b>660</b>	<b>73,164</b>	<b>125,200</b>	<b>0</b>	<b>(73,164)</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) General Fund	6,783,835	3,365,000	3,365,000	500,000	(2,865,000)
	<b>6,783,835</b>	<b>3,365,000</b>	<b>3,365,000</b>	<b>500,000</b>	<b>(2,865,000)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>6,783,835</b>	<b>3,365,000</b>	<b>3,365,000</b>	<b>500,000</b>	<b>(2,865,000)</b>
<b>TOTAL LOAN AND GUARANTEE ENTERPRISE FUND</b>	<b>6,784,495</b>	<b>3,438,164</b>	<b>3,490,200</b>	<b>500,000</b>	<b>(2,938,164)</b>

**FEDERAL GRANTS**
**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

Outcome, Service		FISCAL 2015 BUDGET	FISCAL 2016 ESTIMATE	CHANGE IN BUDGET
<b>FEDERAL</b>				
<b>Better Schools</b>				
308	Maternal and Child Health	13,448,039	15,327,881	1,879,842
310	School Health Services	135,044	401,438	266,394
605	Head Start	9,507,429	7,767,472	(1,739,957)
740	Dawson Center	309,393	348,406	39,013
797	Workforce Services for Out of School Youth-Youth Opportunity	247,000	396,743	149,743
798	Youth Works Summer Job Program	1,000,000	1,100,000	100,000
800	Workforce Services for WIA Funded Youth	2,748,532	2,624,771	(123,761)
		<b>27,395,437</b>	<b>27,966,711</b>	<b>571,274</b>
<b>Safer Streets</b>				
110	Circuit Court	1,631,306	2,127,470	496,164
115	Prosecution of Criminals	984,658	1,002,117	17,459
316	Youth Violence Prevention	1,188,058	695,400	(492,658)
600	Administration - Fire	1,039,890	1,060,688	20,798
602	Fire Suppression and Emergency Rescue	15,329	12,263	(3,066)
608	Emergency Management	285,970	235,891	(50,079)
609	Emergency Medical Services	8,000	0	(8,000)
611	Fire Code Enforcement	150,978	153,998	3,020
613	Fire Facilities Maintenance and Replacement	2,066,167	2,720,400	654,233
621	Administration - Police	1,991,016	1,602,739	(388,277)
623	Crime Investigation	100,000	102,000	2,000
626	Homeland Security - Intelligence	8,831,409	7,562,217	(1,269,192)
634	Crowd, Traffic, and Special Events Management	205,000	225,000	20,000
642	Crime Laboratory	1,422,217	2,251,460	829,243
697	Traffic Safety	913,602	937,293	23,691
758	Coordination of Public Safety Strategy	3,368,862	2,990,637	(378,225)
781	Administration - State's Attorney	206	0	(206)
786	Victim and Witness Services	261,895	248,284	(13,611)
796	Workforce Services for Ex-Offenders	1,000,000	749,715	(250,285)
		<b>25,464,563</b>	<b>24,677,572</b>	<b>(786,991)</b>
<b>Stronger Neighborhoods</b>				
593	Community Support Projects	7,261,841	7,634,837	372,996
644	Administration - Rec and Parks	227	0	(227)
648	Community Recreation Centers	0	0	0
662	Vacant/Abandoned Property Cleaning and Boarding	1,427,149	1,455,692	28,543
681	Administration - DOT	500,188	510,192	10,004
683	Street Management	2,000,000	0	(2,000,000)
690	Sustainable Transportation	233,976	0	(233,976)
737	Administration - HCD	1,230,069	1,175,123	(54,946)
741	Community Action Centers	893,975	863,013	(30,962)
742	Promote Homeownership	452,678	649,824	197,146
748	Housing Development Finance and Project Management	914,128	738,334	(175,794)
750	Housing Rehabilitation Services	2,221,914	1,269,349	(952,565)
763	Comprehensive Planning and Resource Management	187,536	191,287	3,751
		<b>17,323,681</b>	<b>14,487,651</b>	<b>(2,836,030)</b>
<b>Growing Economy</b>				
792	Workforce Services for TANF Recipients	3,203,982	3,209,237	5,255
793	Employment Enhancement Services for Baltimore City Residents	220,030	0	(220,030)
794	Administration - MOED	20,108	0	(20,108)
795	Workforce Services for Baltimore Residents	5,441,486	4,501,484	(940,002)
846	Discrimination Investigations, Resolutions and Conciliations	40,800	40,000	(800)
		<b>8,926,406</b>	<b>7,750,721</b>	<b>(1,175,685)</b>

**FEDERAL GRANTS**
**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

<b>Outcome, Service</b>		<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 ESTIMATE</b>	<b>CHANGE IN BUDGET</b>
<b>Innovative Government</b>				
125	Executive Direction and Control - Mayoralty	300,000	364,453	64,453
		<b>300,000</b>	<b>364,453</b>	<b>64,453</b>
<b>Others</b>				
303	Clinical Services	4,254,216	4,302,888	48,672
305	Healthy Homes	1,288,782	1,198,552	(90,230)
311	Health Services for Seniors	4,809,446	4,838,308	28,862
315	Emergency Services - Health	511,783	764,453	252,670
356	Administration - Human Services	2,257,244	1,576,268	(680,976)
674	Surface Water Management	0	50,465	50,465
715	Administration - Health	3,221,444	3,060,000	(161,444)
718	Chronic Disease Prevention	1,221,721	0	(1,221,721)
720	HIV Treatment Services for the Uninsured	27,909,692	22,963,100	(4,946,592)
721	Senior Centers	2,706,814	1,297,324	(1,409,490)
722	Administration - CARE	249,606	194,220	(55,386)
723	Advocacy for Seniors	176,329	182,069	5,740
724	Direct Care and Support Planning	964,223	136,753	(827,470)
725	Community Services for Seniors	514,587	2,628,266	2,113,679
730	Public and Private Energy Performance	2,000,000	2,000,000	0
765	Planning for a Sustainable Baltimore	178,500	182,070	3,570
893	Homeless Prevention	673,005	1,193,514	520,509
894	Outreach to the Homeless	556,524	3,196,012	2,639,488
895	Temporary Housing for the Homeless	5,683,474	3,890,522	(1,792,952)
896	Permanent Housing for the Homeless	24,600,005	22,405,079	(2,194,926)
		<b>83,777,395</b>	<b>76,059,863</b>	<b>(7,717,532)</b>
<b>TOTAL FEDERAL GRANTS</b>		<b>163,187,482</b>	<b>151,306,971</b>	<b>(11,880,511)</b>

## STATE GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2015 BUDGET	FISCAL 2016 ESTIMATE	CHANGE IN BUDGET
<b>STATE</b>				
<b>Better Schools</b>				
308	Maternal and Child Health	864,891	1,062,045	197,154
310	School Health Services	503,615	505,021	1,406
605	Head Start	618,434	785,920	167,486
788	Information Services	9,914,019	10,076,638	162,619
791	BCPS Alternative Options Academy for Youth	172,773	200,176	27,403
797	Workforce Services for Out of School Youth-Youth Opportunity	90,000	409,452	319,452
798	Youth Works Summer Job Program	1,192,789	1,360,496	167,707
		<b>13,356,521</b>	<b>14,399,748</b>	<b>1,043,227</b>
<b>Safer Streets</b>				
110	Circuit Court	5,806,980	5,164,052	(642,928)
115	Prosecution of Criminals	4,724,157	4,759,396	35,239
316	Youth Violence Prevention	1,336,332	1,481,257	144,925
602	Fire Suppression and Emergency Rescue	1,453,937	1,399,940	(53,997)
608	Emergency Management	10,000	0	(10,000)
609	Emergency Medical Services	27,934	47,000	19,066
611	Fire Code Enforcement	155,010	158,110	3,100
613	Fire Facilities Maintenance and Replacement	942,983	1,069,860	126,877
621	Administration - Police	306,400	0	(306,400)
622	Police Patrol	4,881,439	6,005,830	1,124,391
623	Crime Investigation	2,375,172	2,422,675	47,503
624	Target Violent Criminals	2,874,492	3,307,029	432,537
635	Police Recruiting and Training	500,000	510,000	10,000
757	Crime Camera Management	56,785	0	(56,785)
758	Coordination of Public Safety Strategy	1,502,911	1,577,199	74,288
781	Administration - State's Attorney	510,490	0	(510,490)
796	Workforce Services for Ex-Offenders	498,139	749,584	251,445
		<b>27,963,161</b>	<b>28,651,932</b>	<b>688,771</b>
<b>Stronger Neighborhoods</b>				
644	Administration - Rec and Parks	130,699	133,236	2,537
646	Park Maintenance	1,227,110	1,251,652	24,542
683	Street Management	820,000	836,400	16,400
690	Sustainable Transportation	2,458,014	2,078,262	(379,752)
741	Community Action Centers	7,908,132	5,812,425	(2,095,707)
750	Housing Rehabilitation Services	321,667	471,000	149,333
763	Comprehensive Planning and Resource Management	178,500	182,070	3,570
		<b>13,044,122</b>	<b>10,765,045</b>	<b>(2,279,077)</b>
<b>Growing Economy</b>				
792	Workforce Services for TANF Recipients	0	537,245	537,245
793	Employment Enhancement Services for Baltimore City Residents	400,000	0	(400,000)
794	Administration - MOED	139,732	107,766	(31,966)
795	Workforce Services for Baltimore Residents	0	400,000	400,000
855	Convention Center	5,628,630	6,325,101	696,471
		<b>6,168,362</b>	<b>7,370,112</b>	<b>1,201,750</b>
<b>Innovative Government</b>				
125	Executive Direction and Control - Mayoralty	366,046	373,367	7,321
731	Facilities Management	1,056,528	1,077,659	21,131
		<b>1,422,574</b>	<b>1,451,026</b>	<b>28,452</b>
<b>Others</b>				
303	Clinical Services	1,021,484	1,663,345	641,861
307	Substance Abuse and Mental Health	534,589	534,589	0
311	Health Services for Seniors	664,582	0	(664,582)
315	Emergency Services - Health	10,823,289	11,293,757	470,468

STATE GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2015 BUDGET	FISCAL 2016 ESTIMATE	CHANGE IN BUDGET
<b>Others (Continued)</b>				
356	Administration - Human Services	125,875	126,924	1,049
673	Wastewater Management	0	300,000	300,000
674	Surface Water Management	0	200,000	200,000
715	Administration - Health	1,054,090	1,020,000	(34,090)
718	Chronic Disease Prevention	276,817	309,724	32,907
720	HIV Treatment Services for the Uninsured	290,579	2,002,311	1,711,732
721	Senior Centers	767,558	168,000	(599,558)
722	Administration - CARE	30,191	0	(30,191)
723	Advocacy for Seniors	2,052,941	1,884,124	(168,817)
724	Direct Care and Support Planning	1,749,521	1,848,265	98,744
725	Community Services for Seniors	190,922	979,425	788,503
730	Public and Private Energy Performance	13,589,665	2,000,000	(11,589,665)
738	Weatherization Services	16,598,036	10,180,014	(6,418,022)
754	Summer Food Service Program	3,412,616	3,494,513	81,897
765	Planning for a Sustainable Baltimore	4,303,568	4,070,219	(233,349)
893	Homeless Prevention	399,980	587,028	187,048
894	Outreach to the Homeless	500,061	359,824	(140,237)
895	Temporary Housing for the Homeless	1,531,863	1,489,794	(42,069)
896	Permanent Housing for the Homeless	278,588	69,336	(209,252)
		<b>60,196,815</b>	<b>44,581,192</b>	<b>(15,615,623)</b>
<b>TOTAL STATE GRANTS</b>		<b>122,151,555</b>	<b>107,219,055</b>	<b>(14,932,500)</b>

**SPECIAL GRANTS**
**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

Outcome, Service		FISCAL 2015 BUDGET	FISCAL 2016 ESTIMATE	CHANGE IN BUDGET
<b>SPECIAL</b>				
<b>Better Schools</b>				
308	Maternal and Child Health	962,354	1,281,419	319,065
310	School Health Services	13,158,057	12,873,147	(284,910)
605	Head Start	0	160,000	160,000
788	Information Services	542,535	593,401	50,866
797	Workforce Services for Out of School Youth-Youth Opportunity	250,000	0	(250,000)
798	Youth Works Summer Job Program	225,000	240,000	15,000
		<b>15,137,946</b>	<b>15,147,967</b>	<b>10,021</b>
<b>Safer Streets</b>				
110	Circuit Court	280,768	215,253	(65,515)
115	Prosecution of Criminals	204,000	208,080	4,080
609	Emergency Medical Services	13,694,793	17,300,000	3,605,207
613	Fire Facilities Maintenance and Replacement	250,000	255,000	5,000
621	Administration - Police	0	3,565,420	3,565,420
622	Police Patrol	1,800,000	1,615,000	(185,000)
624	Target Violent Criminals	2,039,000	2,078,780	39,780
752	Community Outreach Services	0	200,000	200,000
757	Crime Camera Management	221,000	30,000	(191,000)
758	Coordination of Public Safety Strategy	415,956	424,275	8,319
		<b>18,905,517</b>	<b>25,891,808</b>	<b>6,986,291</b>
<b>Stronger Neighborhoods</b>				
644	Administration - Rec and Parks	50,039	0	(50,039)
648	Community Recreation Centers	131,975	134,616	2,641
649	Special Facilities Management - Recreation	1,263,813	1,371,078	107,265
650	Horticulture	367,196	496,198	129,002
653	Park Programs & Events	600,848	644,539	43,691
681	Administration - DOT	15,640	0	(15,640)
683	Street Management	0	1,217,000	1,217,000
684	Traffic Management	850,277	720,283	(129,994)
690	Sustainable Transportation	8,438,472	7,196,413	(1,242,059)
745	Housing Code Enforcement	50,000	50,000	0
762	Historic Preservation	0	270,000	270,000
763	Comprehensive Planning and Resource Management	1,840,500	2,916,540	1,076,040
		<b>13,608,760</b>	<b>15,016,667</b>	<b>1,407,907</b>
<b>Growing Economy</b>				
695	Dock Master	257,288	264,661	7,373
793	Employment Enhancement Services for Baltimore City Residents	966,500	445,000	(521,500)
794	Administration - MOED	0	50,000	50,000
795	Workforce Services for Baltimore Residents	0	200,000	200,000
809	Retention, Expansion, and Attraction of Businesses	105,653	100,000	(5,653)
810	Real Estate Development	205,653	200,000	(5,653)
814	Improve and Promote Retail Districts Beyond Downtown	105,653	100,000	(5,653)
846	Discrimination Investigations, Resolutions and Conciliations	0	10,000	10,000
		<b>1,640,747</b>	<b>1,369,661</b>	<b>(271,086)</b>
<b>Innovative Government</b>				
106	Legislative Reference Services	12,044	0	(12,044)
125	Executive Direction and Control - Mayoralty	0	110,000	110,000
148	Revenue Collection	793,293	0	(793,293)
152	Employees' Retirement System - Administration	4,990,821	4,969,406	(21,415)
154	Fire and Police Retirement System - Administration	4,158,500	4,519,032	360,532
155	Retirement Savings Plan	0	542,964	542,964
700	Surplus Property Disposal	190,559	141,910	(48,649)
804	Enterprise Unified Call Center	3,969,583	4,053,622	84,039

**SPECIAL GRANTS**
**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

<b>Outcome, Service</b>		<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 ESTIMATE</b>	<b>CHANGE IN BUDGET</b>
<b>Innovative Government (Continued)</b>				
805	Enterprise IT Delivery Services	804,000	0	(804,000)
833	Innovation Fund	0	0	0
876	Media Production	901,107	500,000	(401,107)
		<b>15,819,907</b>	<b>14,836,934</b>	<b>(982,973)</b>
<b>Other</b>				
123	General Debt Service	10,400,000	11,300,000	900,000
		<b>10,400,000</b>	<b>11,300,000</b>	<b>900,000</b>
<b>Others</b>				
303	Clinical Services	270,955	166,606	(104,349)
305	Healthy Homes	82,519	178,448	95,929
356	Administration - Human Services	935,178	393,750	(541,428)
647	Youth and Adult Sports	153,275	156,424	3,149
651	Recreation for Seniors	64,819	66,115	1,296
661	Public Right-of-Way Cleaning	710,000	558,674	(151,326)
715	Administration - Health	986,083	972,771	(13,312)
717	Environmental Health	51,000	52,020	1,020
724	Direct Care and Support Planning	292,453	0	(292,453)
725	Community Services for Seniors	0	290,557	290,557
730	Public and Private Energy Performance	0	5,000,000	5,000,000
765	Planning for a Sustainable Baltimore	76,500	78,030	1,530
896	Permanent Housing for the Homeless	317,200	137,101	(180,099)
		<b>3,939,982</b>	<b>8,050,496</b>	<b>4,110,514</b>
<b>TOTAL SPECIAL GRANTS</b>		<b>79,452,859</b>	<b>91,613,533</b>	<b>12,160,674</b>

# FISCAL 2016 Summary of the Adopted Budget

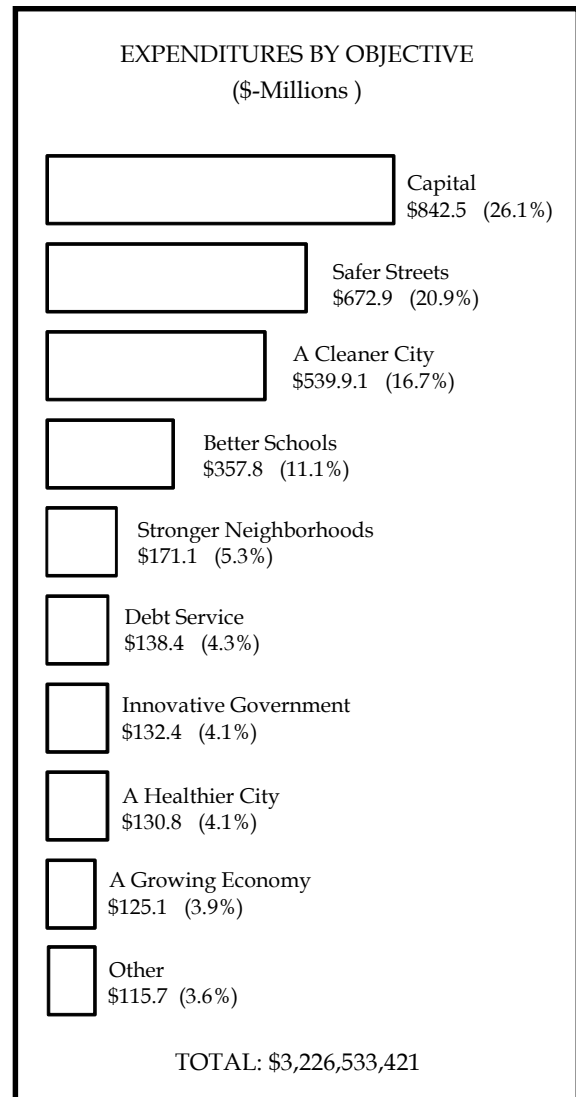
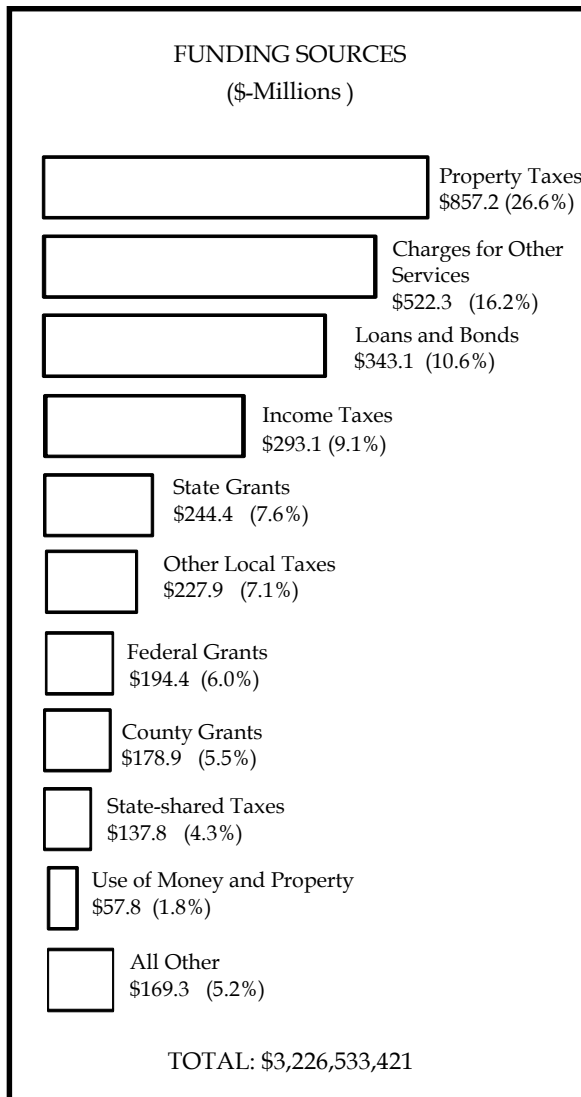


## Budget Plan

FISCAL 2016  
**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 over 20% 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 2016  
**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 2016 appropriation plan adopted by the City Council and approved by the Mayor is \$3.23 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 \$3.23 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 62.5% of the funding sources. Capital expenditures account for approximately 26% of the Fiscal 2016 budget. The largest operating expenditure is for public safety, followed by spending on a cleaner city, education, and stronger neighborhoods. Combined, these four functions represent 54% 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. 189).

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

The Fiscal 2016 Summary of General Fund Budgetary Trends exhibit (p. 105) 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 106 and 107 compare Fiscal 2013 and Fiscal 2014 actual expenditures to the Fiscal 2015 and Fiscal 2016 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 108 and 109 (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 110 (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 capital improvements 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 111 show funded full-time positions across all funds. In Fiscal 2016, full-time positions are 3.8% below the Fiscal 2015 level.


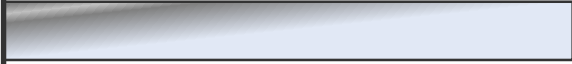














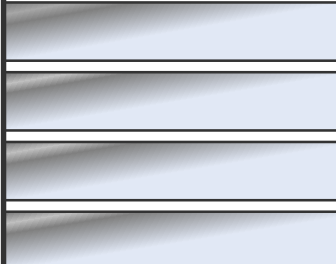


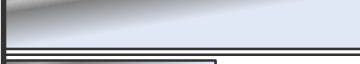
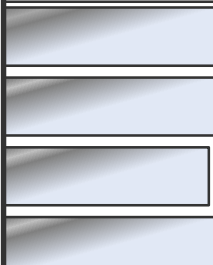



**Trends in Full-Time Positions - General Fund**

The chart and table on pages 112 present long-term trend information on General Fund position levels. General Fund positions are down 5.45% from Fiscal 2015 to Fiscal 2016.

**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 113 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 2016  
SUMMARY OF THE ADOPTED BUDGET  
Summary of General Fund Budgetary Trends

Total Authorized General Fund Positions		16 Budget	9,574
		15 Budget	10,126
		14 Actual	10,137
		13 Actual	10,146
General Fund Positions (per 1,000 pop.)		16 Budget	15.3
		15 Budget	16.2
		14 Actual	16.3
		13 Actual	16.3
General Fund Revenues (\$-Millions)		16 Budget	1,721
		15 Budget	1,648
		14 Actual	1,631
		13 Actual	1,549
Property Tax Revenues as a % of General Fund Revenues		16 Budget	45.9
		15 Budget	44.3
		14 Actual	45.6
		13 Actual	48.7
State Aid as a % of General Fund Revenues		16 Budget	6.0
		15 Budget	6.3
		14 Actual	6.3
		13 Actual	6.5
Public Safety (Police & Fire) as a % of General Fund Expenditures		16 Budget	37.7
		15 Budget	38.1
		14 Actual	36.6
		13 Actual	37.8

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

	<b>Fiscal 2013 Actual</b>	<b>Fiscal 2014 Actual</b>	<b>Fiscal 2015 Budget</b>	<b>Fiscal 2016 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Operating Plan	\$2,245,347	\$2,407,444	\$2,465,570	\$2,553,636	\$88,066	3.6%
Capital Plan	765,087	1,169,083	898,137	672,897	225,237	25.1%
<b>Total Budget</b>	<b>\$3,010,434</b>	<b>\$3,576,527</b>	<b>\$3,363,707</b>	<b>\$3,226,533</b>	<b>\$313,303</b>	<b>9.3%</b>

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

	<b>Fiscal 2013 Actual</b>	<b>Fiscal 2014 Actual</b>	<b>Fiscal 2015 Budget</b>	<b>Fiscal 2016 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
<b>Total Funds</b>						
Local and State-shared Funds						
General	\$1,558,925	\$1,616,877	\$1,648,000	\$1,720,853	\$72,853	4.4%
Parking Management	19,715	20,294	22,198	24,443	2,245	10.1%
Convention Center Bond	4,547	4,580	4,580	4,580	0	0.0%
Total	1,583,187	1,641,751	1,674,778	1,749,876	75,098	4.5%
Enterprise Funds						
Stormwater Utility	6,500	27,778	21,122	26,229	5,107	24.2%
Waste Water Utility	184,855	208,647	223,888	243,688	19,800	8.8%
Water Utility	136,222	177,340	183,081	189,427	6,346	3.5%
Parking Enterprise	33,566	35,445	29,054	28,751	(303)	(1.0)%
Conduit Enterprise	10,616	13,843	13,843	13,895	52	0.4%
Loan and Guarantee Enterprise	3,140	3,912	3,438	500	(2,938)	(85.5)%
Total	374,899	466,965	474,426	502,490	28,064	5.9%
Grants						
Federal	225,190	243,312	223,484	194,217	(29,267)	(13.1)%
State	85,456	307,029	207,772	156,570	(51,202)	(24.6)%
Special	59,500	73,277	79,453	91,614	12,161	15.3%
Total	370,146	623,618	510,709	442,401	(68,308)	(13.4)%
Loans and Bonds						
Revenue Bonds	393,505	425,334	421,432	263,141	(158,291)	(37.6)%
General Obligation Bonds	50,000	50,000	50,000	65,000	15,000	30.0%
Total	443,505	475,334	471,432	328,141	(143,291)	(30.4)%
Mayor and City Council Real Property	0	0	0	0	0	N/A
All Other	238,697	368,859	232,358	203,625	(28,733)	(12.4)%
<b>Total - All Funds</b>	<b>\$3,010,434</b>	<b>\$3,576,527</b>	<b>\$3,363,703</b>	<b>\$3,226,533</b>	<b>(\$137,170)</b>	<b>(4.1)%</b>

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

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

	Fiscal 2013 Actual	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2016 Budget	Dollar Change	Percent Change
<b>Operating Funds</b>						
Local and State-shared Funds						
General	\$1,549,225	\$1,549,225	\$1,622,300	\$1,699,053	\$76,753	4.7%
Parking Management	19,715	19,715	22,198	24,443	\$2,245	10.1%
Convention Center Bond	4,547	4,547	4,580	4,580	\$0	0.0%
Total	1,573,487	1,573,487	1,649,078	1,728,076	\$78,998	4.8%
Enterprise Funds						
Stormwater Utility	0	0	17,392	20,159	2,767	13.7%
Wastewater Utility	178,855	178,855	217,888	235,688	17,800	7.6%
Water Utility	136,222	136,222	176,081	182,427	6,346	3.5%
Parking Enterprise	33,566	33,566	29,054	28,751	(303)	(1.1)%
Conduit Enterprise	7,616	7,616	7,847	7,895	48	0.6%
Loan and Guarantee Enterprise	3,140	3,140	3,438	500	(2,938)	(587.6)%
Total	359,399	359,399	451,700	475,420	23,720	5.0%
Grant Funds						
Federal	176,693	176,693	163,190	151,307	(11,883)	(7.9)%
State	76,268	76,268	122,149	107,219	(14,930)	(13.9)%
Special	59,500	59,500	79,453	91,614	12,161	13.3%
Total	312,461	312,461	364,792	350,140	(14,652)	(4.2)%
<b>Total Operating - All Funds</b>	<b>\$2,245,347</b>	<b>\$2,245,347</b>	<b>\$2,465,570</b>	<b>\$2,553,636</b>	<b>88,066</b>	<b>3.4%</b>

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

	Fiscal 2013 Actual	Fiscal 2014 Actual	Fiscal 2015 Budget	Fiscal 2016 Budget	Dollar Change	Percent Change
<b>Capital Funds</b>						
Pay-As-You-Go						
General *	\$9,700	\$45,200	\$25,700	\$21,800	(\$3,900)	(15.2)%
Conduit Enterprise	3,000	6,000	6,000	6,000	\$0	0.0%
Stormwater Utility	6,500	4,706	3,730	6,070	\$2,340	62.7%
Waste Water Utility	6,000	9,000	6,000	8,000	\$2,000	33.3%
Water Utility		7,000	7,000	7,000	\$0	0.0%
Total	25,200	71,906	48,430	48,870	\$440	0.9%
Grants						
Federal	48,497	60,337	60,294	42,910	(17,384)	(28.8)%
State	9,188	192,647	85,623	49,351	(36,272)	(42.4)%
Special	0	0	0	0	0	N/A
Total	57,685	252,984	145,917	92,261	(53,656)	(36.8)%
Loans and Bonds						
Revenue Bonds	393,505	425,334	421,432	263,141	(158,291)	(37.6)%
General Obligation Bonds	50,000	50,000	50,000	65,000	15,000	30.0%
Total	443,505	475,334	471,432	328,141	(143,291)	(30.4)%
Mayor and City Council Real Property	0	0	0	0	0	N/A
All Other	238,697	368,859	232,358	203,625	(28,733)	(12.4)%
<b>Total Capital - All Funds</b>	<b>\$765,087</b>	<b>\$1,169,083</b>	<b>\$898,137</b>	<b>\$672,897</b>	<b>(225,240)</b>	<b>(25.1)%</b>

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

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Description of Operating and Capital Funds

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The Fiscal 2016 total capital and operating appropriations of \$3.23 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 2015 Budget	Fiscal 2016 Budget	Dollar Change	Percent Change
Local and State-Shared Funds				
General	1,648,000	1,720,853	72,853	4.4%
Parking Management	22,198	24,443	2,245	10.1%
Convention Center Bond	4,580	4,580	0	0.0%
Total	1,674,778	1,749,876	75,098	4.5%
Enterprise Funds				
Wastewater Utility	223,888	243,688	19,800	8.8%
Water Utility	183,081	189,427	6,346	3.5%
Parking Enterprise	29,054	28,751	(303)	-1.0%
Conduit Enterprise	13,847	13,895	48	0.3%
Stormwater Utility	21,122	26,229	5,107	24.2%
Loan and Guarantee Enterprise	3,438	500	(2,938)	-85.5%
Total	474,430	502,490	28,060	5.9%
Grant Funds				
Federal	163,190	151,307	(11,883)	-7.3%
State	122,149	107,219	(14,930)	-12.2%
Special	79,453	91,614	12,161	15.3%
Total	364,792	350,140	(14,652)	-4.0%
Internal Service	99,781	104,419	4,638	4.6%
TOTAL OPERATING AND PAYGO FUNDS	2,414,219	2,498,087	83,868	3.5%
Less				
Transfer to Capital Project Funds	48,430	48,870	440	0.9%
Internal Service	99,781	104,419	4,638	4.6%
NET OPERATING APPROPRIATIONS	2,465,570	2,553,636	88,066	3.6%
Plus - Capital Projects Funds	898,137	672,897	(225,240)	-25.1%
TOTAL APPROPRIATIONS - ALL FUNDS	3,363,707	3,226,533	(137,174)	-4.1%

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.

## SUMMARY OF THE ADOPTED BUDGET

## Major Types of Expenses – Total Operating and Capital Funds

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

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

**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.

**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.

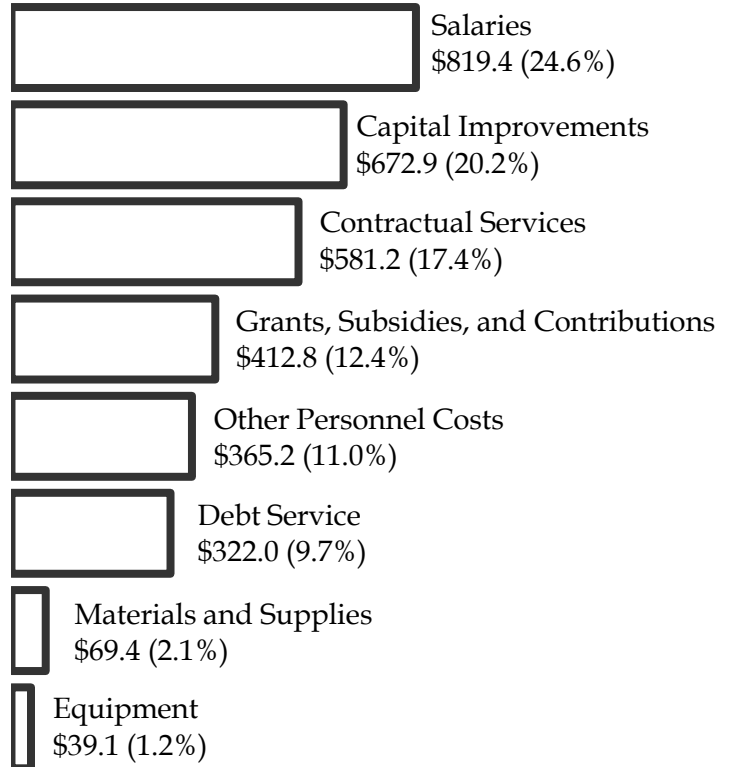
**Debt Service** - Payments for interest and principal redemption of bonds issued by or on behalf of the City. (See the "Debt Service" section for detail on types of debt payments).

**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.

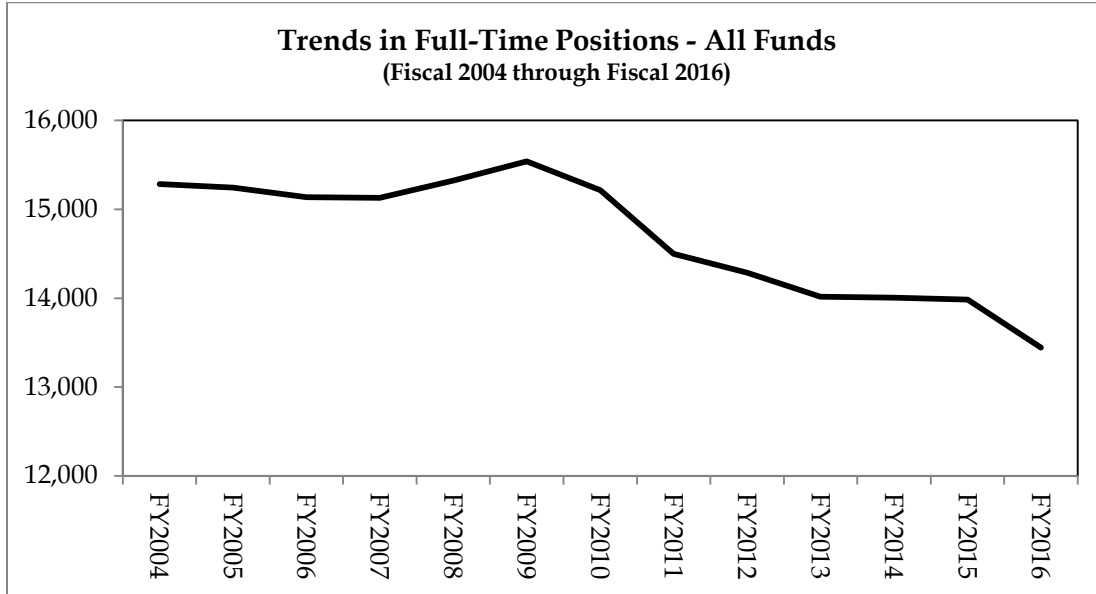
**Transfers** - Charges to one agency or program for goods or services provided by another agency or program.

## EXPENDITURES BY OBJECT (\$-Millions)



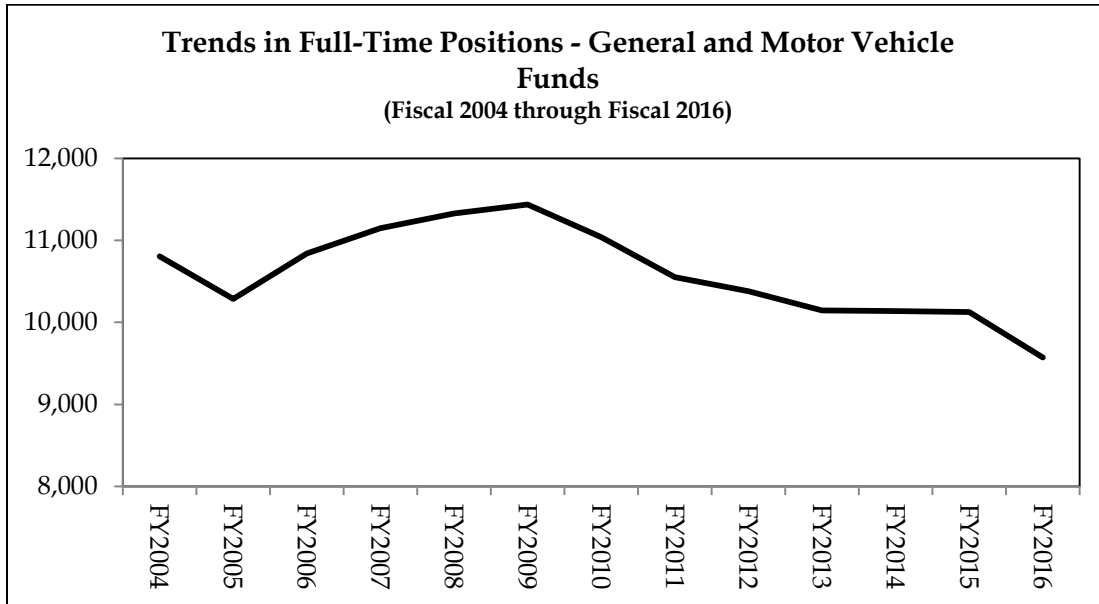
Less Internal Service:	\$	104,419,385
Less Transfers:	\$	55,351,440
Net Expenditure:	\$	3,226,533,421

FISCAL 2016  
**SUMMARY OF THE ADOPTED BUDGET**  
Trends in Full-Time Positions – All Funds



Full-Time Funded Positions (All Funds)				
Year	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY2004	15,285	-1.3%	24.0	-1.1%
FY2005	15,246	-0.3%	23.8	-0.8%
FY2006	15,137	-0.7%	23.6	-0.8%
FY2007	15,130	0.0%	23.6	0.0%
FY2008	15,326	1.3%	24.0	1.7%
FY2009	15,542	1.4%	24.4	1.7%
FY2010	15,215	-2.1%	24.5	0.4%
FY2011	14,499	-4.7%	23.4	-4.5%
FY2012	14,288	-1.5%	23.1	-1.3%
FY2013	14,018	-1.9%	22.6	-2.2%
FY2014	14,005	-0.1%	22.6	0.0%
FY2015	13,984	-0.1%	22.4	-0.7%
FY2016	13,446	-3.8%	21.6	-3.8%

FISCAL 2016  
**SUMMARY OF THE ADOPTED BUDGET**  
Trends in Full-Time Positions – General and Motor Vehicle Fund

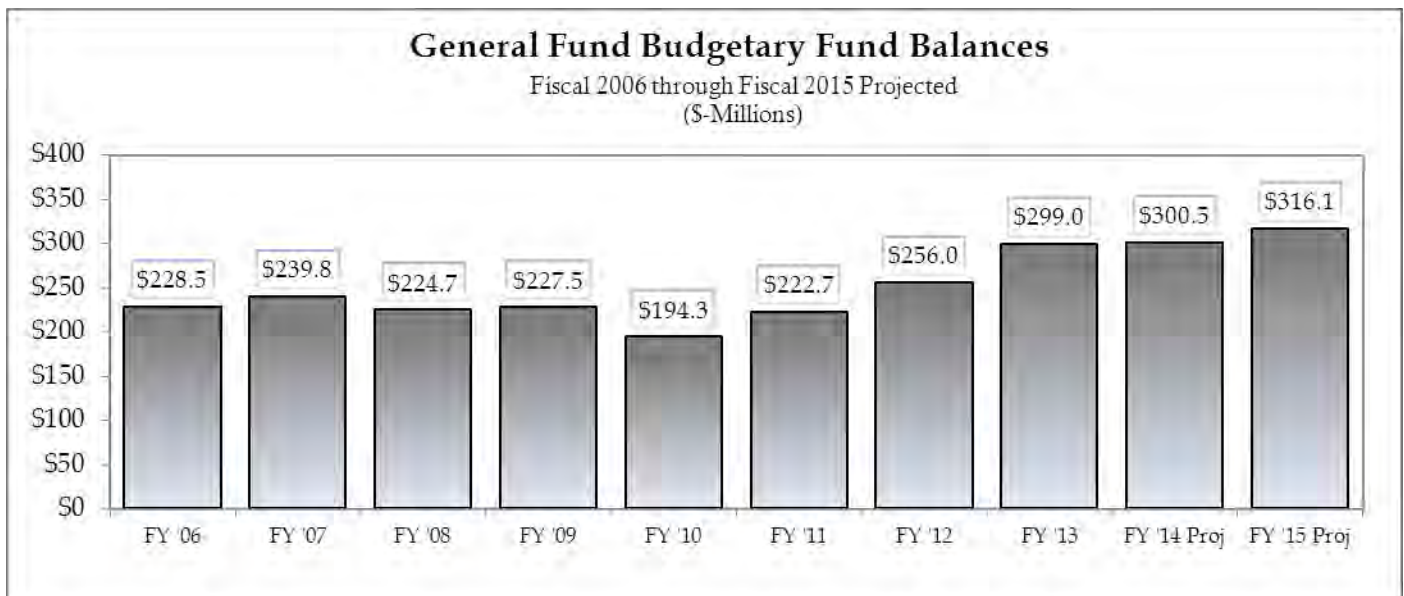


	Full-Time Funded Positions (GF and MVF)			
Year	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY2004	10,806	-1.30%	16.9	-1.10%
FY2005	10,287	-4.80%	16.1	-4.73%
FY2006	10,842	5.40%	16.9	4.97%
FY2007	11,148	2.82%	17.4	2.96%
FY2008	11,330	1.63%	17.8	2.30%
FY2009	11,436	0.94%	17.9	0.56%
FY2010	11,040	-3.46%	17.8	-0.56%
FY2011	10,551	-4.43%	17.0	-4.49%
FY2012	10,379	-1.63%	16.8	-1.18%
FY2013	10,146	-2.24%	16.4	-2.38%
FY2014	10,137	-0.09%	16.4	0.00%
FY2015	10,126	-0.11%	16.3	-0.61%
FY2016	9,574	-5.45%	15.4	-5.69%

# FISCAL 2016 SUMMARY OF THE ADOPTED BUDGET Past and Projected Budgetary Fund Balances

General Fund	
Fiscal 2014:	
Actual Budgetary Fund Balance, June 30, 2013	\$299,014
Estimated Revenues	\$1,677,116
Estimated Expenses	(\$1,665,233)
Net Transfers and Other Uses	(\$10,410)
Estimated Budgetary Fund Balance, June 30, 2014	\$300,487
Fiscal 2015	
Estimated Budgetary Fund Balance, June 30, 2014	\$300,487
Estimated Revenues	\$1,690,250
Estimated Expenses	(\$1,674,900)
Net Transfers and Other Uses	\$266
Estimated Budgetary Fund Balance, June 30, 2014	\$316,103

Based on preliminary data, we expect budgetary fund balances for the General Fund to increase slightly in Fiscal 2015. During Fiscal 2015 \$20 million was drawn from the Budget Stabilization Reserve (BSR) to pay for emergency expenses due to civil unrest. BSR funding will be restored from surplus revenues.



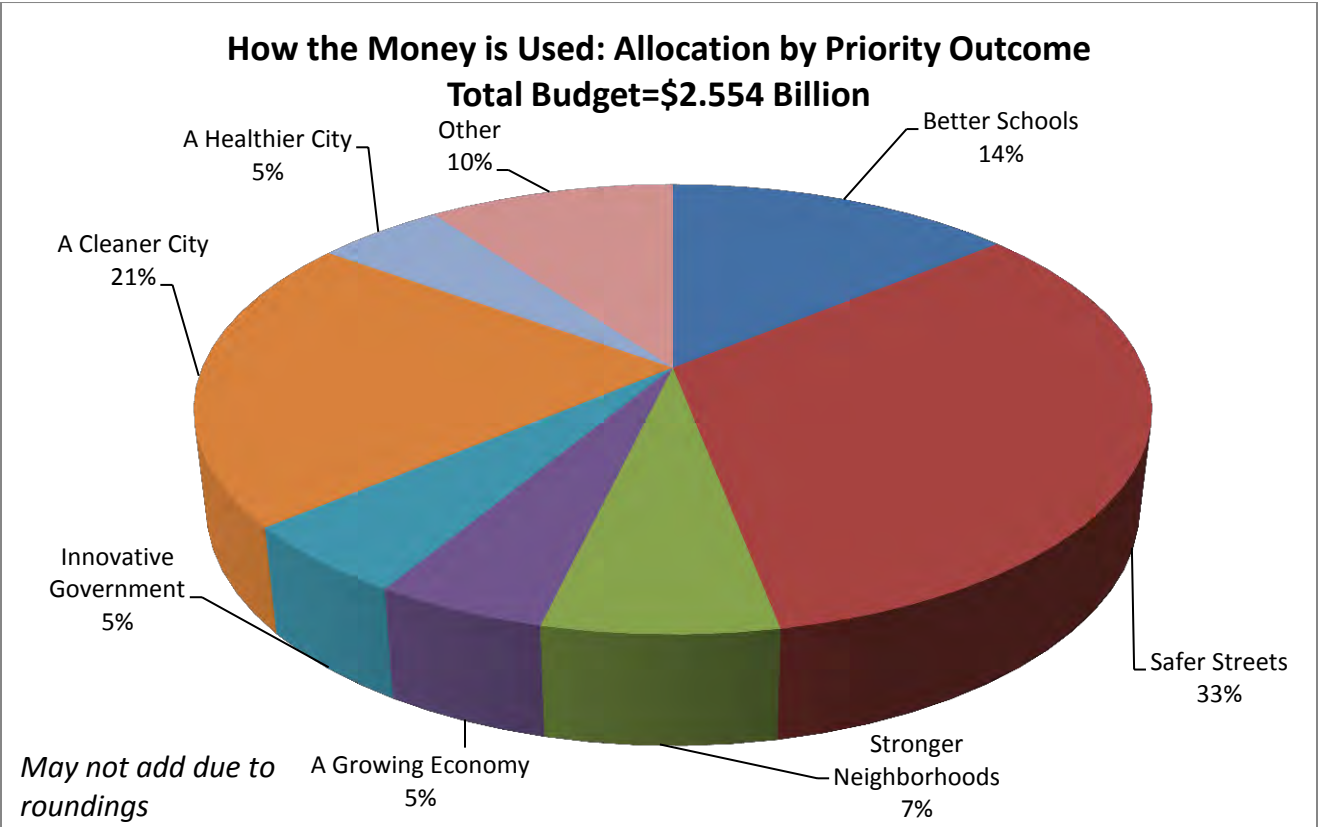
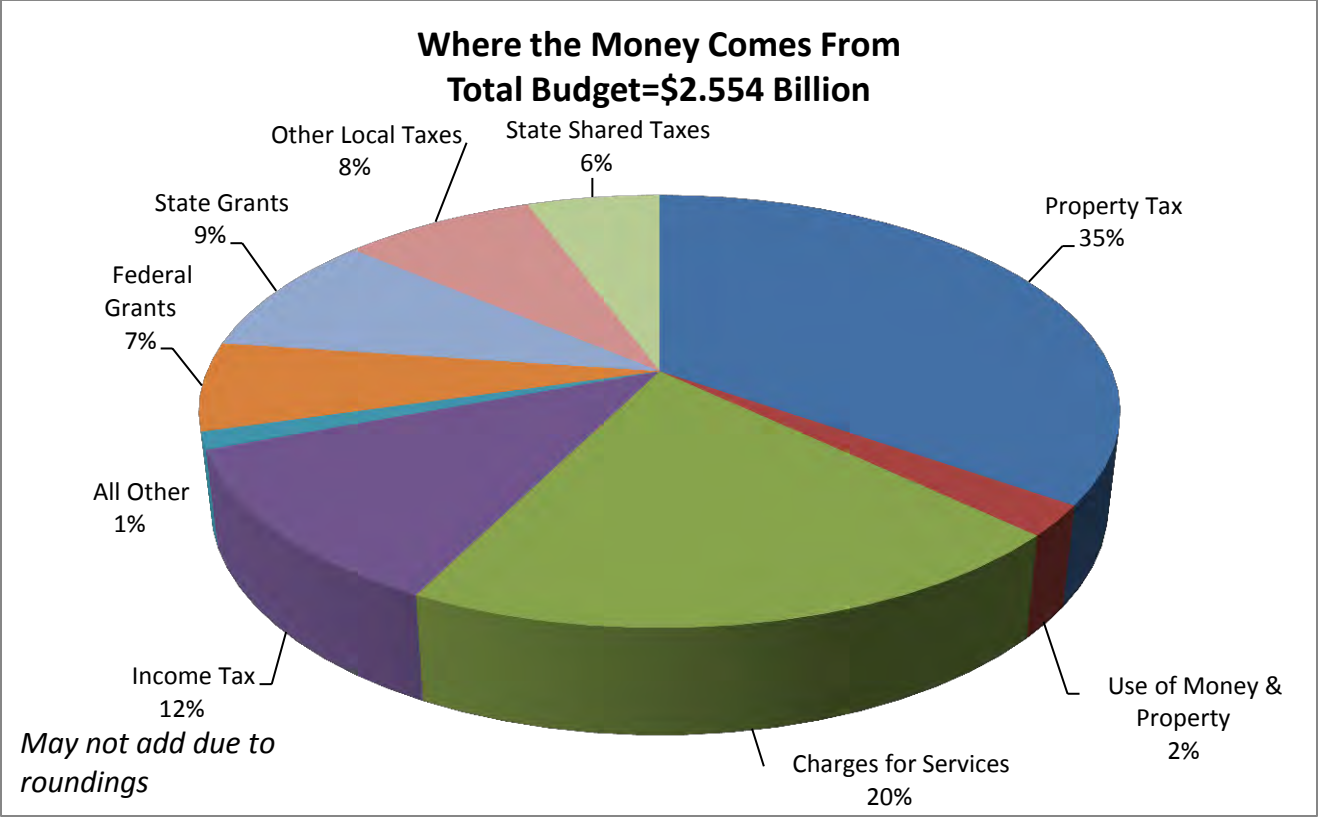
Note: Unexpended appropriations or revenue surpluses arising during a fiscal year in the Parking Enterprise, Parking Management and Convention Center Bond funds are transferred to the General Fund. In the Federal, State and Special grant funds, unexpected appropriation or revenue surpluses are fully 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.

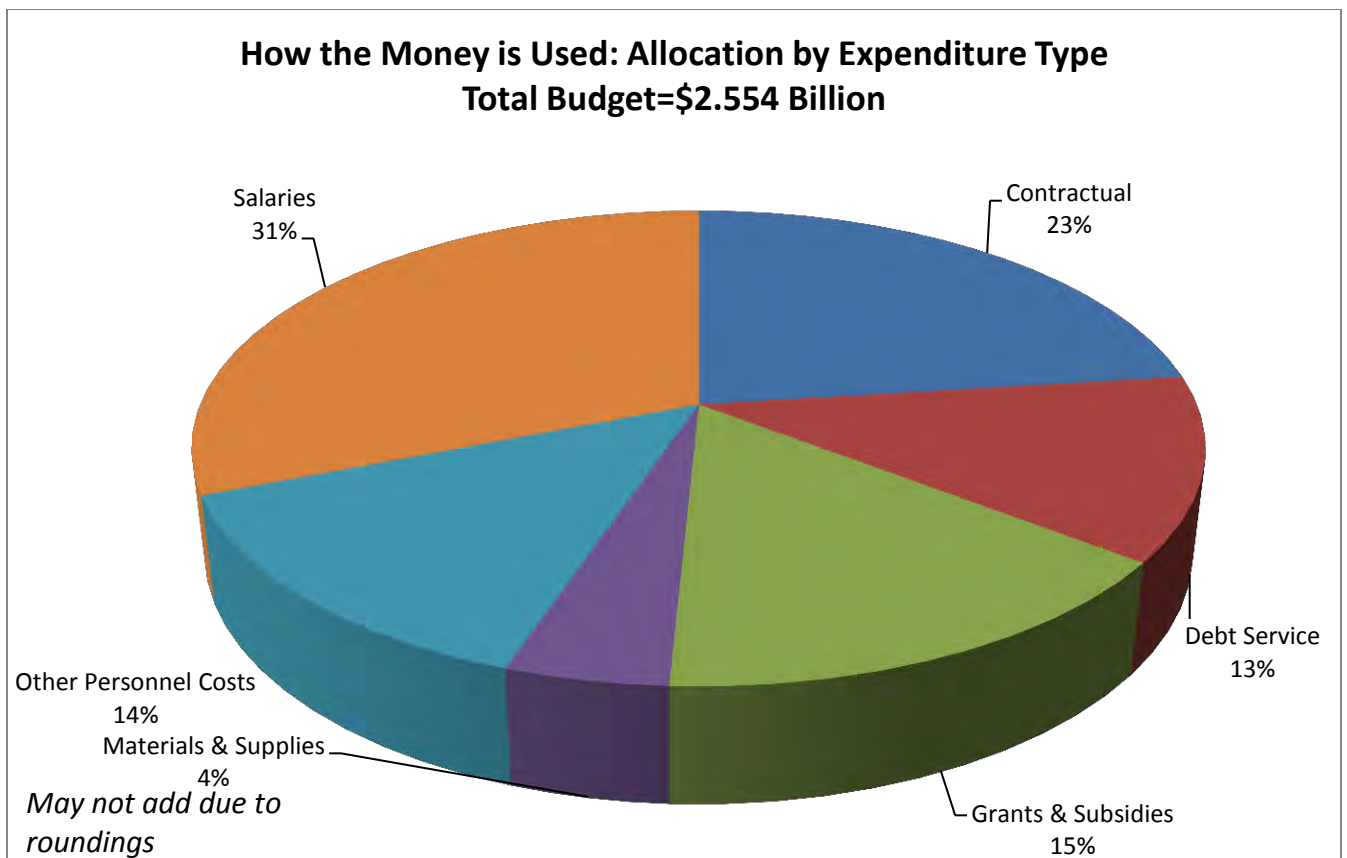
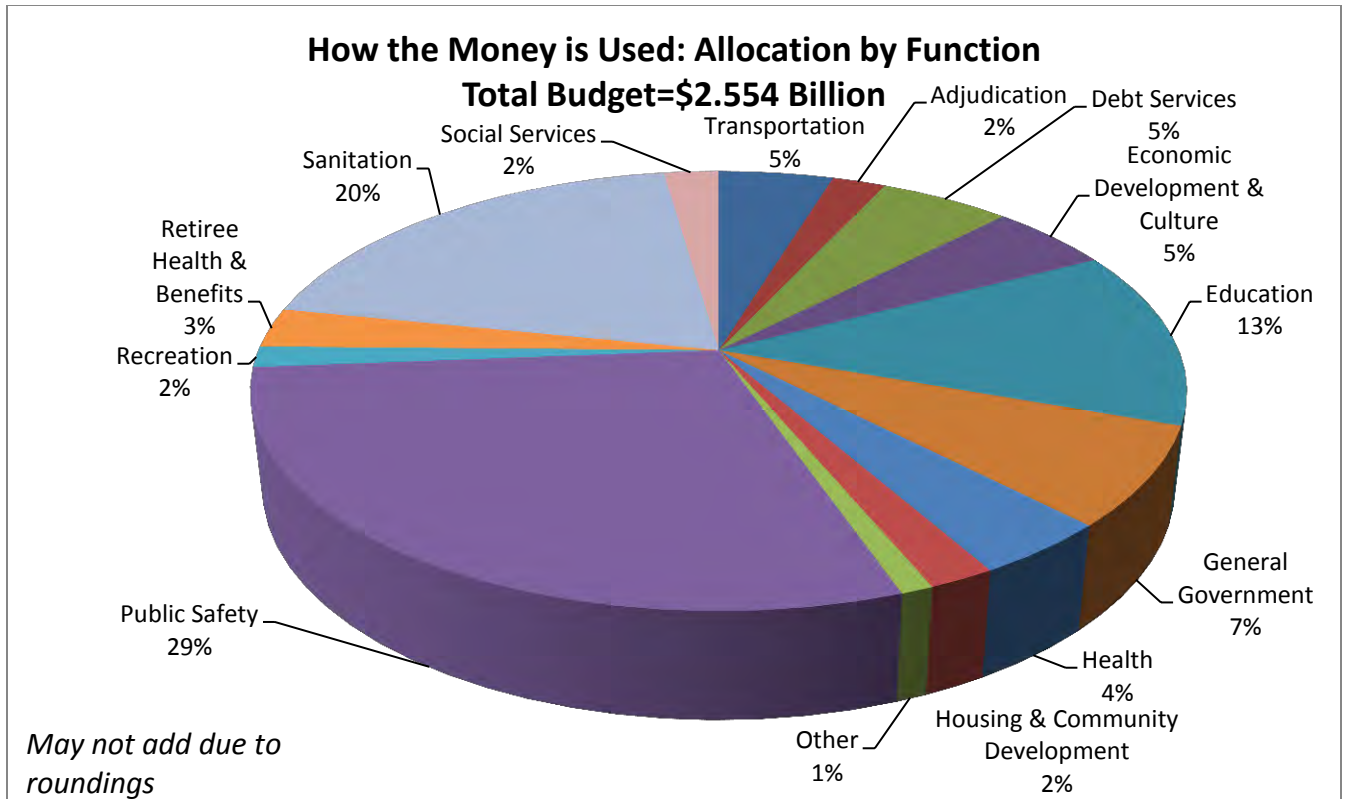
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# FISCAL 2016 Summary of the Adopted Budget



## Operating Budget





FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Better Schools

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**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	294,754,517	304,204,470	300,304,709	(3,899,761)	(1.28%)
Federal	27,395,437	28,395,777	27,966,711	(429,066)	(1.51%)
State	13,356,521	13,907,427	14,399,748	492,321	3.54%
Special	15,137,946	15,773,270	15,147,967	(625,303)	(3.96%)
Total	350,644,421	362,280,944	357,819,135	(4,461,809)	(1.23%)
Notes:					
The reduction in General Fund reflects an adjustment to the Maintenance of Effort for Baltimore City Public Schools due to slower than expected enrollment growth					

**308. Maternal and Child Health**  
*Health Department*

**General Fund - \$922,802**  
**Other Funds - \$17,671,345**

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 250 unduplicated families receiving professional nurse care management services in Fiscal 2016, 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 2016, this service projects a target of 65% of children having completed developmental screening at recommended intervals. This compares to 53% of children receiving this screening at regular intervals in Fiscal 2014. The adopted funding will maintain current services, and provide enhancement funding, which will invest in a database that will monitor and track B'more for Healthy Babies' efforts around trainings, provider and community outreach, and an inventory of promotional and informational materials.

**310. School Health Services**  
*Health Department*

**General Fund - \$2,618,724**  
**Other Funds - \$13,779,606**

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 the following: 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 for Fiscal 2016 include 350,000 visits to school health suites, up from 337,788 actual visits

in Fiscal 2014. Additionally, the service will aim for a target of 85% of students returning to class after a health suite visit. An actual of 83% was achieved in Fiscal 2014. The adopted funding will maintain current services.

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

General Fund - \$258,212,181

The City's Fiscal 2016 Maintenance of Effort (MOE) amount is \$207,706,071. The City also provides \$2.8 million for termination pay as provided under the 1997 separation agreement and a 2001 MOU. Fiscal 2016 marks the final year of this payment. The Fiscal 2016 recommended budget for School Crossing Guards is \$6.0 million, and for School Health is \$2.6 million. School Health costs are shared with BCPS. The Fiscal 2016 cost of BCPS retiree health care (\$29.8 million) is reflected as direct City support and is appropriated in the local share program. Also included is \$17.9 million for teacher pensions. BCPS-related debt service is budgeted at \$19.5 million. Total City direct support of BCPS equates to approximately \$3,248 per pupil.

City Support for the Baltimore City Public School System Fiscal 2015 v. Fiscal 2016		
Category of Expense	Fiscal 2015 Budget	Fiscal 2016 Adopted
<b>Part I: Direct Payment by the City to the Schools</b>		
Required Maintenance of Effort (MOE)	\$207,254,966	\$207,706,071
<i>Sub Total</i>	<b>\$207,254,966</b>	<b>\$207,706,071</b>
BCPS Termination Leave	\$2,800,000	\$2,800,000
Retiree Health Benefits	\$29,805,357	\$29,805,357
Teacher Pension	\$14,824,485	\$17,900,753
<i>Sub Total Direct Cost</i>	<b>\$47,429,842</b>	<b>\$50,506,110</b>
<b>Part II: Costs of the City in Support of the Schools</b>		
Health/School Nurse Program (General Fund portion)	2,700,984	\$2,618,724
School Crossing Guards	\$5,460,430	\$5,988,549
Debt Service/COPs for Schools	\$18,131,921	\$19,491,627
<i>Sub Total: In Support of Schools</i>	<b>\$26,293,335</b>	<b>\$28,098,900</b>
<i>Total City Costs</i>	<b>\$280,978,143</b>	<b>\$286,311,081</b>

### 385. Health and Welfare Grants

General Fund - \$1,190,058

This service provides grants to various health and welfare organizations to aid disadvantaged citizens and citizens with special needs. This service will provide funding to 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 Pre- and Post-Natal Home Visiting Program will target 520 unduplicated families in Fiscal 2016 for enrollment in evidence-based paraprofessional home visiting programs. This is an increase from 407 families served in Fiscal 2014. 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 appropriate caseload ratio. The Legal Aid Bureau will aim to increase the number of prevented evictions from 79 in Fiscal 2014

to 80 in Fiscal 2016. During Fiscal 2014, the School for the Blind enrolled 44 Baltimore City students, with a local share cost per student of \$423.

#### **446. Educational Grants**

**General Fund - \$7,736,930**

The Family League provides Out of School time (OST) programs and Community Resource Schools (CRS). OST programs support academic skills development of youth and provide enrichment activities in areas such as athletics and the arts. Community Resource Schools (CRS) facilitate a network of partnerships between the school and other community resources that promote student achievement and family and community well-being. The Fiscal 2016 adopted budget includes funding for grants administered by The Family League to Teach for America, the University of Maryland Cooperative Extension, and Experience Corps. The Fiscal 2016 education grants funding level also supports a State-mandated \$1 million payment to Baltimore City Community College. In Fiscal 2016, the Family League plans to serve 21,000 children in Community Resource Schools. This is a new measure for Fiscal 2016. The Family League also aims to achieve a target of 90% of OST participants not being chronically absent from school in Fiscal 2016. In Fiscal 2014, this figure was 89%.

After the adoption of the Fiscal 2016 budget, an additional \$4.2 million was allocated for educational grants to The Family League and Associated Black Charities for capacity building, Community Schools, and Out of School Time programs. This \$4.2 million is in addition to the \$7,736,930 for educational grants shown above.

#### **604. Before and After Care**

**General Fund - \$169,776**

*Department of Housing and Community Development*

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 the Community Development Block Grant, parent user fees, and General Funds. This service will work with a total of 80 children at two child care centers in Fiscal 2016. The adopted funding will maintain current services.

#### **605. Head Start**

**General Funds - \$575,000**

*Mayor's Office of Human Services*

**Other Funds - \$ 8,713,392**

This service provides comprehensive services to low income children and their families through education, health care and other social services. The adopted budget includes General Fund support to invest in teacher mentor coaches who will work with Head Start teachers to improve teacher-student interactions. The service estimates this strategy will increase Kindergarten readiness by 15%. The adopted budget also includes funding to support year-round Head Start and Early Head Start services at the Dukeland facility that was previously operated as a daycare center. The Dukeland program will provide Early Head Start services to 28 toddlers and Head Start services to 68 children ages 3-5. The adopted budget will maintain the current level of service.

**740. Dawson Center**

*Department of Housing and Community Development*

**General Fund - \$31,000**

**Other Funds - \$348,406**

This service provides after-school and summer youth programming to children and their families at the Dawson Center in the Oliver community. In Fiscal 2016 the service will seek to provide programming to 205 children with expansion to an additional site, an increase from 55 children served in Fiscal 2014. This service has set a goal that 100% of participating students are successfully promoted to the next grade level in Fiscal 2016. The adopted funding will maintain current services.

**788. Information Services**

*Enoch Pratt Free Library*

**General Fund - \$24,164,275**

**Other Funds - \$10,670,039**

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; 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 community centers for individuals and local organizations. During Fiscal 2016, the Canton and Waverly branch renovations will be completed and the libraries will reopen. In Fiscal 2016, the library expects 47,000 children to participate in the Summer Reading Program; it also expects 47,000 children to participate in the Library's School Readiness Program. In Fiscal 2014, 38,575 children participated in the Summer Reading Program and 44,425 attended the School Readiness Program. The 2014 Citizen's Survey found that 71% of library patrons rate services good to excellent. The adopted funding will maintain current hours at all neighborhood branches.

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

*Mayor's Office of Employment Development*

**Other Funds - \$200,176**

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 2014, 100% of participants remained on BCPS rolls at the end of the school year. Performance targets for Fiscal 2016 include maintaining the enrollment of at least 120 students. The service also anticipates that 80% of Academy students will maintain the current 80% school attendance rate. The adopted funding will maintain current services.

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

*Mayor's Office of Employment Development*

**General Fund - \$2,911,862**

**Other Funds - \$806,195**

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 Funds and grants. In Fiscal 2014, 96% of participants did not become involved in criminal activity. Performance targets for 2016 include maintaining the current percentage rate of participants who do not become involved in criminal activity at 95% and having a monthly participation rate at 80%. This service received one-time Enhancement funds to upgrade the technology at the Eastside and Westside YO! Centers. Due to this upgrade, the agency projects that 75% of participants who sit for at least 2 sections of the online GED test will pass at least 2 sections, whereas only 50% of these youth would have passed 2 sections without this additional funding.

**798. Youth Works Summer Job Program**  
*Mayor's Office of Employment Development*

**General Fund - \$1,772,101**  
**Other Funds - \$2,700,496**

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 five-week summer work experience for thousands of Baltimore's youth. These experiences expose youth to career options and teach them work-life skills that will prepare them for future employment. In Fiscal 2014, 5,285 youths participated in the Youth Works program. Performance targets for Fiscal 2016 include providing summer experiences to 8,000 youth participants; the number of projected participants increased from initial estimates during the budget process due to post-civil unrest fundraising. This service also continues to receive Enhancement funds to support the Career Connections program, which works with the Hire One program to encourage employers to retain or hire youth as part- or full-time employees during the non-summer months as well. The Other Funds recommendation includes \$240,000 in local impact aid from the Baltimore Casino. These funds will be utilized to support summer youth jobs and year-round internships.

**800. Workforce Services for WIA Funded Youth**  
*Mayor's Office of Employment Development*

**Other Funds - \$2,624,771**

This service is supported by Federal Workforce Investment Act (WIA) funds to prepare economically disadvantaged youth ages 16-21 to achieve major educational attainment and skill development. In Fiscal 2014, 90% of participants earned an occupational or educational credential, and the goal for Fiscal 2016 is to maintain the Federal standard for this program, which is that 66% of participants earn an occupational or educational credential and that at least 65% of enrolled youth will increase their literacy and numeracy skills by at least one grade level within a twelve month period. The adopted funding will maintain current services.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Safer Streets

**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	718,744,404	739,487,224	748,600,023	9,112,799	1.23%
Federal	25,464,563	26,913,779	24,677,572	(2,236,207)	(8.31%)
State	27,963,161	29,145,456	28,651,932	(493,524)	(1.69%)
Special	18,905,517	19,123,015	25,891,808	6,768,793	35.40%
Parking Management	12,842,545	14,057,908	14,631,340	573,432	4.08%
Total	803,920,190	828,727,382	842,452,675	13,725,293	1.66%
Notes: The increase in Special Fund appropriation reflects an increase in EMS revenue based on actual revenue levels					

**110. Circuit Court**

**General Fund - \$9,754,421**  
**Other Funds - \$7,506,775**

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. In Fiscal 2014, there were 14,911 criminal cases and 13,491 civil cases filed; 46,890 residents served as petit jurors and 273 served as grand jurors. The General Fund adopted budget for Fiscal 2016 maintains current service levels.

**115. Prosecution of Criminals**  
*Office of the State's Attorney*

**General Fund - \$26,114,094**  
**Other Funds - \$5,969,593**

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. In Fiscal 2014, the Office managed 19,055 criminal cases in Circuit Court and 56,097 criminal cases in District Court. In calendar year 2014, the Office managed 3,152 juvenile delinquency cases with appearances at 25,268 hearings. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$735,378**  
**Other Funds - \$2,176,657**

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 high-risk juvenile offenders with the goal of preventing violent crime. Safe Streets is an evidence-based violence prevention initiative serving 150 clients and is 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 840 conflict mediations in Fiscal 2016, an increase from 788 actual mediations in Fiscal 2014, due to the addition of new sites implementing the Safe Streets model. The service will aim for a target of 6% of clients arrested for crimes of violence, down from an actual of 8% in Fiscal 2014. The adopted funding will maintain current services.

**500. Street Lighting**  
*Department of Transportation*

**General Fund - \$18,100,320**

This service provides inspection, design, installation, powering, maintenance and repair of approximately 73,000 roadway and pedestrian lights throughout the City. This service also includes research and evaluation of lighting strategies to reduce energy consumption. In Fiscal 2014, 62% of inspected street lights met City roadway lighting standards; the service targets 90% of street lights meeting these standards in Fiscal 2016. The service reports 85% of street light outage service requests completed within four days; the Fiscal 2016 target for requests completed on time is 95%. To date, DOT has converted 11,000 light fixtures to LED and has realized a 13% drop in outages as a result. During Fiscal 2016 DOT will convert 6,000 street lights to LED in high crime areas.

**600. Administration - Fire**  
*Fire Department*

**General Fund - \$ 7,923,555**  
**Other Funds - \$ 1,060,688**

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. The reduction in adopted funding reflects a reallocation of Workers Compensation to services within the agency. The adopted budget will maintain the current level of service.

**602. Fire Suppression and Emergency Rescue**  
*Fire Department*

**General Fund - \$ 144,605,958**  
**Other Funds - \$ 1,412,203**

This service protects 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. In Fiscal 2016, the first fire engine will arrive on the scene within five minutes

of dispatch 90% of the time, an increase from 87.3% in Fiscal 2014. The Fiscal 2016 adopted budget maintains current service levels. The adopted budget reflects the final phase of savings realized through the implementation of a new suppression schedule.

**608. Emergency Management**

*Mayor's Office of Emergency Management*

**General Funds - \$ 775,530**

**Other Funds - \$ 235,891**

This service prepares the City for major emergencies such as hurricanes, power outages, hazardous materials incidents, and acts of terrorism. This service manages interagency and public-private sector programs to prevent, mitigate against, and plan for all hazards. It conducts training and performs preparedness exercises. This service also includes 24/7 field response and Citywide coordination for over 200 yearly incidents and events that are high risk, prolonged, widespread, or complex. In Fiscal 2016, the agency aims to have 85% of City agencies with a complete Continuity of Operations Plan (COOP), which is an increase from 75% in Fiscal 2014. The General Fund adopted budget maintains current service levels.

**609. Emergency Medical Services**

*Fire Department*

**General Fund - \$21,585,776**

**Other Funds - \$ 17,347,000**

This service provides 24/7 assessment, treatment, and hospital transport of trauma and medical patients, totaling nearly 87,000 transports per year. EMS calls represent 83% of the Department's total call volume. Within these calls a growing number are requests for basic life support services (BLS) rather than major incidents that require advance life support (ALS). The Fiscal 2016 adopted budget includes a new service delivery model that is reflective of the changing demand for this service. Under the new service delivery model Fire dispatchers will deploy units based on the nature on the call type (ALS or BLS). The adopted budget will support 20 ALS 24-hour units, 12 BLS peak time units, and four BLS 24-hour units. It is estimated that the new service delivery model will improve response times by 10% while reducing costs. EMS medic units are now being deployed utilizing Automatic Vehicle Location (AVL) technology that produces a workable data flow for all of the agency's apparatus ultimately improving service delivery. The Fiscal 2016 adopted budget maintains current services.

**610. Fire and Emergency Community Outreach**

*Fire Department*

**General Fund - \$ 326,183**

This service provides outreach and education to the City's residents, businesses and visitors on fire safety. The recommendation supports Operation CARE, a joint effort with the Health Department to intervene with frequent 911 callers. In Fiscal 2014, 61% of clients enrolled in Care Management plans saw a 70% reduction in 911 calls. The Fiscal 2016 adopted budget maintains current service levels.

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

**General Fund - \$ 4,507,583**  
**Other Funds - \$ 312,108**

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 department plans to complete 16,000 building inspections in Fiscal 2015 and have 80% of its inspection costs covered by permit fees, consistent with the rate achieved in Fiscal 2014. This service also took part in a Lean Government event which examined the process by which a building was inspected in order to receive a fire permit. From that event, several improvements to the process were developed, including a method of showing that a structure passed a fire inspection before the physical permit came in the mail, a new schedule that allows inspectors to spend more time in the field completing inspections, and batch printing for all permits.

In Fiscal 2016, there will be an estimated 65 structure fires in permitted buildings; in Fiscal 2014 there were 68 structure fires in permitted buildings. The Fiscal 2016 adopted budget maintains current service levels.

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

**General Fund - \$ 962,575**

This service investigates and tracks the cause of fires in order to focus fire prevention efforts, issues product recalls, and prosecutes arson crimes. In Fiscal 2016, fire investigation reports will be conducted within 8 days of the occurrence, consistent with Fiscal 2014. The General Fund adopted budget for Fiscal 2015 maintains current service levels.

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

**General Fund - \$ 14,755,319**  
**Other Funds - \$ 4,045,260**

This service manages over 40 facilities and maintains and fuels over 350 pieces of apparatus and vehicles. In Fiscal 2014, 79% of all first line medic units were available for service daily; the Fiscal 2016 goal is 80%. Under the Ten-Year Financial Plan, a planned fleet modernization will increase apparatus purchases. The average age of the department's fleet will decrease, resulting in cost savings for maintenance and repair costs. In Fiscal 2016 the following apparatus will be purchased: 8 medic units, 4 engines, 2 ladder trucks, and a Hazmat Unit. The Fiscal 2016 adopted budget maintains current service levels.

**614. Fire Communications and Dispatch**  
*Fire Department*

**General Fund - \$ 5,929,311**

This service dispatches and monitors approximately 165,000 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 2016

this service will continue to process 90% of dispatch calls within one minute, an increase from 80% in Fiscal 2014. The Fiscal 2016 adopted budget maintains current service levels.

**615. Fire Recruitment and Training**

**General Fund - \$ 3,661,532**

*Fire Department*

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 Fire Department 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 2016 adopted budget supports the reduction of line of duty injuries from 20 to 19 per 100 fire fighters. The Fiscal 2016 adopted budget maintains current service levels.

**621. Administration – Police**

**General Funds - \$30,905,620**

*Police Department*

**Other Funds – \$5,168,159**

This service provides agency wide support in the areas of fiscal and grant management, information technology, planning and research, public affairs, and departmental administration. The proposed General Fund budget includes funding for the City's Body-Worn Camera Pilot Program, which aims to identify the best technology and hardware available through officer test and evaluation. The adopted budget for Police Department services includes a 6% pay increase for all sworn officers per the FOP contract.

**622. Police Patrol**

**General Fund - \$240,368,907**

*Police Department*

**Other Funds – \$7,620,830**

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 City is currently implementing a new deployment schedule, in which officers work four ten hour shifts. The new schedule aims to increase police presence during peak hours, when the department experiences its highest call for service volume, and virtually eliminate staffing shortage overtime. The General Fund budget includes the purchase of additional vehicles to support this goal.

For Fiscal 2016, the service anticipates increasing the percentage of citizens who feel satisfied or very satisfied with police responsiveness to 75%, up from 60% in Fiscal 2014. The department aims to reduce the Part I crime rate (violent and property crime) by 5% in Fiscal 2016.

**623. Crime Investigation**

*Police Department*

**General Fund - \$54,149,017**

**Other Funds - \$2,524,675**

This service investigates all serious crimes against persons, including murder, rape, robbery, and aggravated assault. This service also investigates all serious property crimes, including burglary, larceny and auto theft. Other responsibilities include executive protection and registration, and investigation of sex offenders. In Fiscal 2016, the service aims to obtain 2,865 warrants, an increase of 138 from Fiscal 2014. The homicide clearance rate is targeted at 55% in Fiscal 2016; the unit cleared 50% in Fiscal 2014. The shooting clearance rate is also aimed at 55%, which is 9% above their Fiscal 2014 performance. The General Fund budget for Fiscal 2016 maintains current service levels.

**624. Target Violent Criminals**

*Police Department*

**General Fund - \$40,204,483**

**Other Funds - \$5,385,809**

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 service projects 450 gun arrests and 650 seized guns in Fiscal 2016. The General Fund budget for Fiscal 2016 maintains current service levels.

**625. Special Operations - SWAT**

*Police Department*

**General Fund - \$8,436,973**

This service, the Special Weapons and Tactics 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. This service projects 250 SWAT missions and high risk search warrant executions in Fiscal 2016. The service also aims to resolve 100% of incidents without injury to officers, victims, or suspects, which it has successfully achieved each year. This year, the service will measure the number of felony arrest it assists and set a target of 115. The General Fund budget for Fiscal 2016 maintains current service levels.

**626. Homeland Security - Intelligence**

*Police Department*

**General Fund - \$8,064,622**

**Other Funds - \$7,562,217**

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. For Fiscal 2016, the Police Department projects 1,500 arrests attributable to CCTV intelligence. The department anticipates it will create 700 Violent Crime Analysis Reports, which provide street-level officers with the intelligence needed to assist in the crime fight. This is an increase of 100 reports from last year. The General Fund budget for Fiscal 2016 maintains current service levels.

**628. Police Internal Affairs**

**General Fund - \$6,262,924**

*Police Department*

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 2016, which is an increase of more than 30 over Fiscal 2014. Eighty percent of investigations will be completed within six months, compared to 70% in Fiscal 2014. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$8,747,083**

*Police Department*

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. In Fiscal 2016, the service will process approximately 117,000 items of evidence. The service estimates an average time of 20 hours to enter Part I crime reports into the records management system, which is consistent with the Fiscal 2014 actual performance of 20 hours. This service also supports the Telephone Reporting Unit, which is expected to divert 100,000 non-emergency calls from Patrol in Fiscal 2016, a significant increase over the Fiscal 2013 actual of 10,202 calls diverted. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$11,065,902**

*Police Department*

**Other Funds - \$225,000**

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 655 accidents will be investigated and 250 special events will be staffed in Fiscal 2016. The General Fund budget for Fiscal 2016 maintains current service levels.

**635. Police Recruiting and Training**

**General Fund - \$14,671,192**

*Police Department*

**Other Funds - \$510,000**

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. In Fiscal 2016, the service expects to receive 2,300 completed employment applications, train approximately 200 recruits and projects that 85% of hires will remain with the department after two years, significantly above the Fiscal 2014 actual of 69%. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$3,846,076**

This service is responsible for an eight-horse mounted unit and a K-9 unit consisting of 23 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. For Fiscal 2016, the service anticipates 700 arrests will be assisted by the K-9 and Mounted units, which is 155 fewer than the 2014 actuals. The service also expects the K-9 Unit to receive 1,150 calls for service in Fiscal 2016. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$307,358**

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 2016, the service anticipates conducting 280 marine deployments, 16 more than Fiscal 2014. The Marine Unit also plans to conduct 3,000 homeland security checks on boats entering the harbor. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$5,747,435**

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. In Fiscal 2016, the four helicopters will assist with 200 arrests, a slight decrease from Fiscal 2014. The unit aims to increase the percentage of citizens who feel safe in their neighborhood at night from 68% in Fiscal 2014 to 80% in Fiscal 2016. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$11,406,199**  
**Other Funds - \$2,251,460**

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. In Fiscal 2016 the department anticipates it will have the ability to complete 89% of cases within a year of receipt, which is an increase of 4% from Fiscal 2014. The unit also aims to improve the number of developable, suitable prints received from crime scenes through additional training; the Fiscal 2016 target is 2,000, a significant increase over the Fiscal 2014 actual 1,209. In Fiscal 2015, this service was awarded Innovation Fund loans for two projects: 1) to develop a forensic training institute in Baltimore, which includes the purchase of a MiSeq Next Generation DNA Sequencer and 2) to transition the crime lab from the use of film to digital photography. Both

projects are in the process of being set up and repayments to the Innovation Fund should begin in Fiscal 2016. The General Fund budget for Fiscal 2016 maintains current service levels.

**688. Snow and Ice Control**

**General Fund - \$2,864,399**

*Department of Transportation*

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 salt, cinders and chemicals to roads and sidewalks for snow and ice control. This service may also provide flood, hurricane, and other major weather event control and response. In Fiscal 2014, this service plowed, salted, or sanded 22,000 lane miles, up from 18,630 in Fiscal 2013. In Fiscal 2016, this service will continue to target 100% of primary roadways clear to wet pavement within eight hours of the end of a typical weather event. The 2014 Citizen Survey identified 47% of citizens rating snow removal services as “excellent” or good;” the agency has increased this target to 85% for Fiscal 2016. The adopted budget will maintain the current level of service.

**693. Parking Enforcement**

**Other Funds - \$14,631,340**

*Department of Transportation*

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. The adopted funding reflects the complete consolidation of all Transportation Enforcement Officers (TEOs) into this service. The officers rotate between traffic control and parking enforcement, allowing for better coverage of the City and an increased number of citations. This service issued 370,400 citations in Fiscal 2014, and expects to issue 388,000 citations in Fiscal 2016. This service also booted 7,966 vehicles in Fiscal 2014, and will target 8,300 vehicles in Fiscal 2016. During Fiscal 2016, the service aims to close 100% of parking complaint service requests on time, an improvement from 99.5% in Fiscal 2014.

**697. Traffic Safety**

**General Fund - \$7,737,775**

*Department of Transportation*

**Other Funds - \$937,293**

This service deploys more than 300 crossing guards at elementary and middle schools, conducts safety education and training programs such as Safety City and Safe Routes to School, provides street markings, and sign fabrication and installation. In Fiscal 2016, the agency projects 34,000 students will visit the Safety City program, an increase from the Fiscal 2014 actual of 33,453 students. The service will target 250 crosswalks for striping in Fiscal 2016, up from 150 in Fiscal 2014. Additionally, the service aims to reduce the number of traffic accidents resulting in injury to 4,400 down from 4,604 in Fiscal 2014. The Fiscal 2016 budget includes funding for a partial year of red light and speed enforcement camera programs.

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

**General Fund - \$3,164,962**

This service includes enforcing 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 protecting 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 2016, this service aims for 100% of animals adopted, returned to owners, or transferred to rescue organizations. This compares to a Fiscal 2014 actual of 77%. Additionally, Animal Control will target 100% on-time closure of top-five priority service requests in Fiscal 2016. The service reported 86% on-time closure in Fiscal 2014. The adopted funding will maintain current services.

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

**General Fund - \$1,050,272**  
**Other Funds - \$200,000**

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 the Police, Fire, Public Works, and Health departments. In Fiscal 2014 this service assisted in sheltering 278 clients, and projects this will increase to 300 clients in Fiscal 2016. The service is also available to respond to all emergency incidents. The adopted funding will maintain current services.

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

**General Fund - \$1,486,011**  
**Other Funds - \$30,000**

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). MOCJ projects 800 cameras to be operational in Fiscal 2016 which is 100 more than Fiscal 2014. These cameras have been shown to reduce crime in covered areas by up to 25%. In Fiscal 2014, the number of arrests aided by cameras was 1,314; the Fiscal 2016 target is 1,500.

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

**General Fund - \$883,757**  
**Other Funds - \$4,992,111**

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 more than \$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. MOCJ also operates the City's daytime and nighttime curfew centers, which aim to prevent youth-involved victimization and perpetration of crime, and offer a safe

environment in which young people and their families can obtain supportive services. The General Fund budget includes increased funding for this initiative.

**781. Administration – State’s Attorney**

**General Fund - \$4,689,704**

*Office of the State’s Attorney*

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. The General Fund budget for Fiscal 2016 maintains current service levels.

**786. Victim and Witness Services**

**General Fund - \$1,499,725**

*Office of the State’s Attorney*

**Other Funds - \$248,284**

This service 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. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$88,085**

*Mayor’s Office of Employment Development*

**Other Funds - \$1,499,299**

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. In Fiscal 2014, 242 ex-offenders who received employment assistance service obtained employment, and the agency projects that 400 ex-offenders who receive at least one service will obtain employment in Fiscal 2016. This service received Enhancement funds to expand a pilot program to connect ex-offenders to employment in high growth industries, and the service expects that 59% of participants that find a job will retain employment for at least 30 days.

**817. Orphans' Court**

**General Fund - \$487,868**

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. In Fiscal 2016, this service will conduct 1,500 hearings and review 8,100 pleadings within a three-day time frame. The adopted funding level will maintain current services.

**848. Police Community Relations**

**General Fund - \$151,749**

*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 (CRB) staff, and community volunteers to investigate complaints of police misconduct and to offer an alternative dispute resolution process to resolve complaints. In Fiscal 2014, 94% of investigations were completed within 180 days. Performance targets for Fiscal 2016 set this completion percentage at 65%, which is lower due to staff turnover. In Fiscal 2014, 50% of citizens were satisfied with the CRB complaint process, an increase from 35% in Fiscal 2013; in Fiscal 2016, the agency will strive to increase this percentage to 70%.

**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 \$1.6 million transfer payment. Prior to Fiscal 2012, this service had a 3-year disciplinary case backlog. The backlog reduced the ability of the service to effectively discipline officers, which led to low police department morale and a weakening relationship with the community. Since Fiscal 2012, the case backlog has been eliminated and the service is now able to try cases more quickly and efficiently. As the process continues to improve, the service anticipates the percentage of officers who accept punishment prior to their hearing to increase. In Fiscal 2016, the service anticipates that 70% of officers will accept punishment prior to their hearing. In Fiscal 2014, the actual rate was 65%.

**881. Courthouse Security**  
*Sheriff*

**General Fund - \$4,199,517**

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. In Fiscal 2016, all sworn personnel in the Sheriff's Office will receive a one-time 6% pay increase. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$11,488,114**

The Deputy Division is responsible for serving all orders originating from Circuit Court such as warrants, attachments, foreclosures, evictions, temporary protective orders and levies. The service is also responsible for processing court orders, transporting prisoners and collecting fines assessed by the Circuit Court. In Fiscal 2016, all sworn personnel in the Sheriff's Office will receive a one-time 6% pay increase. The General Fund budget for Fiscal 2016 maintains current service levels.

**883. Service of Protective and Peace Orders**  
*Sheriff*

**General Fund - \$1,770,011**

This service is responsible for serving peace and protective orders issued by the District and Circuit Courts. This service previously operated under the Baltimore City Police Department. A State law passed in 2013 transferred this to the Sheriff's Office and established a Court-Surcharge Revenue Stream to fund domestic violence orders and the enhancement of sheriff benefits. Fiscal 2014 was the first full year of this service falling under the Sheriff's jurisdiction; however, it operated under Deputy Sheriff Enforcement. This will be the first fiscal year the function is separated into its own service. In Fiscal 2014, the office served approximately 60% of the 1,771 peace and protective orders received from the Court. In Fiscal 2016, all sworn personnel in the Sheriff's Office will receive a one-time 6% pay increase. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$2,532,333**

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. In Fiscal 2014, the division served 146,639 summary ejectments, 58,793 summonses and received 67,684 eviction orders. In Fiscal 2016, all

sworn personnel in the Sheriff's Office will receive a one-time 6% pay increase. The General Fund budget for Fiscal 2016 maintains current service levels.

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

**General Fund - \$419,981**

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. In Fiscal 2014, the unit personally served over 6,498 child support documents and 552 warrants for child support offenses. In Fiscal 2016, all sworn personnel in the Sheriff's Office will receive a one-time 6% pay increase. The General Fund budget for Fiscal 2016 maintains current service levels.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Stronger Neighborhoods

**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	127,927,922	131,955,597	130,830,418	(1,125,179)	(0.86%)
Federal	17,323,681	17,810,821	14,487,651	(3,323,170)	(22.94%)
State	13,044,122	13,749,792	10,765,045	(2,984,747)	(27.73%)
Special	13,608,760	13,953,204	15,016,667	1,063,463	7.08%
Conduit Enterprise	69,024	0	0	0	0%
Parking Management	380,039	0	0	0	0%
Total	172,353,548	177,469,414	171,099,781	(6,369,633)	(3.72%)
Notes:					
The reduction in Federal funding reflects fully appropriating a 3-Year Transportation grant in Fiscal 2015; work on the grant will extend through Fiscal 2017					
The reduction in State aid reflects loss of Community Service Block Grant dollars in Fiscal 2016					

**185. Zoning, Tax and Other Appeals**  
*Municipal Zoning Appeals*

**General Fund – \$627,895**

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 2016, the service aims to maintain the timeline from filing to written resolution at 50 days. The adopted funding level will maintain the current service level.

**593. Community Support Projects**  
*Department of Housing and Community Development*

**Other Funds – \$7,634,837**

This service provides administrative and service-delivery assistance grants to approximately 60 non-profit organizations per year. Funding for this service is provided through the Federal Community Development Block Grant, which has been reduced in previous 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 2016 this service will provide socio-economic services to 21,500 individuals and housing-related services to 5,850 households. The adopted funding will maintain current services.

**644. Administration – Recreation and Parks**

*Recreation and Parks Department*

**General Fund - \$4,202,364**

**Other Funds - \$133,236**

This service provides for overall administration of the Department of Recreation and Parks including personnel, fiscal services, IT, public information, and management of capital projects and general engineering programs. This service also includes the agency's Communications and Partnership divisions. In Fiscal 2016 this service will continue to provide support to both recreation and park services as well as the promotion of agency programming. The adopted budget includes \$350,000 in additional funding for high-speed internet infrastructure and staffing support to facilitate the expansion of *RecPro* software and enhanced programming at a variety of different recreation and parks facilities.

**645. Aquatics**

*Recreation and Parks Department*

**General Fund - \$2,320,643**

The Department of Recreation and Parks operates six large park pools, 13 neighborhood walk-to pools, 20 wading pools, three indoor pools, and two splash pads. During Fiscal 2016 the C.C. Jackson outdoor pool will be closed due to renovation, and following the summer season the Druid Hill Park pool will undergo renovation. There were a total of 320,106 visitors to indoor and outdoor pools in Fiscal 2014. The agency projects 360,000 visitors at City pools in Fiscal 2016. The adopted budget includes additional funding to support the implementation of a pool maintenance contract.

**646. Park Maintenance**

*Recreation and Parks Department*

**General Fund - \$9,619,553**

**Other Funds - \$1,251,652**

Park Maintenance is responsible for maintenance of 5,857 acres of parkland at 276 sites across the City including: the 744 acre Druid Hill Park, historic Mt. Vernon Square, neighborhood parks, playgrounds, trails and passive areas. Maintenance includes: cleaning parks, repairing 120 playgrounds; preparation, maintenance and upkeep of 162 athletic fields, 101 basketball, and 86 tennis courts; cleaning more than 25 miles of trails; and mowing 3,822 acres of grass. This service also mulches trees, removes invasive plants, supports permitted park events, removes leaves, and clears snow, ice and debris from storms and other natural disasters. In the 2014 Citizen Survey 50% of residents reported the quality of city run parks to be "good" or "excellent;" the service aims to increase this to 80% in Fiscal 2016. In Fiscal 2014 the service maintained 113 playgrounds throughout the City, and hopes to grow that number to 118 in Fiscal 2016. The adopted budget maintains the current level of services.

**648. Community Recreation Centers**

*Recreation and Parks Department*

**General Fund - \$13,021,158**

**Other Funds - \$134,616**

This service operates 41 recreation centers. Each center offers a wide array of programs for children, adults, seniors, and disabled populations including: sports and fitness programs, educational and nutritional development programs, mentoring, and environmental and civic

projects. During Fiscal 2016 the agency will open new gymnasiums at Rita Church and C.C. Jackson centers. Construction will continue at Cahill and Cherry Hill centers. In Fiscal 2014 the service provided 375,931 youth experiences in after school/out-of-school time programs, and targets 385,000 in Fiscal 2016. The adopted budget will maintain the current level of service.

**650. Horticulture**

*Recreation and Parks Department*

**General Fund - \$942,976**

**Other Funds - \$496,198**

This service provides for the management, maintenance, supervision, and operation of both of Baltimore's public gardens: the Howard Peter Rawlings Conservatory and the 200-acre Cylburn Arboretum with its eco-friendly visitor centers, historic mansion, and production greenhouses. This service also maintains flowerbeds at City Hall and War Memorial Plaza, provides 731 community gardening plots, and maintains the gateway medians on President Street, MLK Boulevard, and Edmondson Avenue, and Baltimore Washington Parkway. The Department of Transportation will continue to provide Horticulture with a transfer payment for median maintenance. This service will aim to attract 69,500 visitors to the Cylburn Arboretum and Rawlings Conservatory; this is an increase from 67,000 in Fiscal 2014. The service also seeks to recover 35% of its operating costs through earned income, a 4% increase from last year. In Fiscal 2014 the service rented 731 plots on City Farms, and plans to expand to 800 plots in Fiscal 2016.

**653. Park Programs & Events**

*Recreation and Parks Department*

**Other Funds - \$644,539**

This service manages approximately 1,616 permits per year, and coordinates Volunteers, Nature Programs, Special Events, and Park Rangers. The service engages volunteers and program partners to provide a wide range of outdoor recreational and leisure opportunities through direct program management or partners. Fourteen Park Rangers provide park visitor services and rule enforcement. Park permit and event revenues support all costs for this service. In Fiscal 2014 the service issued 1,616 permits and aims to issue 1,800 in Fiscal 2016. It also hopes to increase the number of participants in outdoor recreation programming from 25,569 to 33,000.

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

*Department of Public Works*

**General Fund - \$6,863,449**

**Other Funds - \$1,455,692**

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 properties for work performed by City crews. This service is funded via the General Fund, Community Development Block Grant (CDBG) funding, and funds from paid liens/fees for properties serviced under this program. The service's mission is to maintain these properties and discourage their use for nefarious activities. The service anticipates a reduction in cleaning and boardings due to increased City demolition of derelict properties. In Fiscal 2016, the service aims to bait 100,000 rat burrows compared to 50,895 in Fiscal 2014. The service also expects to

## *Stronger Neighborhoods*

increase the percentage of service requests completed on time from the current level of 75% to 80%. The adopted funding level will maintain the current level of service.

### **681. Administration – Transportation**

*Department of Transportation*

**General Fund - \$8,279,204**

**Other Funds - \$510,192**

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 adopted budget includes \$500,000 in federal funding for Urban Youth Corps. The funding will maintain current services.

### **683. Street Management**

*Department of Transportation*

**General Fund - \$26,622,201**

**Other Funds - \$2,053,400**

This service provides the preventive maintenance, resurfacing, reconstruction, and street-scaping of more than 4,300 lane miles of City roadways, 3,600 miles of sidewalks, and more than 1,100 lane miles of alleys throughout the City. The service conducts paving through both in-house and contractual paving crews. Contractual crews are responsible for more complex structural improvements to streets, and are certified to work on roadways receiving federal funding. In-house crews perform milling and paving on neighborhood streets. In Fiscal 2016, the service plans to resurface at least 60 lane miles with in-house crews; this is an increase from the 54 lane miles paved during Fiscal 2014. 62% of streets met acceptable pavement condition standards in Fiscal 2014, a standard that the agency plans to maintain in Fiscal 2016. The service also aims to repair 100% of potholes within 48 hours, consistent with prior year goals. Due to the severe winter in Fiscal 2014 the service only repaired 85% of potholes in 48 hours.

### **684. Traffic Management**

*Department of Transportation*

**General Fund - \$11,559,956**

**Other Funds - \$720,283**

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. In Fiscal 2016 the service targets a continued reduction in personal injury traffic accidents, from 4,604 in Fiscal 2014 to 4,400 in Fiscal 2016. In addition, the service will target 90% of days meeting optimal travel time for traffic flow in the Central Business District and Gateways. The service found 94% of days met this target in Fiscal 2014, but planned projects in Fiscal 2016 may reduce traffic capacity.

**689. Vehicle Impounding and Disposal**

**General Fund - \$7,634,293**

*Department of Transportation*

This service provided impounding and disposal of more than 12,253 illegally parked vehicles in Fiscal 2014. The service also conducts over 15,455 police tows and over 3,156 “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. The Fiscal 2016 budget supports a re-organization of towing operations, bringing more towing in-house and reducing outside vendor payments. This will allow the service to increase their number of vehicles towed from 31,208 in Fiscal 2014 to a target 33,000 in Fiscal 2016. It will improve customer service by reducing the average customer wait time for vehicle retrieval from 30 minutes to 20 minutes. Switching to an online auction system will allow the agency to bring in more revenue from auctions. In Fiscal 2014 the agency generated an average of \$549 per vehicle auctioned. This was approximately \$12.07 in revenue per dollar spent on vehicle auctions; DOT aims to generate \$13.00 per dollar spent in Fiscal 2016 by reducing the costs associated with the auction process.

**690. Sustainable Transportation**

**General Fund - \$4,018,335**

*Department of Transportation*

**Other Funds - \$9,724,675**

This service encourages and provides cleaner forms of transportation to reduce citizen dependence on single-occupant vehicles. The service includes the installation of bicycle facilities, coordination of the City’s Bikeshare program, marketing and development of ridesharing programs, and the operation of the Charm City Circulator and the water taxi “Harbor Connector” commuter service. This service expects to construct 16 new miles of bike infrastructure in Fiscal 2016, and implement the Bikeshare program. The Fiscal 2016 adopted budget includes \$765,000 in General Funds for administration of Bikeshare. The Circulator and Harbor Connector services are primarily funded by a portion of parking tax revenue. Other sources of funding include grants and earned revenues. The Fiscal 2016 adopted budget includes a General Fund subsidy of \$2.9 million to support operations. A study of the service by the Bureau of the Budget and Management Research found that it had accumulated an \$11 million deficit through Fiscal 2014 and without changes would continue running deficits upwards of \$6 million a year into the foreseeable future. The City is actively pursuing sponsorship funding to make the Circulator fully self-supporting. In Fiscal 2014 the service recorded 5 million riders on the Charm City Circulator.

**696. Street Cut Management**

**General Fund - \$891,633**

*Department of Transportation*

This service inspects and monitors street cuts in the City’s rights-of-way to ensure 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 2016, the service expects 5,500 street cuts. In Fiscal 2014 the service reported 2% improper street cut repairs, down from 6% in prior years, and it plans to maintain the 2% level in Fiscal 2016. The

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City received a 62% score in the Citywide Pavement Condition Assessment in Fiscal 2014, a significant increase from prior years which the agency plans to maintain in Fiscal 2016.

### **727. Building Permits and Municipal Consents**

**General Fund - \$1,668,245**

*Department of Transportation*

This service is moving to DOT beginning in Fiscal 2016 as a result of a Charter Amendment passed by voters in the 2014 General Election. This service provides analysis and approval of all major construction and activities within the city right-of-way, and is mandated by the Baltimore City Charter and code. These construction activities include: permanent or temporary encroachments in the street 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; and right-of-way infrastructure coordination. No construction can take place without this service's approval. For Fiscal 2016, this service expects to issue 36,000 permits, an increase from 35,168 issued in Fiscal 2014. The service plans to respond to 100% of service requests within 5 business days, and 100% of building permits within 15 days. The Fiscal 2016 budget reflects the separation of Special Events from this service. The adopted funding will maintain current services.

### **737. Administration - Housing**

**General Fund - \$2,606,373**

*Department of Housing and Community Development*

**Other Funds - \$1,175,123**

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 funding will maintain current services.

### **741. Community Action Centers**

**General Fund - \$ 1,346,104**

*Mayor's Office of Human Services*

**Other Funds - \$ 6,675,438**

This service operates five Community Action Centers throughout Baltimore City in order to connect low-income residents to programs that promote economic stability. The service provides access to Case Managers who 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. In Fiscal 2016 the service seeks to enroll 500 clients in case management, an increase of 296 above Fiscal 2014 levels. This service also oversees the Baltimore Office of Home Energy that provides utility assistance to low-income residents. In Fiscal 2016 the service aims to enroll 4,000 Baltimore residents in the Baltimore Energy Initiative; this initiative connects participants with resources to lower their energy consumption. The Fiscal 2016 adopted funding level reflects shifting a portion of the cost for the service from the Community Service Block Grant (CSBG) to the General Fund; the increase in General Fund support is only temporary as the service will seek new grant funding

moving forward. Increased General Fund support will allow the service to maintain the current level of service.

**742. Promote Homeownership**

**Other Funds – \$649,824**

*Department of Housing and Community Development*

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 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 850 homebuyers in Fiscal 2016, an increase from 724 homebuyers assisted in Fiscal 2014. This service will receive \$2.7 million in capital funding in Fiscal 2016 for the Baltimore Homeownership Incentive Program. The adopted funding will maintain current services.

**745. Housing Code Enforcement**

**General Fund – \$14,362,285**

*Department of Housing and Community Development*

**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 280,000 inspections in Fiscal 2016, an increase of almost 22,000 inspections from Fiscal 2014. The number of properties made newly habitable as a result of code enforcement is also expected to increase from 791 in Fiscal 2014 to 1,200 properties in Fiscal 2016. In Fiscal 2014, 294 properties were demolished, and the service plans to demolish 600 in Fiscal 2016. This service will generate an estimated \$4.5 million in revenue during Fiscal 2016. The adopted funding will maintain current services.

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

**General Fund – \$579,120**

*Department of Housing and Community Development*

This service ensures the qualification of contractors by: a) licensing electricians, demolition 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 2016, 25% of customers will complete registration renewals online and 4,500 multi-family dwellings will be licensed, an increase from 4,215 dwellings licensed in Fiscal 2014. The adopted funding will maintain current services.

**748. Housing Development Finance and Project Management**

Other Funds – \$738,334

*Department of Housing and Community Development*

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 2016, this service will provide financing for 110 housing units, compared to 213 units in Fiscal 2014. The reduction is due to decreased capital funding.

**749. Blight Elimination**

General Fund – \$2,749,163

*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 (V2V) 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. V2V 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 2016 this service projects that it will dispose of 70% of HCD-owned vacant buildings in V2V targeted neighborhoods (excluding properties recommended for demolition), an increase from 54% disposed in Fiscal 2014. It also aims to have 90% of dispositions completed within 120 days, compared to 87% in Fiscal 2014. The adopted funding will maintain current services.

**750. Housing Rehabilitation Loans**

Other Funds - \$1,740,349

*Department of Housing and Community Development*

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 290 loans in Fiscal 2016, an increase from 242 loans in Fiscal 2014. The adopted funding will maintain current services.

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

General Fund – \$5,591,710

*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. In Fiscal 2016 the service will issue 33,000 permits, an increase of 2,700 permits compared to Fiscal 2014. This service also has a target to complete 85% of inspections on-time (within one business day) compared to 57% in Fiscal 2014. This service

received Enhancement funding in Fiscal 2016 to create a CodeStat Analyst to take full advantage of the data and analytics the division produces.

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

**General Fund - \$ 590,948**  
**Other Funds - \$270,000**

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 33 Baltimore City historic districts and 192 landmarks, including 12,000 properties. The adopted budget includes the creation of an additional CHAP Planner to assist in the historic tax credit process. In Fiscal 2016, the percentage of eligible properties within Baltimore with local or national designation will be 37%, an increase from 25% in Fiscal 2014.

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

**General Fund - \$ 1,377,265**  
**Other Funds - \$ 3,289,897**

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 Capital Improvement Plan to maximize the value of City investments. The Other Funds budget includes \$1.4 million in local impact aid as a result of the Baltimore Casino. These funds will be utilized to support long-range planning efforts in the footprint area, support funds for the Local Development Council, and funding for community enhancement projects in the casino area. In Fiscal 2016, this service aims to complete basic permit reviews in 3 days; in Fiscal 2014 the service exceeded this performance level completing reviews in an average of 2.5 days. The adopted budget includes funding for GIS Analyst to improve mapping capabilities of the service.

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

**General Fund - \$ 851,268**

This service provides two key functions which enable the Planning Department to fulfill its mission and City Charter mandates. 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.

**815. Live Baltimore**

**General Fund – \$575,842**

*Department of Housing and Community Development*

This service promotes City living options and educates potential homebuyers. In this role, it works closely with other city agencies to promote initiatives including the “Live Near Your Work” homeownership incentive. This service projects that 1,500 potential homebuyers will attend Live Baltimore events in Fiscal 2016, and 450 Live Baltimore clients will purchase a home in the city. This service received Enhancement funds to create a position to support resident retention programs.

**851. Liquor License Compliance**

**General Fund – \$939,893**

*Liquor License Board*

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 2014, The Board held hearings on 117 violations. The City continues to study ways to improve liquor license inspector productivity and efficiency. BBMR conducted an inspector staffing analysis, from which it determined that the Liquor Board needed three fewer inspectors to meet its obligations than prior staffing levels. The Fiscal 2016 budget reflects this change. Also, in March 2015 the Liquor Board held a four day Lean Event at which it developed a plan for numerous changes that will be made to its inspection procedures. The Liquor Board foresees these changes greatly enhancing the organization’s productivity and efficiency. The General Assembly modified the law that governs Liquor Board functioning in April 2014. The expectation is that these legislative changes will give the City more flexibility in its attempts to make the Liquor Board more effective and accountable. The Fiscal 2016 funding level will maintain the current level of service.

**878. Disabilities Commission**

**General Fund - \$202,379**

*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. In Fiscal 2016, this service will provide training to 700 City emergency workers with regard to serving individuals with disabilities. The adopted funding will maintain current services.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
A Growing Economy

**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016	Fiscal 2016	Change from CLS	%
General	59,783,524	60,744,272	62,168,689	1,424,417	2.29%
Federal	8,926,406	9,395,463	7,750,721	(1,644,742)	(21.22%)
State	6,168,362	6,264,832	7,370,112	1,105,280	15.0%
Special	1,640,747	1,754,046	1,369,661	(384,385)	(28.06%)
Conduit Enterprise	7,778,357	8,314,538	7,894,757	(419,781)	(5.32%)
Parking Enterprise	29,053,457	29,028,636	28,750,780	(277,856)	(0.97%)
Parking Management	8,975,372	9,566,183	9,812,154	245,971	2.51%
Total	122,326,225	125,067,970	125,116,874	48,904	0.04%
Notes:					
The changes in Federal & State fund appropriations reflect a more accurate accounting of grant fund sources for development services					
The decrease in Special fund appropriation reflects changes to Fiscal 2016 Local Impact Aid spending in the Casino					

**493. Art and Culture Grants**

**General Fund - \$ 6,156,975**

This service provides operating grants to the Walters Art Museum (\$218,576), the Baltimore Museum of Art (\$441,093), the Baltimore Symphony Orchestra (\$255,944), and the Maryland Zoo in Baltimore (\$552,839). These four institutions comprise the cornerstone of the City's commitment to arts and culture and are budgeted separately. The adopted budget for 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 2016 adopted budget for these costs is \$2.9 million, consistent with the Fiscal 2015 level of appropriation. The City also provides a subsidy for the utility costs at the Maryland Zoo in Baltimore; the Fiscal 2016 adopted level is consistent with the Fiscal 2015 budget. In Fiscal 2016 an estimated 940,000 visitors will visit these facilities, consistent with Fiscal 2014 levels.

**540. Royal Farms Arena Operations**

**General Fund - \$592,713**

This service manages the building operations for the Royal Farms Arena. The City is responsible for a management fee associated with the operations of the facility. The management fee is tied to net profit 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 2014 attendance was 503,591 and the net income increased to \$1,233,217, while attendance was 456,240 and net income was \$412,626 in Fiscal 2013.

**548. Conduit System Management**  
*Department of Transportation*

**Other Funds – \$7,894,757**

This service provides development, maintenance, and control over approximately 741 miles of conduit ducts under the streets, lanes, and alleys of Baltimore City. This service is supported through the Conduit Enterprise Fund, which collects fees from entities such as BG&E, Comcast, and other private users who run cable through the Conduit system. In Fiscal 2014, the service reported 91% of conduit reviews completed within 72 hours of application. For Fiscal 2016, the service projects to increase this target to 100%. The service also reported 98% of cable inspections completed within 72 hours, and targets to increase this to 100% in Fiscal 2016. The service reports 80% of manhole inspections completed for the conduit occupancy program in Fiscal 2014, and will return this to past performance of 100% in Fiscal 2016. At the end of Fiscal 2014 there were 15.7 million linear feet of private cable in the conduit system; the agency plans to increase this to 15.8 million feet in Fiscal 2016.

**590. Civic Promotion**

**General Fund - \$468,145**

This service provides grant opportunities to non-profit organizations that conduct historical, educational, and promotional activities in Baltimore. Organizations funded under this service include the Baltimore Public Markets, Lexington Market and Arcade, and Baltimore National Heritage Area. The budget provides \$143,328 for the Baltimore Public Markets, \$179,161 for the Lexington Market and Arcade, and \$145,656 for the Baltimore National Heritage Area. In Fiscal 2016 Baltimore Public Markets will seek to host 18 vendors, while Lexington Market will increase the number of vendors it hosts by 10. The Baltimore National Heritage expects to have 5,000 visitors utilizing its guided walks and interpretive experiences. The recommended budget amounts will maintain the current level of service.

**656. Wage Investigation and Enforcement**  
*Office of Civil Rights*

**General Fund - \$199,664**

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 refers to the City's current Living Wage pay rate, which increased from \$11.07 to \$11.46 on July 1, 2015, for all City service contracts. Minimum Wage sets the highest standard of coverage for employees by providing wage 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 received 321 cases in Fiscal 2014, and 75% of cases were closed within 6 months. In Fiscal 2016, the service will be implementing a new, more intensive investigation process, and expects to receive 350 cases and close 60% of them within 6 months. The agency also received one-time Enhancement funds for the purchase of a computer program that will automate payroll review.

**682. Parking Management**

**Other Funds - \$38,562,934**

*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 887 multi-space parking meters and 5,063 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. In Fiscal 2016, PABC aims to distribute 32,500 on-street parking permits. In addition, the agency will continue to increase the revenue collected per space at City-owned off-street parking facilities from \$2,560 in Fiscal 2014 to \$2,715. It will also offer online pre-purchase services for off-street parking. Project SPACE was implemented in Fiscal 2015, which the agency hopes will reduce the number of disability placards reported stolen from 117 in Fiscal 2014 to 24 in Fiscal 2016. Finally, PABC is working to implement a pay-by-cell phone service for parking meters.

**685. Special Events Support**

**General Fund - \$471,977**

*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. The budget continues to support a target of 250 events in Fiscal 2016, but depending on the timing and number requested the agency may have the capacity to support a larger number of small events. In Fiscal 2014, the service setup and broke down booths for 284 events.

**687. Inner Harbor Services**

**General Fund - \$925,027**

*Department of Transportation*

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 2016, this service will continue to maintain nine fountains on a weekly basis, with a target of 100% of watering points operating each week. In Fiscal 2014, the agency reported 87% of watering points operating each week. Beginning in Fiscal 2016, using the annual Citizen Survey, this service will measure the percentage of citizens rating the Inner Harbor appearance as 'good' or 'excellent,' and target its work toward improving that rating.

**692. Bridge and Culvert Management**

**General Fund - \$3,321,075**

*Department of Transportation*

This service maintains 313 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 resulting 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 the service life of and improve safety on bridges. In Fiscal 2016 the service plans to maintain its performance of having 7% of bridges under preventative maintenance. The City's average bridge sufficiency rating is 79, and the service hopes to improve this to 80 in Fiscal 2016. Currently 12% of bridges over 50 years old have a bridge sufficiency rating below 50. This is an improvement from 14% in Fiscal 2013, and the agency aims to reduce it to 7% in Fiscal 2016. The adopted funding will maintain current services.

**694. Survey Control**

**General Fund - \$744,881**

*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 2016, the service aims to replace 225 control stations, consistent with prior year targets. This service will maintain the number of field crew days needed to reset 20 Traverse Stations at 4 days. The adopted funding will maintain current services.

**695. Dock Master**

**Other Funds - \$264,661**

*Department of Transportation*

This service provides for the coordination of dockside activities and the docking of vessels within the Inner Harbor docking areas. 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 coordinates maintenance and repair services necessitated by visiting vessels. The goal of the service is to be self-sufficient, but the agency reported that only 50% of Dockmaster operations were supported with docking free revenue in Fiscal 2014. They plan to increase this to 60% in Fiscal 2016. Sixty percent of Marina customers reported satisfaction with this service in Fiscal 2014; the service plans to increase satisfaction to 90% in Fiscal 2016. The service supported 1,397 dockings last year, and targets 2,000 dockings in Fiscal 2016.

**735. Special Events**  
*Department of Transportation*

**General Fund - \$917,540**

This service is moving to DOT beginning in Fiscal 2016 as a result of a Charter Amendment passed by voters in the 2014 General Election; the service was also previously a part of the Building Permits and Municipal Consents service. This service works as the central application receipt, communications, processing, permit conditioning, and issuing division for outdoor special events in the City of Baltimore. It is also responsible for the licensing of stationary street, sidewalk, and motor truck street vendors. The service develops and enforces policy and regulations concerning the use of the right-of-way by street vendors and festival or race organizers. In Fiscal 2014 the City had 8 designated food truck zones; this service aims to have 16 zones in Fiscal 2016. The service also targets 60% of large special event applications meeting the estimated delivery date of 45 days.

**761. Development Oversight and Project Support**  
*Planning Department*

**General Fund - \$ 1,212,098**

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 service estimates that it will approve 90% of subdivision plans in less than 30 days, a 3% increase from Fiscal 2014 levels. The adopted budget will maintain current services.

**792. Workforce Services for TANF Recipients**  
*Mayor's Office of Employment Development*

**Other Funds - \$3,746,482**

MOED is the recipient of a contract 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 2014, 996 participants were prepared for employment, and 66% of TANF participants enrolled in the Employment Continuum, connected to employment, and remained on the job for eight consecutive weeks; the targets for Fiscal 2016 for these measures are 750 participants prepared for employment and 60% of participants enrolled in the Employment Continuum, connected to employment, and remaining on the job for eight consecutive weeks, which is the Federal standard.

**793. Career Center Services for City Residents**  
*Mayor's Office of Employment Development*

**General Fund - \$1,347,509**  
**Other Funds - \$445,000**

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. The service includes programming at two One Stop Centers and four neighborhood based job hubs. This service provides programs that allow participants to upgrade their computer skills by acquiring basic computer proficiency in Microsoft Office Software and IC3 certifications. In Fiscal 2014, 1,121 Baltimore residents obtained job placements through the career center network, and 1,671 city residents upgraded their computer skills. Performance targets for Fiscal 2016 are 1,600 residents obtaining job placements and 1,600 residents upgrading their computer skills. This service received a one-time Enhancement grant of \$61,200 to upgrade technology in the One Stop Career Centers. The Other Funds recommendation includes \$445,000 in local impact aid from the Baltimore Casino, which will support the Employment Connection Center (\$345,000) and targeted training for construction careers (\$100,000).

**794. Administration-MOED**

*Mayor's Office of Employment Development*

**General Funds - \$1,508,639**

**Other Funds - \$157,766**

This service provides administrative oversight to the Mayor's Office of Employment Development and includes MOED's fiscal and human resources functions. MOED's primary funding comes from Federal, State, and foundation grants. City funding enables the Director and his administrative staff to provide leadership on workforce related activities beyond the scope of the aforementioned grants. Examples include: 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 adopted funding will maintain current services.

**795. Workforce Services for Baltimore Residents**

*Mayor's Office of Employment Development*

**Other Funds - \$5,101,484**

This service is supported by Federal Workforce Investment Act (WIA) funds to operate the Career Center Network, comprised of two comprehensive one stop career centers and three 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 2014, 79% 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 in Fiscal 2016. The adopted funding will maintain current services.

**809. Retention, Expansion and Attraction of Business**

*Baltimore Development Corporation*

**General Fund - \$1,530,330**

**Other Funds - \$100,000**

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. In Fiscal 2016, this service will seek to attract or retain 4,527 jobs in Baltimore City and assist 93

companies to stay within Baltimore City. In Fiscal 2014, 23,244 jobs were added or retained due to several large new employers, and 89 companies were assisted in staying in Baltimore City. The adopted funding will maintain current services.

**810. Real Estate Development**

*Baltimore Development Corporation*

**General Fund - \$1,787,471**

**Other Funds - \$200,000**

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. New development fostered by this service will result in an estimated \$5 million in new tax revenue, an increase of \$200,000 from tax revenues received in Fiscal 2014. The adopted funding will maintain current services.

**811. Inner Harbor Coordination**

*Baltimore Development Corporation*

**General Fund - \$521,238**

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, \$419,238, support the Waterfront Partnership. This service is expected to generate \$1.7 million from lease revenue and admission taxes, a \$200,000 increase from the Fiscal 2014 revenues. This service will also support 53 initiatives promoting the Inner Harbor. Specific examples include lease renewals, oversight of new lighting installation, an electrical study, and implementation of the Inner Harbor 2.0 Master Plan. The adopted funding will maintain current services.

**812. Small Business Resource Center**

*Baltimore Development Corporation*

**General Fund - \$466,848**

The Small Business Resource Center (SBRC) 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 2016, the service will receive an additional \$238,001 from the General Fund, doubling its appropriation. These funds will be used to increase the personnel available at the SBRC, including the addition of a new staff member who speaks Spanish. The funds will also be used to modernize equipment and software as well as to improve operations overall. In Fiscal 2016 the service will seek to hold 130 seminars and training sessions for 5,500 attendees, an increase from 95 seminars and training sessions for 5,013 attendees in Fiscal 2014. The service also estimates that it will review 35 microloan applications, an increase from 22 applications reviewed in Fiscal 2014.

**813. Emerging Technology Center**  
*Baltimore Development Corporation*

**General Fund - \$815,156**

This service provides an array of support 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 over 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 2016 ETC businesses will create 450 jobs, and the ETC will attract 33 new businesses, compared to 539 jobs created and 41 new ETC companies in Fiscal 2014. The reduction in jobs and new business are due to ETC's new location having less hosting space. The adopted funding will maintain current services.

**814. Improve and Promote Retail Districts**  
**Beyond Downtown**  
*Baltimore Development Corporation*

**General Fund - \$1,586,557**  
**Other Funds - \$100,000**

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, resulted in a three-to-one private to public dollar investment ratio in Fiscal 2014 and the sustainability of local merchants. In Fiscal 2016 this service will seek to create 425 jobs in Baltimore by providing incentives to business owners, a decrease from 525 jobs created in Fiscal 2014. The adopted funding will maintain current services.

**820. Convention Sales and Tourism**  
*Visit Baltimore*

**General Fund - \$13,973,885**

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. By State law, Visit Baltimore receives 40% of the City's gross hotel tax revenue. Stakeholders include hotels, restaurants, attractions, and the City government. In Fiscal 2016, this service expects 24 million visitors to Baltimore. Visit Baltimore monitors the Sail Baltimore (\$10,776) and Pride of Baltimore (\$14,010) grants, which are included in the total adopted budget. The adopted budget amounts will maintain the current level of service.

**824. Events, Art, Culture, and Film**  
*Baltimore Office of Promotion and the Arts*

**General Fund - \$2,279,499**

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 adopted budget provides \$255,000 for the Creative Baltimore fund. In Fiscal 2016, BOPA aims to attract 1.1 million visitors to its annual

events. In Fiscal 2016 the organization will also seek to log 3,000 volunteer hours to support programming compared to 2,891 volunteer hours logged in Fiscal 2013. This service received Enhancement funds to support the position of Artscape General Manager. The adopted budget will maintain the current level of service.

**828. Bromo Seltzer Arts Tower**

**General Fund - \$75,000**

*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. In Fiscal 2016 the service will seek to rent 78% of available space to local artists, consistent with space rented in Fiscal 2014. The adopted budget will maintain the current level of service.

**846. Discrimination Investigations**

**General Fund - \$848,237**

*Office of Civil Rights*

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

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. In Fiscal 2014, 30 complaint cases were closed per investigator and 32% of complaint cases were closed within 250 days. Performance targets for Fiscal 2016 include closing 30 complaint cases per investigator and closing 45% of cases within 250 days. This service received Enhancement funds for a Community Relations position to help process complaints and respond to requests for information.

**855. Convention Center**

**General Fund - \$12,417,786**

**Other Funds - \$6,325,101**

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 2016 the estimated operating deficit is \$11.7 million and estimated revenue is \$9.2 million. The Convention Center estimates it will have 619,208 convention attendees in Fiscal 2016, a slight decrease from 681,122 attendees in Fiscal 2014. This service received one-time Enhancement funds to purchase new chairs

and tables and to refurbish floors, which will allow it to remain competitive and maintain market share.

**869. Minority and Women's Business**

**General Fund - \$675,439**

**Opportunity Office**

*Law Department*

This service is responsible for certification of Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs), maintaining a directory of certified businesses, investigating alleged violations of the MWBE ordinance, maintaining statistics on availability and utilization of MBEs and WBEs, setting annual participation goals, setting contract participation goals on a contract by contract basis, setting participation goals on City-assisted projects, and providing assistance to bidders and developers in identifying MBE/WBE firms. In Fiscal 2016, the initial application review time is expected to be 7 days; this review time took 15 days in Fiscal 2014. Additionally, the service expects the overall application review time to be 35 days; the Fiscal 2014 actual was 50 days. This service projects the certification of 1,350 minority and women's business enterprises in Fiscal 2016, an increase of 150 from Fiscal 2014.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Innovative Government

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**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	108,219,449	113,139,917	115,286,123	2,146,206	1.90%
Federal	300,000	364,489	364,453	(36)	(0.01%)
State	1,422,574	1,451,026	1,451,026	0	0.0%
Special	15,819,907	16,678,240	14,836,934	(1,841,306)	( 11.04%)
Internal Service	88,764,433	85,691,832	88,867,258	3,175,426	3.70%
Loan and Guarantee Enterprise	3,438,164	3,502,893	500,000	(3,002,893)	85.72%
Total	217,964,527	220,828,397	221,305,794	477,397	0.22%

Notes

The decrease in Special Fund appropriation reflects eliminating funding for fiber optic infrastructure that was completed in the casino area in Fiscal 2015.

The decrease in appropriation for the Loan and Guarantee Fund reflects the termination of a lease associated with the Lexington Market Arcade Building, which was purchased by the City in Fiscal 2015.

**100. City Council**

**General Funds - \$6,128,301**

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. The Fiscal 2016 adopted budget will maintain current services and includes a general counsel position approved by voters.

**103. Council Services**

**General Fund - \$666,564**

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 condition; provides analysis of the Ordinance of Estimates for the City Council; and arranges committee meetings requested by the City Council. The Fiscal 2016 adopted budget will maintain current services.

**106. Legislative Reference**

**General Fund - \$543,070**

*Legislative Reference*

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 2016 include 100% of legislative drafting completed on time and 100% completion of code updates within 2 days of notification. These targets maintain the Fiscal 2014 actual levels. The current level of service will be maintained at the Fiscal 2016 adopted funding level.

#### **107. Archives and Records Management**

**General Fund - \$507,262**

##### *Legislative Reference*

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 2016 include 118,000 patron users of the city archives, up from 110,342 in Fiscal 2014. Additionally, the service anticipates 441,879 records to be accessible online, up from 385,879 in Fiscal 2014. The current level of service will be maintained at the Fiscal 2016 adopted funding level.

#### **125. Executive Direction and Control**

**General Fund - \$4,369,331**

##### *Office of the Mayoralty*

**Other Funds - \$847,820**

This service 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 by reviewing relevant data. Requests, complaints, and other inquiries directed to the Mayor concerning the operations of the City are investigated and responded to in a timely manner. Current services will be maintained based on the adopted funding level. The Fiscal 2016 adopted budget includes a \$300,000 grant from the Department of Commerce. The grant provides for continued operation of the local business center for the Minority Business Development Agency, which promotes growth and competitiveness for minority-owned businesses.

#### **128. Labor Contract Negotiations and Administration**

**General Fund - \$775,781**

##### *Office of the Labor Commissioner*

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 the convening and coordination of 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 2016 funding level will allow the OLC to maintain the current level of service.

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

**General Fund - \$1,275,563**

The Comptroller is an elected Official. 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. 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 Fiscal 2016 adopted budget will maintain current services.

**131. Audits**  
*Comptroller’s Office*

**General Fund - \$4,011,472**

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. The Fiscal 2016 adopted budget includes an additional Auditor position; current services will be maintained.

**132. Real Estate**  
*Comptroller’s Office*

**General Fund - \$1,013,704**

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. The Fiscal 2016 adopted budget will maintain current services.

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

**Other Funds - \$10,331,617**

This Internal Service Fund 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. Current services will be maintained based on the Fiscal 2016 adopted budget.

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

**Other Funds - \$756,319**

This Internal Service Fund 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. Based on the Fiscal 2016 adopted budget, current services will be maintained.

**148. Revenue Collection**  
*Department of Finance*

**General Fund - \$ 6,211,605**

This service is responsible for collecting 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 online. In Fiscal 2016, the service aims to maintain a 96% collection rate on real property tax. The projected cost per transaction is \$0.86, a decrease from \$0.88 in Fiscal 2014. The Fiscal 2016 adopted budget will maintain current services.

**150. Treasury Management**  
*Department of Finance*

**General Fund - \$1,126,384**

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 2014 annual rate of return on investments was 0.26%, nearly three-times the 0.09% average rate of return of 6-month Treasury bonds. In Fiscal 2014 the City's Standard and Poor's bond rating was upgraded to AA standard, reflecting the City's sound financial position. The Fiscal 2016 adopted budget will maintain current services.

**189. Fleet Management**

*Department of General Services*

**Other Funds - \$41,225,734**

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 all costs related to maintenance and repair 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. 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.

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. To date, two rounds of Master Lease purchases have been completed, with a total of 880 vehicles being purchased for \$59,401,000. In Fiscal 2016, the service anticipates purchasing 505 vehicles.

For Fiscal 2016, the service expects that all vehicles will be available for use for 89% of their scheduled operating time. This will be an increase from Fiscal 2014, in which vehicles were available for use for 82% of their scheduled operating time. The average cost per work order in Fiscal 2014 was \$1,093; the service expects the cost to decline to \$1,000 per work order for Fiscal 2016.

**347. CitiStat Operations**

*Office of the Mayoralty*

**General Fund - \$1,246,199**

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. This service reported 92.4% of citizen service requests closed on time across CitiStat-monitored agencies in Fiscal 2013. In Fiscal 2016, the target for timely service request closures is 89% in Fiscal 2016. The Fiscal 2016 adopted budget will allow for maintenance of current services.

**354. Office of Neighborhoods**

*Office of the Mayoralty*

**General Fund - \$784,024**

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 2016, the six neighborhood liaisons will attend 1,200 community meetings. The Fiscal 2016 adopted budget maintains current services.

**698. Administration**  
*Department of Finance*

**General Fund - \$ 1,427,437**

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 implementation of the Ten-Year Financial Plan; 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.

**699. Procurement**  
*Department of Finance*

**General Fund - \$3,115,130**

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 2014 this service processed 27,790 purchase orders and supported 15,600 vendors in Citibuy, the City's automated purchasing system. In Fiscal 2016, the service plans to increase the number of Citibuy registered vendors from 16,000 to 17,000. The service also aims to increase the number of bids per formal solicitation from 3 in Fiscal 2014 to 4 in Fiscal 2016. The adopted budget includes funding for an additional position that will support vendor and agency outreach.

**700. Surplus Property Disposal**  
*Department of Finance*

**Other Funds - \$141,910**

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 cover expenses with sales proceeds. In Fiscal 2016, this service aims to generate \$300,000 in excess revenue and remain self-supporting. The Fiscal 2016 adopted budget will maintain current services.

**701. Printing Services**  
*Department of Finance*

**Other Funds - \$3,120,569**

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. The Fiscal 2016 adopted budget will maintain current services.

**702. Accounts Payable**  
*Department of Finance*

**General Fund - \$1,208,262**

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. In Fiscal 2014 the service paid 75% of invoices within 30 days; the service seeks to reach 100% of received invoices paid within 30 days during Fiscal 2016. The Fiscal 2016 adopted budget will maintain current services.

**703. Payroll Services**  
*Department of Finance*

**General Fund - \$ 3,410,720**

This service is responsible for paying 800 weekly employees, 13,000 biweekly employees, 6,000 Fire and Police Retirees, and seasonal employees including over 5,000 – 6,000 Youthworks employees. Payroll Services 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 2016, this service aims to reduce the number of off cycle checks from 1,884 in Fiscal 2014 to 1,500. The number of off-cycle checks is less than 1% of all checks issued by Payroll. The current cost per check is \$1.85. The Fiscal 2016 adopted budget will maintain current services.

**704. Accounting**  
*Department of Finance*

**General Fund- \$ 1,557,133**

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 service processed 13,979 refunds in Fiscal 2014; in Fiscal 2016, the service will process 20,000 refunds. This measure is an indicator of accuracy. The projected increase is related to addressing a current backlog. In Fiscal 2016, the Bureau expects to oversee 2.7 million financial transactions, an increase from 2.3 million in Fiscal 2014. The Fiscal 2016 adopted budget will maintain the current level of service.

**705. Loan and Guarantee Program**

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

*Department of Finance*

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 recommended budget reflects the termination of a Ground and Building lease associated with the Lexington Market Arcade Building; the termination of this lease will result in \$1.2 million in savings annually.

**707. Risk Management**

**Other Funds - \$8,156,910**

*Department of Finance*

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 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 2014, the cost associated with motor vehicle injury accidents was \$6.58 million; in Fiscal 2016 the service projects an \$18,000 decrease in these costs. In Fiscal 2014 there were 3,332 Workers' Compensation claims filed; the number of claims is projected to decline.

**708. Operating Budget Management**

**General Fund - \$ 1,672,128**

*Department of Finance*

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. In Fiscal 2014, the service's management research reports identified 30 recommendations to improve fiscal management, including more than \$1.5 million in savings actions; in Fiscal 2016 the service will aim to make at least 45 recommendations for \$3 million in savings. During Fiscal 2016, the service expects an error of 2% or lower revenue forecast accuracy. During Fiscal 2014, the error was 3.3%. The Fiscal 2016 adopted budget will maintain the current level of service.

**710. Property Tax Billing Integrity and Recovery**

**General Fund - \$ 1,042,424**

*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. This service also identifies revenue and tax billing errors and fraud and analyzes other revenue collection issues. To date, the unit has either saved or recovered \$26.4 million in additional revenue for the City of Baltimore. In Fiscal 2016 the service anticipates appealing 45 new assessments to the State Department of Assessment and Taxation (SDAT) resulting in \$2.5 million in increased assessed valuations of City properties. The Fiscal 2016 adopted budget will maintain the current level of service.

**711. Finance Project Management**

**General Fund - \$ 175,676**

*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 Fiscal 2016 adopted budget will maintain current services.

**726. Administration – General Services**

**General Fund - \$1,624,614**

*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. The Fiscal 2016 adopted budget includes a transfer of 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.

**729. Real Property Database Management**

**General Fund - \$725,266**

*Department of Transportation*

This service is moving to DOT beginning in Fiscal 2016 as a result of a Charter Amendment passed by voters in the 2014 General Election. This service maintains the real property maps, plats and property identification database for all of the City's 234,000 properties. Complete and accurate ownership and mapping information is maintained, recorded, and updated for State assessment updates, real estate transfer taxes, property subdivisions, and property tax billings. In Fiscal 2016 the service plans to have 90% of building permits reviewed for right-of-way compliance within 7 days, and will digitize 15 microfilm records weekly. The adopted funding will maintain the current level of service.

**731. Facilities Management**

*Department of General Services*

**General Fund - \$14,553,257**

**Other Funds - \$13,356,974**

This service is responsible for providing maintenance and repair to over 500 municipal buildings including police districts; fire stations; water and wastewater utility buildings; multipurpose buildings housing a number of agencies, quasi-agencies, nonprofits and private tenants; as well as a number of historic building and buildings of interest. For the core 82 buildings, the service provides operations and capital projects for 32 Internal Service Fund buildings and 50 General Fund buildings. The core buildings are comprised of over 4.7 million square feet which includes office space and spaces such as warehouse space, living quarters for the fire stations, daycare, and charter schooling. For the 115 non-core buildings (including the health department, fire department, and the department of transportation) "owner agencies" may request maintenance, repair, and capital project services for the facilities. For the remaining 303 buildings (including recreation and parks, the department of public works, and the libraries), this service may be asked to perform maintenance and capital services. In Fiscal 2016, the service plans to close 20% of work orders within 15 days and 20% of all maintenance work orders will be preventative maintenance. This funding level maintains the current level of service.

**734. Building and Energy Improvements**

*Department of General Services*

**General Fund - \$340,000**

This service is responsible for managing the Planning, Designing and Constructing of Capital Improvements to City facilities from inception to completion, by providing a quality product in accordance with a well-developed scope-of-work, on time, within budget and to the customer's satisfaction. This service is funded almost exclusively by the capital budget. In Fiscal 2016 the service will receive \$340,000 from the General Fund to purchase project management software. As a result of the \$340,000 investment in training, the service aims to increase the percentage of design and construction projects completed on time and within budget. In Fiscal 2016, the service targets 77% of construction projects and 85% of design projects completed on time. Additionally, the service targets 85% of construction projects and 90% of design projects completed within budget. These are new measures, so Fiscal 2014 actuals are currently unavailable. This funding level maintains the current level of service.

**770. Human Resources Administration**

*Department of Human Resources*

**General Funds - \$2,511,754**

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 2016 adopted budget maintains current services.

**771. Benefits Administration**

*Department of Human Resources*

**General Fund - \$4,474,699**

**Other Funds - \$2,269,950**

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. Based on the Fiscal 2016 adopted budget, this service will target successful resolution of 95% of Employee Assistance Program cases, and the Employee Wellness Program will engage 5% of City employees.

**772. Civil Service Management**

*Department of Human Resources*

**General Fund - \$1,696,320**

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. DHR will work with hiring agencies to conduct process improvement efforts to fill civil service vacancies within 90 business days and complete 90% of classification and compensation projects within deadline.

**773. City of Baltimore University**

*Department of Human Resources*

**General Fund - \$0**

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 2016, all costs will continue to be recovered by agency user fees and the service will target 3,000 training participants and 80% of new employees satisfied or highly satisfied with orientation.

**802. Administration – MOIT**

**General Fund - \$1,184,030**

*Mayor's Office of Information Technology*

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 2016, MOIT will continue moving 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. The adopted budget will maintain current services.

**803. Enterprise Innovation and Application Services**

**General Fund - \$6,665,120**

*Mayor's Office of Information Technology*

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 supports the Enterprise-wide Geographic Information System (EGIS). In Fiscal 2014, 10 City systems had systems data available in a City Data Warehouse, and 75 datasets were available on OpenBaltimore.gov, the City's data website. The service received enhancement funds for staffing to support the Data Warehouse in Fiscal 2016, 15 City systems will have data available in the Warehouse and there will be 125 datasets available on OpenBaltimore.gov.

**804. Enterprise Unified Call Center**

**General Fund - \$16,358,981**

*Mayor's Office of Information Technology*

**Other Funds - \$4,059,622**

The 311 call center was created in 2002 as a means to track agency responsiveness and measure the City's accountability to its customers. The police non-emergency unit was transferred from the 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. At the adopted funding level it is anticipated that the percentage of 311 calls answered within 20 seconds will increase from 84% in Fiscal 2014 to 90% in Fiscal 2016, and that the percentage of 911 calls answered within 10 seconds will increase to 99% in Fiscal 2016 from 90% in Fiscal 2014. The adopted budget will maintain current services.

**805. Enterprise IT Delivery Services**  
*Mayor's Office of Information Technology*

**General Fund - \$5,735,427**  
**Other Funds - \$7,974,110**

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. It is also responsible for the Inter-County Broadband Network, an Innovation Fund project that seeks to establish a broadband network on which space can be leased to schools, hospitals, companies, and residents. In Fiscal 2016 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 adopted funding level it is anticipated that 90% of HelpDesk Critical priority tickets will receive a response within 15 minutes, an increase from 80% in Fiscal 2014; the agency also anticipates that 75% of these tickets will be resolved within 4 hours in Fiscal 2016, an increase from 50% in Fiscal 2014. MOIT has accelerated its work to improve business processes and reduce mainframe dependence using a \$5 million capital appropriation received in Fiscal 2014 as part of the Ten-Year Financial Plan. As part of this, the City's IT infrastructure has been strengthened and the necessary hardware purchased; in Fiscal 2016, MOIT will continue analysis and documentation of the new system. The Other Funds budget includes: \$3,264,601 to maintain computer hardware and software in City offices, and \$4,709,509 to maintain the 800 MHz public safety communication system. The adopted budget will maintain current services.

**833. Innovation Fund**

**General Fund - \$1,326,000**

The Innovation Fund invests in ideas with potential to improve results for citizens, and save money or increase revenue. Beginning in Fiscal 2015, the Innovation Fund application process changed to a rolling one, allowing agencies to submit proposals four times a year. The proposals are reviewed by the Innovation Program Committee for approval.

To date, ten Innovation Fund awards have been made to eight agencies. Of the ten projects, two are fully repaid and five are in repayment. Two of the remaining five are expected to begin repayments at the end of Fiscal 2016. Thus far, one project has been awarded an Innovation Fund loan for Fiscal 2016: the Camp Small Zero Waste Initiative. The initiative will convert Camp Small to a site that generate no waste and generate savings and revenue from compost and lumber. The project will be implemented in three phases. Phase 1 involves the removal of compost that has been gathering on several acres of Camp Small. Using a screening machine, the raw compost will be turned into more refined compost, which will then either be sold to private entities or used in City projects. The removal of the compost from the grounds of Camp Small make it possible for Phase 2 to begin. Phase 2 involves the sorting of logs that are brought to Camp Small as part of routine forestry maintenance. Logs that are acceptable as lumber will be sold to local sawmills. Phase 3 of the project involves the rental of now available space at Camp Small to an organic composting operation.

The Innovation Fund also supports the City's Lean Government Initiative. To date, five successful Lean events have been held: the Retail Business District Licensing process, the MOED One Stop Career Center, the temporary parking meter bagging process, the fire inspection process, and the Liquor Board inspection process. All Lean events yielded positive results. For example, the RBDL process, which previously took nine months to complete, was reduced to six months and at the MOED One-Stop Center, residents seeking services can now obtain them on the same day they visit the center as opposed to the two weeks it took before.

## *Innovative Government*

In Fiscal 2015, a citywide Lean Government training program was begun. Consisting of three levels – beginner, intermediate, and advanced – the training aims to provide City employees with knowledge of Lean Government, its tool, and its applications. To date, more than 150 employees have engaged in beginner level training. Several more beginner trainings and two intermediate trainings have been scheduled. The City's first advanced training class will be scheduled for the fall.

The adopted funding level will enable the City to support new initiatives to improve City services, including employee rewards, challenge rewards, and research on evidence-based practices.

### **836. Inspector General**

**General Fund - \$741,280**

*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 and saving \$375,000 on behalf of the City as a result of investigations conducted by the Inspector General in Fiscal 2016. The actual savings and recoveries from Fiscal 2014 was \$95,734. The Fiscal 2016 funding level will allow the OIG to maintain the current level of service.

### **860. Administration – Law**

**General Fund - \$1,012,370**

*Law Department*

**Other Funds - \$88,905**

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 adopted funding level will maintain the current level of service.

### **861. Controversies**

**General Fund - \$3,802,762**

*Law Department*

**Other Funds - \$2,563,209**

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 2016 budget includes funding for the service to purchase legal practice management software. In Fiscal 2016, this service targets a 90% repayment rate versus the amount negotiated. In Fiscal 2014, 75% of the negotiated amounts were repaid to the City. The service also targets less than 1% payments versus damages claims against the City. This target is consistent with actual Fiscal 2014 results.

**862. Transactions**  
*Law Department*

**General Fund - \$2,402,959**  
**Other Funds - \$100,620**

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. Answering 100% of all Maryland Public Information Act (PIA) requests on time is a performance target for Fiscal 2016; this target maintains the actual percentage that was answered on time in Fiscal 2014. An additional service performance target for Fiscal 2016 includes handling 350 PIA requests. This service handled 286 requests in Fiscal 2014.

**876. Media Production**  
*Mayor's Office of Cable and Communication*

**General Fund - \$701,381**  
**Other Funds - \$500,000**

The Baltimore City Office of Cable and Communications operates and provides programming for the City's cable channel (Channel 25, recently rebranded as CharmTV). 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. Four new prime time shows feature Baltimore's neighborhoods and people. Performance targets for Fiscal 2016 include producing 1,700 original programming hours on CharmTV in primetime, and 5,000 hours of programming dedicated to government transparency. These are new performance measures for Fiscal 2016.

**899. Fair Conduct of Elections**  
*Board of Elections*

**General Fund -- \$7,155,182**

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 2,100-3,200 election judges and voting machine technicians, as well as preparation of 750 electronic pollbooks. This is not only to ensure that all 296 precincts and six early voting sites in the City are open on time with staff, materials, and supplies, but to ensure approximately 420,014 registered voters have a convenient and accessible location to vote as well. In Fiscal 2015, one election was held in November – the gubernatorial general. In Fiscal 2016, one election -the mayoral primary and the presidential primary - will be held; this election will take place in April. The adopted Board of Elections budget includes additional funds to reflect the increase in expected voter turnout due to the type of election and to cover a share of the cost of new voting machines, as mandated by the State. In Fiscal 2016, this service plans to open 100% of polling places on-time. In Fiscal 2014, 99% of polling places opened on time. An additional performance target includes reducing the number of complaints lodged by the public to 30. In Fiscal 2013, there were 42 complaints, and this number declined by 31 in Fiscal 2014.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
A Cleaner City

**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	74,863,777	73,337,928	76,961,449	3,623,521	4.94%
Federal	2,178,500	2,222,070	2,232,535	10,465	0.47%
State	34,491,269	35,637,414	16,750,233	(18,887,181)	(53.0%)
Special	786,500	948,099	5,636,704	4,688,605	494%
Internal Service	2,243,848	2,499,663	2,408,268	(91,395)	(3.66%)
Stormwater Utility	17,391,901	18,098,404	20,159,377	2,060,973	11.39%
Wastewater Utility	217,888,327	219,194,749	235,687,743	16,492,994	7.5%
Water Utility	176,081,175	179,028,449	182,427,376	3,398,927	1.90%
Total	525,925,297	530,966,776	542,263,685	11,296,909	2.13%

Notes:

The decrease in State funds reflects fully appropriating the 3-year award amount for Customer Investment funds in Fiscal 2014  
The increase in Special Funds reflects budgeting \$5.0 million for a revolving loan program that will support energy efficiency capital upgrades.

**117. Adjudication of Environmental Citations**  
*Environmental Control Board*

**General Fund - \$787,844**

This service is responsible for the adjudication and enforcement of sanitation, environmental, health, safety, and other quality of life provisions of the Baltimore City Code. In Fiscal 2016 the service seeks to decrease the average number of days between a hearing request and the first scheduled hearing to 30 days, down from 40 days in Fiscal 2014. The service will also reduce the percentage of properties cited more than once for the same violation. The Fiscal 2016 adopted budget includes an additional \$15,000 for technology upgrades to support the increased performance, as well as expand environmental education and prevention efforts.

**654. Urban Forestry**  
*Recreation and Parks Department*

**General Fund - \$3,731,710**

This service provides general maintenance of city street and park trees, including inspecting, planting, removing, pruning, watering, and mulching. The service also manages trees on public property and rights-of-way, and on private property through the TreeBaltimore initiative. The service coordinates all tree plantings to ensure the health and expansion of Baltimore's urban tree canopy. In Fiscal 2016, the service aims to close 11,000 service requests; 10,881 were closed in Fiscal 2014. The current urban tree canopy in Baltimore is 27%, and the service aims to increase this to 28% in Fiscal 2016. The adopted budget includes enhanced funding for the creation of a Citywide Tree Inventory, to be developed over the course of three years, and the expansion of proactive pruning to at least eight neighborhoods each year. These two initiatives are intended to grow the tree canopy and improve the long-term sustainability of the City's trees.

**660. Solid Waste Administration**

**General Fund - \$1,409,939**

*Department of Public Works*

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 recommended funding level will maintain the current level of service. Workers compensation expenses have been reallocated on a position basis for Fiscal 2016.

**661. Public Right of Way Cleaning**

**General Fund - \$18,554,053**

*Department of Public Works*

**Other Funds - \$3,068,054**

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 Fiscal 2016 the service plans to increase the number of miles swept to 140,000 miles from 100,726 miles swept in Fiscal 2014. For Fiscal 2016, the service expects to complete 90% of alley cleaning service requests on time. The Fiscal 2016 adopted funding includes \$558,674 in Casino Local Impact Aid that will be used for equipment purchases and increased sanitation staffing in the casino area. The adopted funding level will maintain the current level of service.

**663. Waste Removal and Recycling**

**General Fund - \$25,167,904**

*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. For Fiscal 2014, the City was able to achieve 23% recycling diversion. The Bureau is planning to upgrade additional drop off locations. In Fiscal 2016 the service plans to increase recycling tonnage to 37,000 tons from 25,708 in Fiscal 2014. In addition the service expects to collect 150,000 tons of mixed refuse. For Fiscal 2016, the service expects to complete 95% of service requests on time. The adopted funding level will maintain the current level of service.

**664. Waste Re-Use and Disposal**  
*Department of Public Works*

**General Fund - \$20,305,715**

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. In Fiscal 2016 the service plans to increase the percentage of tonnage diverted through recycling to 35% from 23% in Fiscal 2014. The adopted funding level will maintain the current level of service.

**670. Water and Wastewater Administration**  
*Department of Public Works*

**Other Funds - \$39,241,950**

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 Fiscal 2016 adopted budget includes funding for the DPW administration (\$15.8 million), City Overhead (\$15.6 million), and DPW Overhead (\$6 million). The recommended funding level will maintain the current level of service.

**671. Water Management**  
*Department of Public Works*

**Other Funds - \$82,311,419**

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. For Fiscal 2016, this service will maintain 100% compliance with water quality standards and safe drinking water regulation standards. This service will treat 230 million gallons of water per day for Fiscal 2016, compared to 220 million gallons treated in Fiscal 2014. For Fiscal 2016, the cost for water treatment will increase to \$310 per million gallons compared to \$297 for Fiscal 2014. The increase is due to the rising overhead costs of water treatment.

**672. Water and Wastewater Consumer  
Support and Services**  
*Department of Public Works*

**Other Funds - \$21,356,236**

This service provides for timely and accurate quarterly meter reading and billing of 422,000, water accounts. This includes the installation and maintenance of water meters, delinquent turn offs, and billing inquiries and escalated complaints and makes necessary adjustments to utility bills for the consumer through a vetted mediation process. This service also includes the Senior Discount, Low Income Assistance and Storm Water Credit Programs. In Fiscal 2016, the service will continue to strive to decrease the percentage of the accounts estimated annually (lower rate

means improved billing accuracy) from the current target of 2% down to 1%. The adopted funding level will maintain the current level of service.

**673. Wastewater Management**

**Other Funds - \$123,568,957**

*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. For Fiscal 2016 the service expects to achieve 100% compliance in meeting the National Pollutant Discharge Elimination System (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. For Fiscal 2016, the service expects to treat over 205 million gallons of wastewater per day, compared to 207 million gallons treated in Fiscal 2014. For Fiscal 2016, the cost for wastewater treatment will increase to \$1,263 per million gallons compared to \$1,093 for Fiscal 2014. The adopted funding level will maintain the current level of service.

**674. Surface Water Management**

**Other Funds - \$17,824,861**

*Department of Public Works*

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 approximately 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.

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 20% 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 is a dedicated revenue source for the purpose of improving water quality and flood control, reducing runoff into the harbor, and expanding green space.

The adopted funding level will increase the current level of service based on the stormwater and watershed improvement plan.

**675. Engineering and Construction Management**  
**Services – Water and Wastewater**  
*Department of Public Works*

**Other Funds - \$158,012,158**

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. In Fiscal 2016 the service expects to complete 70% of projects on time and within budget. The service also aims to reduce the distribution water loss (% of total water flow) to 23%. The service expects to rehabilitate/replace 99,588 linear feet of the water distribution system in Fiscal 2016, compared to 60,303 linear feet in Fiscal 2014. The service expects to rehabilitate/replace 293,685 linear feet of the wastewater distribution system in Fiscal 2016, compared to 253,664 linear feet in Fiscal 2014. The Fiscal 2015 recommended budget included new service activities totaling \$4.9 million dollars. The activities are preventive maintenance, maintenance information, planning and analysis. The primary goal of the activities will be to move the utilities to a more proactive mode of operation.

The Water Utility Capital Improvement Plan (CIP) addresses three major areas of need: supply improvements, treatment improvements, and expansion of plant services. A summary of the projected funding sources for fiscal years 2015 through 2020 is set forth in the Capital section of the budget book. The CIP allows for sufficient funds to provide for necessary expansion, make the required major repairs and provide for the proper level of normal annual service additions for the Water Utility. The adopted budget includes debt service costs for outstanding debt as well as proposed debt service for planned capital projects in Fiscal 2016.

**676. Administration - Public Works**  
*Department of Public Works*

**General Fund - \$2,306,448**

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, Communications and Community Affairs, Boards and Commissions, and Safety and Training. These functions are supported financially by the Bureau of Water and Wastewater, and the Departments of General Services and Transportation through transfer payments. The recommend funding level includes \$1.1 million for Computer Services, \$1.2 million for Contract Administration, \$1.5 for Human Resources, and \$1.1 million for Safety and Training. A new function, the Office of Strategy and Performance is funded at \$561,000. The adopted funding level will maintain the current level of service.

**691. Public Rights-of-Way Landscape Management**  
*Department of Transportation*

**General Fund - \$3,856,516**

This service provides for the mowing and maintenance of 870 median strips in 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. Funding is included for median plantings provided by the Horticulture service in the Department of Recreation and Parks. Median mowing frequency in Fiscal 2016 will remain at 14 days. The budget will maintain the current level of service.

**725. Community Services for Seniors**  
*Health Department*

**General Fund - \$145,176**  
**Other Funds - \$3,898,248**

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. Other programs include the Family Caregivers Program; the Taxi Card Program, which provides transportation subsidies to seniors; Congregate Meals, providing older adults with communal meals; and Home-Delivered Meals. Fiscal 2016 performance targets for this service include 550 people receiving homebound meals and an expenditure of \$1,000 per senior receiving nutritious meals and nutrition services annually. Actuals for Fiscal 2014 include the delivery of meals to 570 homebound individuals, and an expenditure of \$1,000 per senior for meals and nutrition services. The number of individuals receiving homebound meals fluctuates annually depending on the individual needs and frailty of current clients. The adopted funding will maintain current services.

**730. Public and Private Energy Performance**  
*Department of Public Works*

**Other Funds - \$11,408,268**

In November 2014, this service transitioned from the Department of General Services to the Department of Public Works. 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 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 proposed projects included: (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. For Fiscal 2016, the

service aims to increase the annual energy savings to the city from 65 million kWh (kilowatt hours) in Fiscal 2014 to 70 million kWh in Fiscal 2016. The reduction in energy will allow the city to avoid increased costs and additional pollution. The adopted funding level will maintain the current level of service.

**738. Weatherization**

**Other Funds - \$10,180,014**

*Department of Housing and Community Development*

This service provides energy efficient home improvements to low-income residents of Baltimore City. Weatherization reduces utility bills, stimulates the economy, and brings new workers into the emerging “green” economy. The weatherization program also makes homes healthier, cleaner and more sustainable. This service weatherized 1,174 homes in Fiscal 2014 and seeks to weatherize 1,000 homes in Fiscal 2016. It will also seek to provide oil to gas conversions for 150 homes, which provides savings of approximately \$974 per year per home. The adopted funding level will maintain current services for weatherization.

**765. Planning for a Sustainable Baltimore**

**General Fund - \$ 841,320**

*Planning Department*

**Other Funds - \$4,330,319**

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. In Fiscal 2016 this service will seek to reduce energy usage in target neighborhoods by 5%; this is a new performance measure for Fiscal 2016. The adopted budget includes funding to support the Growing Green Initiative. Under this initiative the service will identify green strategies for the City’s inventory of vacant lots. These strategies range from urban agriculture, community-based open spaces, and stormwater management, among many other alternatives.

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
A Healthier City

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**FISCAL 2016 OVERVIEW**

Fund Name	Fiscal 2015 Adopted	Fiscal 2016 CLS	Fiscal 2016	Change from CLS	%
General	25,258,739	26,339,732	26,726,725	386,993	1.45%
Federal	81,598,895	84,463,595	73,827,328	(10,636,267)	(14.41%)
State	25,705,546	26,567,723	27,830,959	1,263,236	4.54%
Special	3,153,482	3,335,682	2,413,792	(921,890)	(38.19%)
Total	135,716,662	140,706,732	130,798,804	(9,907,928)	(7.57%)
Note: The decrease in Federal funds reflects a reduction in grants supporting services for individuals with HIV					

**303. Clinical Services**

*Health Department*

**General Fund - \$4,913,580**

**Other Funds - \$6,132,839**

This service provides the following services: primary and secondary prevention and treatment of sexually transmitted diseases (STDs), 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 2016, 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 2014, 7,602 clients received reproductive health services and 55% of out-of-care persons with HIV were linked to ongoing healthcare. The Health Department released an interim update on the progress towards Healthy Baltimore 2015 targets in 2013, which showed a 25.4% decrease in new HIV cases in Baltimore City between 2009 and 2011. A 39.7% decrease in adolescent gonorrhea and an 11.7% decrease in adolescent chlamydia were reported during the same time period. The adopted funding will maintain current services.

**305. Healthy Homes**

*Health Department*

**General Fund - \$885,262**

**Other Funds - \$1,377,000**

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 2016, 500 homes will be inspected for health and safety risks, and the service has set a target of 80% of children in asthma programs demonstrating improved symptoms. Fiscal 2014 actuals include 97.3% of children having reduced asthma-related ER visits following a home visit, and 80% of children in asthma programs demonstrating improved symptoms. The adopted funding

will maintain current services, and provide enhancement funding to invest in a portable handheld device for the Community Asthma Program to increase field staff capacity and efficiency.

### **307. Substance Abuse and Mental Health**

*Health Department*

**General Fund - \$1,851,443**

**Other Funds - \$534,589**

Behavioral Health System Baltimore (BHSB) funds and oversees a continuum of substance abuse services for non-Medicaid-covered clients who are uninsured or under-insured, including the following: 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 \$577,553 from local funds for day rehabilitation services. BHSB will aim for performance targets of 55% of clients retained in outpatient substance abuse treatment for at least 90 days, maintaining the program's 55% actual for this measure in Fiscal 2014. Additionally, this service had 7,306 clients admitted to BHSB-funded programs and 133 clients in recovery housing in Fiscal 2014. It projects a target of 2,585 clients admitted and 65 recovery housing recipients in Fiscal 2016. These expected decreases are the result of The Affordable Care Act making more clients eligible for Medicaid and thus not in need of BHSB-funded treatment. The adopted funding will maintain current services.

### **311. Health Services for Seniors**

*Health Department*

**Other Funds - \$4,838,308**

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, Adult Evaluation and Review Services, and Mental Health Administration grants comprise the majority of funding for this service. Targets for Fiscal 2016 include referral of 3,000 individuals for comprehensive evaluation services and 78,300 senior companion hours to be provided annually. This compares to 2,836 referrals for comprehensive evaluation services in Fiscal 2014, and 64,643 senior companion hours provided. This service is funded solely by federal grant funds.

### **315. Emergency Services**

*Health Department*

**General Fund - \$668,784**

**Other Funds - \$12,058,210**

This service addresses disease outbreaks and urgent public health needs. Everyday services include the following: response to outbreaks of infectious diseases; transport of the chronically ill; and planning, training and preparation for large-scale public health emergencies. In Fiscal 2016, a targeted 100% of investigations of potential human exposures to rabies will result in an

investigation within 24 hours of a report. In Fiscal 2014, this figure was 98%. This service has also set a target for percentage of identified outbreaks with a confirmed etiology or origin at 90%; the reported actual for this measure in Fiscal 2014 was 68%. The adopted funding will maintain current services.

**356. Administration – Human Services**

*Mayor’s Office of Human Services*

**General Funds – \$716,828**

**Other Funds – \$2,096,942**

This service provides executive leadership for the Mayor’s Office of Human Services. 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.

**647. Youth and Adult Sports**

*Recreation and Parks Department*

**General Fund - \$538,284**

**Other Funds – \$156,424**

This service provides for the organization, coordination, supervision, management and hosting of a number of competitive sporting activities in City parks, arenas, and school facilities for more than 1,000 youth and adult sports teams. Programs and activities include boxing, soccer (indoor and outdoor), skateboarding, track and field, football, basketball, hockey, broomball, and more. Various levels of leagues for youth, adults, and seniors are also provided. In Fiscal 2014 there were 20,000 registered participants in team or individual sports; the agency plans to increase this to 25,000 in Fiscal 2016. This service operates on a cost-recovery model, with a Fiscal 2016 target of recovering 50% of the operating costs through sports programming. In Fiscal 2014 only 29.9% of operating costs were recovered.

**651. Recreation for Seniors**

*Recreation and Parks Department*

**General Fund - \$121,493**

**Other Funds – \$66,115**

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. Programming includes 20 city-wide events, regional seniors’ tournaments, and two annual bus trips. The service aims to increase the number of sites offering senior recreational programming from 97 to 102 in Fiscal 2016.

**652. Therapeutic Recreation**

*Recreation and Parks Department*

**General Fund - \$281,730**

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. The agency services approximately 16,600 participants each year

in therapeutic recreation at the Farring-Baybrook Recreation Center. The adopted budget maintains the current level of service.

**715. Administration – Health**

*Health Department*

**General Fund - \$4,468,511**

**Other Funds – \$5,052,771**

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. This service has budgeted an additional \$3.06 million in federal funds, \$1.02 million in State funds, and \$612,000 in special funds for prospective grant awards that may be received by the agency in Fiscal 2016. These additional grant sources have not been specifically identified, but will be included for recommendation to ensure prompt processing and administration of services upon notice of receipt of additional grant awards. The adopted funding will maintain current services.

**717. Environmental Health**

*Health Department*

**General Fund - \$3,055,320**

**Other Funds – \$52,020**

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 service also investigates environmental nuisances and hazards such as odors, noise, lead in children's products, mosquitoes, sewage spills, and foodborne, vector-borne, and waterborne illnesses. Fiscal 2016 performance targets include 65% of mandated food service facility inspections completed, and 100% of complaints to be closed on time. In Fiscal 2014, the service completed 50% of mandated inspections and closed 84% of complaints on time. The adopted funding will maintain current services.

**718. Chronic Disease Prevention**

*Health Department*

**General Fund - \$373,382**

**Other Funds – \$309,724**

This service performs the following tasks: 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 Baltimarket Program, to address food access disparities and food deserts within the city. Performance measures for Fiscal 2016 include taking 1,200 clients into the Cardiovascular Disparities Initiative program, and 400 Virtual Supermarket clients. In Fiscal 2014, this service took 844 clients into the Cardiovascular Disparities Initiative program, and had 289 Virtual Supermarket clients. The adopted funding will maintain current services, and provide \$75,000 in enhancement funding to support the Baltimarket Program in order to leverage private grant dollars and provide sustainability for the program.

**720. HIV Treatment Services for the Uninsured**

*Health Department*

**General Fund - \$1,271,409**

**Other Funds - \$24,965,411**

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. General funds are used as matching dollars for Ryan White Part A federal funding. In Fiscal 2016, this service has set targets of exchanging 575,000 needles, 85% of clients achieving undetectable viral load, and 85% of community outreach identified positive HIV clients enrolled in care. Fiscal 2014 actuals include 547,602 needles exchanged, 83% of clients achieving undetectable viral load, and 83% of community outreach identified positive HIV clients enrolled in care. The adopted funding will maintain current services.

**721. Senior Centers**

*Health Department*

**General Fund - \$780,750**

**Other Funds - \$1,465,324**

This service provides opportunities for older adults to remain healthy and active within their communities. This service operates six public facilities which include the Zeta, Waxter, Oliver, Sandtown, Hatton, and John Booth Centers. Additional funding is provided for seven nonprofit senior 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 Development Block Grants (CDBG), and state Congregate Nutrition funding. Performance targets include 50,000 unduplicated seniors accessing services through senior centers and 32,000 seniors receiving education and training opportunities. Actuals for Fiscal 2014 were 46,097 unduplicated seniors accessing services through senior centers and 31,558 participants receiving education and training opportunities. The adopted funding will maintain current services.

**722. Administration-CARE**

*Health Department*

**General Fund - \$377,927**

**Other Funds - \$194,220**

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. The adopted funding will maintain current services.

**723. Advocacy for Seniors**

*Health Department*

**General Fund - \$99,956**

**Other Funds - \$2,066,193**

This service provides advocacy and supportive services to older adults, their families, caregivers, and adults with disabilities. Advocacy and supportive services include screening; linkage to information and resources through Maryland Access Point (MAP); referral; counseling; complaint investigation for nursing homes and assisted living facilities; in-home care; and case management services. Programs include State Health Insurance Program (SHIP), Senior Medicare Patrol (SMP), Long-Term Care Ombudsman, Senior Care, and Senior Information and Assistance/MAP. In Fiscal 2016, the Ombudsman Program expects to respond to 750 complaints within a specified time frame. In Fiscal 2014, the actual figure for this measure was 723. The adopted funding will maintain current services.

**724. Direct Care and Support Planning**

*Health Department*

**Other Funds - \$1,985,018**

This service provides support and/or direct care to Medicaid eligible, cognitively impaired, disabled and/or chronically ill adults who reside in their own homes, assisted living facilities, and/or institutional settings. Direct services include care management; support planning; public guardianship services; benefit enrollment and application assistance; and homeless intervention for adults. Programs include Medicaid Waiver; Money Follows the Person; Public Guardianship; Housing Services and Intervention; and Senior Assisted Living Group Home Subsidy. Performance targets for Fiscal 2016 include 25% of nursing home applicants being approved and transitioned back into the community. The actual for this measure in Fiscal 2014 was 17%. This service is funded solely by State grant funds.

**725. Community Services for Seniors**

*Health Department*

**General Fund - \$145,176**

**Other Funds - \$3,898,248**

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. Other programs include the Family Caregivers Program; the Taxi Card Program, which provides transportation subsidies to seniors; Congregate Meals, providing older adults with communal meals; and Home-Delivered Meals. Fiscal 2016 performance targets for this service include 550 people receiving homebound meals and an expenditure of \$1,000 per senior receiving nutritious meals and nutrition services annually. Actuals for Fiscal 2014 include the delivery of meals to 570 homebound individuals, and an expenditure of \$1,000 per senior for meals and nutrition services. The number of individuals receiving homebound meals fluctuates annually depending on the individual needs and frailty of current clients. The adopted funding will maintain current services.

**754. Summer Food Program**

*Department of Housing and Community Development*

**General Fund - \$250,000**

**Other Funds - \$3,494,513**

This service provides breakfast and lunch to children under 18 during the summer months. Funding for this service is primarily provided by the Maryland Department of Education. This service anticipates that it will serve over 1.2 million meals in Fiscal 2016 and operate 400 sites throughout Baltimore. While the service will also work to decrease the percentage of unused meals to 0%, a reduction from 10% in Fiscal 2014, General Fund support was reallocated within the Department of Housing and Community Development in Fiscal 2016 to offset the costs of any unused meals, which are not reimbursed through the State grant. The adopted funding will maintain current services.

**893. Homeless Prevention**

*Mayor's Office of Human Services*

**Other Funds - \$1,780,542**

This service provides direct assistance to those facing imminent risk of losing their current housing. This takes the form of legal representation in rent court, public housing grievance termination proceedings, and negotiations with Section 8 staff regarding landlord disputes. The service is fully supported by State and federal grant funds. During Fiscal 2016, the service aims to provide eviction prevention counseling services to 1,500 households, a decrease of 54 households from Fiscal 2014. The service will also seek to ensure 80% of households receiving eviction prevention grants remain housed for 3 months, which is consistent with Fiscal 2014 performance. The adopted funding will maintain current services.

**894. Outreach to the Homeless**

*Mayor's Office of Human Services*

**Other Funds - \$3,555,836**

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 fully supported by federal and State funds. In Fiscal 2016, the service aims to contact 750 unduplicated clients, a reduction from 755 in Fiscal 2014. The adopted budget will maintain current services.

**895. Temporary Housing for the Homeless**

*Mayor's Office of Human Services*

**General Fund - \$5,210,053**

**Other Funds - \$5,380,316**

This service supports the operation of temporary housing for homeless individuals and families. The Fiscal 2016 budget supports contracts that will provide emergency sheltering at the Fallsway location, sheltering options for women and children, and overflow locations. In all, this funding will support 575 beds on a nightly basis (additional beds and services will be made available during Code Blue and other emergencies). Beds available through sheltering will serve approximately 6,750 homeless individuals with temporary housing in Fiscal 2016, a decrease of 206 from Fiscal 2014. The adopted budget will maintain the current level of service.

**896. Permanent Housing for the Homeless**  
*Mayor's Office of Human Services*

**General Fund - \$716,837**  
**Other Funds - \$22,611,516**

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. The largest source of grant funding for this service is the Continuum of Care grant awarded through the Department of Housing and Urban Development. In Fiscal 2016, this service aims to have 97% of eligible clients maintain permanent housing for at least six months, approximately the same as the Fiscal 2014 performance level. The adopted budget will maintain current services.

FISCAL 2016

OPERATING APPROPRIATIONS BY FUND

	Fiscal 2015 Budget	Fiscal 2016 Budget	Dollar Change	Percent Change
<b>Operating Funds</b>				
<b>Local and State-shared Funds</b>				
General	\$1,622,300,356	\$1,699,053,247	\$76,752,891	4.7%
Parking Management	22,197,956	24,443,494	\$2,245,538	10.1%
Convention Center Bond	4,580,088	4,580,088	\$0	0.0%
<b>Total</b>	<b>1,649,078,400</b>	<b>1,728,076,829</b>	<b>78,998,429</b>	<b>4.8%</b>
<b>Enterprise Funds</b>				
Stormwater Utility	17,391,901	20,159,377	2,767,476	15.9%
Wastewater Utility	217,888,327	235,687,743	17,799,416	8.2%
Water Utility	176,081,175	182,427,376	6,346,201	3.6%
Parking Enterprise	29,053,457	28,750,780	(302,677)	(1.0)%
Conduit Enterprise	7,847,381	7,894,757	47,376	0.6%
Loan and Guarantee Enterprise	3,438,164	500,000	(2,938,164)	(85.5)%
<b>Total</b>	<b>451,700,405</b>	<b>475,420,033</b>	<b>23,719,628</b>	<b>5.3%</b>
<b>Grant Funds</b>				
Federal	163,189,801	151,306,971	(11,882,830)	(7.3)%
State	122,149,236	107,219,055	(14,930,181)	(12.2)%
Special	79,452,859	91,613,533	12,160,674	15.3%
<b>Total</b>	<b>364,791,896</b>	<b>350,139,559</b>	<b>(14,652,337)</b>	<b>(4.0)%</b>
<b>Total Operating - All Funds</b>	<b>\$2,465,570,701</b>	<b>\$2,553,636,421</b>	<b>\$88,065,720</b>	<b>3.6%</b>

# FISCAL 2016

## OPERATING APPROPRIATIONS BY PRIORITY OUTCOME AND FUND

Priority Outcome	General	Enterprise and Utility	Federal	State	Other Special Purpose	Total
Better Schools	300,304,709	0	27,966,711	14,399,748	15,147,967	357,819,135
Safer Streets	748,600,023	0	24,677,572	28,651,932	40,523,148	842,452,675
Stronger Neighborhoods	130,830,418	0	14,487,651	10,765,045	15,016,667	171,099,781
Growing Economy	62,168,689	36,645,537	7,750,721	7,370,112	11,181,815	125,116,874
Innovative Government	115,286,123	500,000	364,453	1,451,026	14,836,934	132,438,536
Cleaner City	76,961,449	438,274,496	2,232,535	16,750,233	5,636,704	539,855,417
Healthier City	26,726,725	0	73,827,328	27,830,959	2,413,792	130,798,804
Other	238,175,111	0	0	0	15,880,088	254,055,199
<b>Total</b>	<b>\$1,699,053,247</b>	<b>\$475,420,033</b>	<b>\$151,306,971</b>	<b>\$107,219,055</b>	<b>\$120,637,115</b>	<b>\$2,553,636,421</b>

**FISCAL 2016 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	7,155,182
City Council	0	0	0	0	6,128,301
Comptroller	0	0	0	0	6,300,739
Council Services	0	0	0	0	666,564
Courts: Circuit Court	0	17,261,196	0	0	0
Courts: Orphans' Court	0	487,868	0	0	0
Employees' Retirement Systems	0	0	0	0	10,031,402
Enoch Pratt Free Library	34,834,314	0	0	0	0
Finance	0	0	0	0	21,589,360
Fire	0	229,446,472	0	0	0
General Services	0	0	0	0	17,595,530
Health	34,992,477	6,076,997	0	0	0
Housing and Community Development	549,182	1,250,272	38,386,960	7,107,600	0
Human Resources	0	0	0	0	8,682,773
Law	0	0	0	675,439	7,218,091
Legislative Reference	0	0	0	0	1,050,332
Liquor License Board	0	0	1,766,847	0	0
Art and Culture	0	0	0	8,511,474	0
Baltimore City Public Schools	258,212,181	0	0	0	0
Baltimore Economic Recovery Team (BER)	0	0	0	0	0
Cable and Communications	0	0	0	0	1,201,381
Civic Promotion	0	0	0	14,442,030	0
Conditional Purchase Agreements	0	0	0	0	0
Contingent Fund	0	0	0	0	0
Convention Center Hotel	0	0	0	7,325,000	0
Convention Complex	0	0	0	19,335,600	0
Debt Service	0	0	0	0	0
Educational Grants	7,736,930	0	0	0	0
Employees' Retirement Contribution	0	0	0	0	0
Environmental Control Board	0	0	0	0	0
Health and Welfare Grants	1,190,058	0	0	0	0
Innovation Fund	0	0	0	0	1,326,000
Miscellaneous General Expenses	0	0	0	0	0
Office of Children, Youth and Families	0	0	0	0	0
Office of CitiStat Operations	0	0	0	0	1,246,199
Office of Criminal Justice	0	7,391,879	0	0	0
Office of Employment Development	11,015,601	1,587,384	0	12,306,880	0
Office of Human Services	9,288,392	0	8,021,542	0	0
Office of Information Technology	0	0	0	0	34,003,180
Office of Neighborhoods	0	0	0	0	784,024
Office of the Inspector General	0	0	0	0	741,280
Office of the Labor Commissioner	0	0	0	0	775,781
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	5,217,151
Municipal and Zoning Appeals	0	0	630,079	0	0
Office of Civil Rights	0	151,749	202,379	1,097,901	0
Planning	0	0	6,379,378	1,212,098	0
Police	0	475,431,941	0	0	0
Public Works	0	0	8,319,141	0	0
Recreation and Parks	0	0	34,161,038	0	0
Sheriff	0	20,438,734	0	0	0
Social Services	0	0	0	0	0
State's Attorney	0	38,657,056	0	0	0
Transportation	0	44,271,127	73,232,417	53,102,852	725,266
War Memorial Commission	0	0	0	0	0
<b>Total</b>	<b>357,819,135</b>	<b>842,452,675</b>	<b>171,099,781</b>	<b>125,116,874</b>	<b>132,438,536</b>

**FISCAL 2016 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY**

Cleaner City	Healthier City	Debt Service	Other	Total	Agencies
0	0	0	0	7,155,182	Board of Elections
0	0	0	0	6,128,301	City Council
0	0	0	0	6,300,739	Comptroller
0	0	0	0	666,564	Council Services
0	0	0	0	17,261,196	Courts: Circuit Court
0	0	0	0	487,868	Courts: Orphans' Court
0	0	0	0	10,031,402	Employees' Retirement Systems
0	0	0	0	34,834,314	Enoch Pratt Free Library
0	0	0	0	21,589,360	Finance
0	0	0	0	229,446,472	Fire
0	0	0	0	17,595,530	General Services
0	83,821,375	0	0	124,890,849	Health
10,180,014	3,744,513	0	0	61,218,541	Housing and Community Development
0	0	0	0	8,682,773	Human Resources
0	0	0	0	7,893,530	Law
0	0	0	0	1,050,332	Legislative Reference
0	0	0	0	1,766,847	Liquor License Board
0	0	0	0	8,511,474	Art and Culture
0	0	0	0	258,212,181	Baltimore City Public Schools
0	0	0	0	0	Baltimore Economic Recovery Team (BERT)
0	0	0	0	1,201,381	Cable and Communications
0	0	0	0	14,442,030	Civic Promotion
0	0	22,066,813	0	22,066,813	Conditional Purchase Agreements
0	0	0	1,000,000	1,000,000	Contingent Fund
0	0	0	0	7,325,000	Convention Center Hotel
0	0	4,580,088	0	23,915,688	Convention Complex
0	0	100,148,893	0	100,148,893	Debt Service
0	0	0	0	7,736,930	Educational Grants
0	0	0	8,950,000	8,950,000	Employees' Retirement Contribution
787,844	0	0	0	787,844	Environmental Control Board
0	0	0	0	1,190,058	Health and Welfare Grants
0	0	0	0	1,326,000	Innovation Fund
0	0	0	27,064,856	27,064,856	Miscellaneous General Expenses
0	0	0	0	0	Office of Children, Youth and Families
0	0	0	0	1,246,199	Office of CitiStat Operations
0	0	0	0	7,391,879	Office of Criminal Justice
0	0	0	0	24,909,865	Office of Employment Development
0	42,068,870	0	0	59,378,804	Office of Human Services
0	0	0	0	34,003,180	Office of Information Technology
0	0	0	0	784,024	Office of Neighborhoods
0	0	0	0	741,280	Office of the Inspector General
0	0	0	0	775,781	Office of the Labor Commissioner
0	0	0	55,335,181	55,335,181	Retirees' Benefits
0	0	0	23,347,275	23,347,275	Self-Insurance Fund
0	0	11,562,093	0	11,562,093	TIF Debt Service
0	0	0	0	5,217,151	Mayoralty
0	0	0	0	630,079	Municipal and Zoning Appeals
0	0	0	0	1,452,029	Office of Civil Rights
5,171,639	0	0	0	12,763,115	Planning
0	0	0	0	475,431,941	Police
516,127,694	0	0	0	524,446,835	Public Works
3,731,710	1,164,046	0	0	39,056,794	Recreation and Parks
0	0	0	0	20,438,734	Sheriff
0	0	0	0	0	Social Services
0	0	0	0	38,657,056	State's Attorney
3,856,516	0	0	0	175,188,178	Transportation
0	0	0	0	0	War Memorial Commission
<b>539,855,417</b>	<b>130,798,804</b>	<b>138,357,887</b>	<b>115,697,312</b>	<b>2,553,636,421</b>	<b>Total</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Better Schools</b>	<b>350,644,421</b>	<b>362,280,944</b>	<b>357,819,135</b>	<b>(4,461,809)</b>
<b>308 Maternal and Child Health</b>	<b>16,051,702</b>	<b>16,854,095</b>	<b>18,594,147</b>	<b>1,740,052</b>
General	776,418	917,443	922,802	5,359
Federal	13,448,039	14,067,916	15,327,881	1,259,965
State	864,891	887,958	1,062,045	174,087
Special	962,354	980,778	1,281,419	300,641
<b>310 School Health Services</b>	<b>16,497,700</b>	<b>17,421,036</b>	<b>16,398,330</b>	<b>(1,022,706)</b>
General	2,700,984	3,019,548	2,618,724	(400,824)
Federal	135,044	151,797	401,438	249,641
State	503,615	502,796	505,021	2,225
Special	13,158,057	13,746,895	12,873,147	(873,748)
<b>352 Baltimore City Public Schools</b>	<b>254,684,808</b>	<b>261,797,245</b>	<b>258,212,181</b>	<b>(3,585,064)</b>
General	254,684,808	261,797,245	258,212,181	(3,585,064)
<b>385 Health and Welfare Grants</b>	<b>1,166,724</b>	<b>1,190,058</b>	<b>1,190,058</b>	<b>0</b>
General	1,166,724	1,190,058	1,190,058	0
<b>446 Educational Grants</b>	<b>7,473,790</b>	<b>7,603,266</b>	<b>7,736,930</b>	<b>133,664</b>
General	7,473,790	7,603,266	7,736,930	133,664
<b>604 Before and After Care</b>	<b>170,043</b>	<b>187,803</b>	<b>169,776</b>	<b>(18,027)</b>
General	170,043	187,187	169,776	(17,411)
Federal	0	616	0	(616)
<b>605 Head Start</b>	<b>10,125,863</b>	<b>10,372,413</b>	<b>9,288,392</b>	<b>(1,084,021)</b>
General	0	0	575,000	575,000
Federal	9,507,429	9,741,610	7,767,472	(1,974,138)
State	618,434	630,803	785,920	155,117
Special	0	0	160,000	160,000
<b>740 Dawson Center</b>	<b>339,716</b>	<b>366,789</b>	<b>379,406</b>	<b>12,617</b>
General	30,323	30,929	31,000	71
Federal	309,393	335,860	348,406	12,546
<b>788 Information Services</b>	<b>33,777,461</b>	<b>35,726,586</b>	<b>34,834,314</b>	<b>(892,272)</b>
General	23,320,907	24,782,990	24,164,275	(618,715)
State	9,914,019	10,382,499	10,076,638	(305,861)
Special	542,535	561,097	593,401	32,304
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>172,773</b>	<b>194,926</b>	<b>200,176</b>	<b>5,250</b>
State	172,773	194,926	200,176	5,250
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>3,280,512</b>	<b>3,504,574</b>	<b>3,718,057</b>	<b>213,483</b>
General	2,693,512	2,904,056	2,911,862	7,806
Federal	247,000	253,718	396,743	143,025
State	90,000	91,800	409,452	317,652
Special	250,000	255,000	0	(255,000)
<b>798 Youth Works Summer Job Program</b>	<b>4,154,797</b>	<b>4,237,893</b>	<b>4,472,597</b>	<b>234,704</b>
General	1,737,008	1,771,748	1,772,101	353
Federal	1,000,000	1,020,000	1,100,000	80,000
State	1,192,789	1,216,645	1,360,496	143,851
Special	225,000	229,500	240,000	10,500
<b>800 Workforce Services for WIA Funded Youth</b>	<b>2,748,532</b>	<b>2,824,260</b>	<b>2,624,771</b>	<b>(199,489)</b>
Federal	2,748,532	2,824,260	2,624,771	(199,489)
<b>Safer Streets</b>	<b>803,920,190</b>	<b>828,727,382</b>	<b>842,452,675</b>	<b>13,725,293</b>
<b>110 Circuit Court</b>	<b>17,018,281</b>	<b>18,104,724</b>	<b>17,261,196</b>	<b>(843,528)</b>
General	9,299,227	10,006,467	9,754,421	(252,046)
Federal	1,631,306	1,719,438	2,127,470	408,032
State	5,806,980	6,067,408	5,164,052	(903,356)
Special	280,768	311,411	215,253	(96,158)
<b>115 Prosecution of Criminals</b>	<b>31,940,347</b>	<b>33,725,101</b>	<b>32,219,343</b>	<b>(1,505,758)</b>
General	26,027,532	27,589,964	26,249,750	(1,340,214)
Federal	984,658	1,027,914	1,002,117	(25,797)
State	4,724,157	4,899,143	4,759,396	(139,747)
Special	204,000	208,080	208,080	0
<b>316 Youth Violence Prevention</b>	<b>3,146,638</b>	<b>3,274,269</b>	<b>2,912,035</b>	<b>(362,234)</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Safer Streets (Continued)</b>	<b>803,920,190</b>	<b>828,727,382</b>	<b>842,452,675</b>	<b>13,725,293</b>
General	622,248	612,607	735,378	122,771
Federal	1,188,058	1,264,864	695,400	(569,464)
State	1,336,332	1,396,798	1,481,257	84,459
<b>500 Street Lighting</b>	<b>16,555,147</b>	<b>18,060,022</b>	<b>18,100,320</b>	<b>40,298</b>
General	16,555,147	18,060,022	18,100,320	40,298
<b>600 Administration - Fire</b>	<b>19,321,902</b>	<b>8,634,663</b>	<b>8,984,243</b>	<b>349,580</b>
General	18,282,012	7,573,975	7,923,555	349,580
Federal	1,039,890	1,060,688	1,060,688	0
<b>602 Fire Suppression and Emergency Rescue</b>	<b>144,275,623</b>	<b>141,666,081</b>	<b>146,018,161</b>	<b>4,352,080</b>
General	142,806,357	140,167,429	144,605,958	4,438,529
Federal	15,329	15,636	12,263	(3,373)
State	1,453,937	1,483,016	1,399,940	(83,076)
<b>608 Emergency Management</b>	<b>645,842</b>	<b>590,762</b>	<b>1,011,421</b>	<b>420,659</b>
General	349,872	288,873	775,530	486,657
Federal	285,970	291,689	235,891	(55,798)
State	10,000	10,200	0	(10,200)
<b>609 Emergency Medical Services</b>	<b>36,380,169</b>	<b>37,951,730</b>	<b>38,932,776</b>	<b>981,046</b>
General	22,649,442	24,211,284	21,585,776	(2,625,508)
Federal	8,000	8,160	0	(8,160)
State	27,934	28,493	47,000	18,507
Special	13,694,793	13,703,793	17,300,000	3,596,207
<b>610 Fire and Emergency Community Outreach</b>	<b>485,159</b>	<b>467,096</b>	<b>326,183</b>	<b>(140,913)</b>
General	485,159	467,096	326,183	(140,913)
<b>611 Fire Code Enforcement</b>	<b>4,511,528</b>	<b>4,502,252</b>	<b>4,819,691</b>	<b>317,439</b>
General	4,205,540	4,190,144	4,507,583	317,439
Federal	150,978	153,998	153,998	0
State	155,010	158,110	158,110	0
<b>612 Fire Investigation</b>	<b>872,485</b>	<b>938,389</b>	<b>962,575</b>	<b>24,186</b>
General	872,485	938,389	962,575	24,186
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>16,530,002</b>	<b>16,669,853</b>	<b>18,800,579</b>	<b>2,130,726</b>
General	13,270,852	13,345,520	14,755,319	1,409,799
Federal	2,066,167	2,107,490	2,720,400	612,910
State	942,983	961,843	1,069,860	108,017
Special	250,000	255,000	255,000	0
<b>614 Fire Communications and Dispatch</b>	<b>5,204,355</b>	<b>5,594,030</b>	<b>5,929,311</b>	<b>335,281</b>
General	5,204,355	5,594,030	5,929,311	335,281
<b>615 Fire Training and Education</b>	<b>3,103,732</b>	<b>3,257,025</b>	<b>3,661,532</b>	<b>404,507</b>
General	3,103,732	3,257,025	3,661,532	404,507
<b>621 Administration - Police</b>	<b>48,042,139</b>	<b>29,673,973</b>	<b>36,073,779</b>	<b>6,399,806</b>
General	45,744,723	27,786,959	30,905,620	3,118,661
Federal	1,991,016	1,887,014	1,602,739	(284,275)
State	306,400	0	0	0
Special	0	0	3,565,420	3,565,420
<b>622 Police Patrol</b>	<b>230,351,512</b>	<b>258,849,204</b>	<b>247,989,737</b>	<b>(10,859,467)</b>
General	223,670,073	251,298,321	240,368,907	(10,929,414)
State	4,881,439	5,630,207	6,005,830	375,623
Special	1,800,000	1,920,676	1,615,000	(305,676)
<b>623 Crime Investigation</b>	<b>53,451,440</b>	<b>56,957,454</b>	<b>56,673,692</b>	<b>(283,762)</b>
General	50,976,268	54,432,779	54,149,017	(283,762)
Federal	100,000	102,000	102,000	0
State	2,375,172	2,422,675	2,422,675	0
<b>624 Target Violent Criminals</b>	<b>32,066,801</b>	<b>35,068,636</b>	<b>45,590,292</b>	<b>10,521,656</b>
General	27,153,309	29,580,437	40,204,483	10,624,046
State	2,874,492	3,409,419	3,307,029	(102,390)
Special	2,039,000	2,078,780	2,078,780	0
<b>625 SWAT/ESU</b>	<b>8,600,594</b>	<b>9,337,247</b>	<b>8,436,973</b>	<b>(900,274)</b>
General	8,600,594	9,337,247	8,436,973	(900,274)
<b>626 Homeland Security - Intelligence</b>	<b>13,891,911</b>	<b>14,653,432</b>	<b>15,626,839</b>	<b>973,407</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Safer Streets (Continued)</b>	<b>803,920,190</b>	<b>828,727,382</b>	<b>842,452,675</b>	<b>13,725,293</b>
General	5,060,502	5,488,832	8,064,622	2,575,790
Federal	8,831,409	9,164,600	7,562,217	(1,602,383)
<b>628 Police Internal Affairs</b>	<b>6,230,001</b>	<b>6,735,999</b>	<b>6,262,924</b>	<b>(473,075)</b>
General	6,230,001	6,735,999	6,262,924	(473,075)
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>7,622,137</b>	<b>8,433,400</b>	<b>8,747,083</b>	<b>313,683</b>
General	7,622,137	8,433,400	8,747,083	313,683
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>10,009,495</b>	<b>12,298,366</b>	<b>11,290,902</b>	<b>(1,007,464)</b>
General	9,804,495	12,089,266	11,065,902	(1,023,364)
Federal	205,000	209,100	225,000	15,900
<b>635 Police Recruiting and Training</b>	<b>12,494,431</b>	<b>14,359,200</b>	<b>15,181,192</b>	<b>821,992</b>
General	11,994,431	13,849,200	14,671,192	821,992
State	500,000	510,000	510,000	0
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,592,942</b>	<b>3,909,938</b>	<b>3,846,076</b>	<b>(63,862)</b>
General	3,592,942	3,909,938	3,846,076	(63,862)
<b>638 Marine Unit</b>	<b>310,488</b>	<b>304,417</b>	<b>307,358</b>	<b>2,941</b>
General	310,488	304,417	307,358	2,941
<b>640 Special Operations - Aviation</b>	<b>5,515,556</b>	<b>5,579,066</b>	<b>5,747,435</b>	<b>168,369</b>
General	5,515,556	5,579,066	5,747,435	168,369
<b>642 Crime Laboratory</b>	<b>12,220,845</b>	<b>13,337,428</b>	<b>13,657,659</b>	<b>320,231</b>
General	10,798,628	11,102,703	11,406,199	303,496
Federal	1,422,217	2,234,725	2,251,460	16,735
<b>688 Snow and Ice Control</b>	<b>2,793,249</b>	<b>2,864,399</b>	<b>2,864,399</b>	<b>0</b>
General	2,793,249	2,864,399	2,864,399	0
<b>693 Parking Enforcement</b>	<b>12,842,545</b>	<b>14,057,908</b>	<b>14,631,340</b>	<b>573,432</b>
Parking Management	12,842,545	14,057,908	14,631,340	573,432
<b>697 Traffic Safety</b>	<b>6,525,286</b>	<b>8,977,534</b>	<b>8,675,068</b>	<b>(302,466)</b>
General	5,611,684	8,033,997	7,737,775	(296,222)
Federal	913,602	943,537	937,293	(6,244)
<b>716 Animal Services</b>	<b>3,136,122</b>	<b>3,263,735</b>	<b>3,164,962</b>	<b>(98,773)</b>
General	3,136,122	3,263,735	3,164,962	(98,773)
<b>752 Community Outreach Services</b>	<b>960,830</b>	<b>1,263,700</b>	<b>1,250,272</b>	<b>(13,428)</b>
General	960,830	1,263,700	1,050,272	(213,428)
Special	0	0	200,000	200,000
<b>757 Crime Camera Management</b>	<b>1,816,561</b>	<b>1,848,826</b>	<b>1,516,011</b>	<b>(332,815)</b>
General	1,538,776	1,569,551	1,486,011	(83,540)
State	56,785	58,275	0	(58,275)
Special	221,000	221,000	30,000	(191,000)
<b>758 Coordination of Public Safety Strategy</b>	<b>5,752,126</b>	<b>5,933,931</b>	<b>5,875,868</b>	<b>(58,063)</b>
General	464,397	474,882	883,757	408,875
Federal	3,368,862	3,444,930	2,990,637	(454,293)
State	1,502,911	1,589,844	1,577,199	(12,645)
Special	415,956	424,275	424,275	0
<b>781 Administration - State's Attorney</b>	<b>4,234,221</b>	<b>4,215,231</b>	<b>4,689,704</b>	<b>474,473</b>
General	3,723,525	4,215,231	4,689,704	474,473
Federal	206	0	0	0
State	510,490	0	0	0
<b>786 Victim and Witness Services</b>	<b>1,178,320</b>	<b>1,229,067</b>	<b>1,748,009</b>	<b>518,942</b>
General	916,425	971,071	1,499,725	528,654
Federal	261,895	257,996	248,284	(9,712)
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,498,139</b>	<b>1,540,025</b>	<b>1,587,384</b>	<b>47,359</b>
General	0	0	88,085	88,085
Federal	1,000,000	1,020,000	749,715	(270,285)
State	498,139	520,025	749,584	229,559
<b>817 Orphans' Court</b>	<b>493,836</b>	<b>513,070</b>	<b>487,868</b>	<b>(25,202)</b>
General	493,836	513,070	487,868	(25,202)
<b>848 Police Community Relations</b>	<b>148,639</b>	<b>154,275</b>	<b>151,749</b>	<b>(2,526)</b>
General	148,639	154,275	151,749	(2,526)

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Safer Streets (Continued)</b>	<b>803,920,190</b>	<b>828,727,382</b>	<b>842,452,675</b>	<b>13,725,293</b>
881 Courthouse Security	4,128,552	4,254,731	4,199,517	(55,214)
General	4,128,552	4,254,731	4,199,517	(55,214)
882 Deputy Sheriff Enforcement	11,235,860	12,697,979	10,919,349	(1,778,630)
General	11,235,860	12,697,979	10,919,349	(1,778,630)
883 Service of Protective and Peace Orders	0	0	1,770,011	1,770,011
General	0	0	1,770,011	1,770,011
884 District Court Sheriff Services	2,413,854	2,619,501	2,532,333	(87,168)
General	2,413,854	2,619,501	2,532,333	(87,168)
889 Child Support Enforcement	370,548	359,713	1,017,524	657,811
General	370,548	359,713	1,017,524	657,811
<b>Stronger Neighborhoods</b>	<b>172,353,548</b>	<b>177,469,414</b>	<b>171,099,781</b>	<b>(6,369,633)</b>
185 Zoning, Tax and Other Appeals	598,296	657,846	630,079	(27,767)
General	598,296	657,846	630,079	(27,767)
593 Community Support Projects	7,261,841	7,450,967	7,634,837	183,870
Federal	7,261,841	7,450,967	7,634,837	183,870
644 Administration - Rec and Parks	4,268,227	4,040,968	4,335,600	294,632
General	4,087,262	3,907,732	4,202,364	294,632
Federal	227	0	0	0
State	130,699	133,236	133,236	0
Special	50,039	0	0	0
645 Aquatics	2,040,220	2,334,627	2,320,643	(13,984)
General	2,040,220	2,334,627	2,320,643	(13,984)
646 Park Maintenance	10,277,733	11,617,976	10,871,205	(746,771)
General	9,050,623	10,366,324	9,619,553	(746,771)
State	1,227,110	1,251,652	1,251,652	0
648 Community Recreation Centers	12,211,942	13,367,051	13,155,774	(211,277)
General	12,079,967	13,232,435	13,021,158	(211,277)
Special	131,975	134,616	134,616	0
649 Special Facilities Management - Recreation	1,263,813	1,351,987	1,394,103	42,116
General	0	36,726	23,025	(13,701)
Special	1,263,813	1,315,261	1,371,078	55,817
650 Horticulture	1,256,954	1,471,790	1,439,174	(32,616)
General	889,758	1,011,489	942,976	(68,513)
Special	367,196	460,301	496,198	35,897
653 Park Programs & Events	600,848	633,740	644,539	10,799
Special	600,848	633,740	644,539	10,799
662 Vacant/Abandoned Property Cleaning and Boarding	3,906,219	4,957,316	8,319,141	3,361,825
General	2,479,070	3,501,624	6,863,449	3,361,825
Federal	1,427,149	1,455,692	1,455,692	0
681 Administration - DOT	11,128,413	9,169,546	8,789,396	(380,150)
General	10,163,522	8,659,354	8,279,204	(380,150)
Parking Management	380,039	0	0	0
Conduit Enterprise	69,024	0	0	0
Federal	500,188	510,192	510,192	0
Special	15,640	0	0	0
683 Street Management	31,442,086	30,730,618	28,675,601	(2,055,017)
General	28,622,086	27,854,218	26,622,201	(1,232,017)
Federal	2,000,000	2,040,000	0	(2,040,000)
State	820,000	836,400	836,400	0
Special	0	0	1,217,000	1,217,000
684 Traffic Management	13,396,578	14,134,922	12,280,239	(1,854,683)
General	12,546,301	13,261,844	11,559,956	(1,701,888)
Special	850,277	873,078	720,283	(152,795)
689 Vehicle Impounding and Disposal	7,755,227	8,063,875	7,634,293	(429,582)
General	7,755,227	8,063,875	7,634,293	(429,582)
690 Sustainable Transportation	12,555,238	12,906,136	13,293,010	386,874
General	1,424,776	1,451,653	4,018,335	2,566,682

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Stronger Neighborhoods (Continued)</b>	<b>172,353,548</b>	<b>177,469,414</b>	<b>171,099,781</b>	<b>(6,369,633)</b>
Federal	233,976	238,656	0	(238,656)
State	2,458,014	2,519,811	2,078,262	(441,549)
Special	8,438,472	8,696,016	7,196,413	(1,499,603)
<b>696 Street Cuts Management</b>	<b>885,450</b>	<b>940,716</b>	<b>891,633</b>	<b>(49,083)</b>
General	885,450	940,716	891,633	(49,083)
<b>727 Building Permits and Municipal Consents</b>	<b>2,704,344</b>	<b>2,759,033</b>	<b>1,668,245</b>	<b>(1,090,788)</b>
General	2,704,344	2,759,033	1,668,245	(1,090,788)
<b>737 Administration - HCD</b>	<b>4,129,447</b>	<b>3,844,680</b>	<b>3,781,496</b>	<b>(63,184)</b>
General	2,899,378	2,660,576	2,606,373	(54,203)
Federal	1,230,069	1,184,104	1,175,123	(8,981)
<b>741 Community Action Centers</b>	<b>9,664,283</b>	<b>10,273,044</b>	<b>8,021,542</b>	<b>(2,251,502)</b>
General	862,176	883,623	1,346,104	462,481
Federal	893,975	890,898	863,013	(27,885)
State	7,908,132	8,498,523	5,812,425	(2,686,098)
<b>742 Promote Homeownership</b>	<b>568,981</b>	<b>623,528</b>	<b>649,824</b>	<b>26,296</b>
General	116,303	120,796	0	(120,796)
Federal	452,678	502,732	649,824	147,092
<b>745 Housing Code Enforcement</b>	<b>14,457,651</b>	<b>15,322,326</b>	<b>14,412,285</b>	<b>(910,041)</b>
General	14,407,651	15,271,326	14,362,285	(909,041)
Special	50,000	51,000	50,000	(1,000)
<b>747 Register and License Properties and Contractors</b>	<b>564,906</b>	<b>599,897</b>	<b>579,120</b>	<b>(20,777)</b>
General	564,906	599,897	579,120	(20,777)
<b>748 Housing Development Finance and Project Management</b>	<b>914,128</b>	<b>1,033,578</b>	<b>738,334</b>	<b>(295,244)</b>
Federal	914,128	1,033,578	738,334	(295,244)
<b>749 Blight Elimination</b>	<b>2,568,663</b>	<b>3,003,569</b>	<b>2,749,163</b>	<b>(254,406)</b>
General	2,568,663	3,003,569	2,749,163	(254,406)
<b>750 Housing Rehabilitation Services</b>	<b>2,606,837</b>	<b>2,708,080</b>	<b>1,740,349</b>	<b>(967,731)</b>
General	63,256	67,265	0	(67,265)
Federal	2,221,914	2,312,715	1,269,349	(1,043,366)
State	321,667	328,100	471,000	142,900
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,658,677</b>	<b>5,830,370</b>	<b>5,525,710</b>	<b>(304,660)</b>
General	5,658,677	5,830,370	5,525,710	(304,660)
<b>762 Historic Preservation</b>	<b>543,630</b>	<b>530,785</b>	<b>860,948</b>	<b>330,163</b>
General	543,630	530,785	590,948	60,163
Special	0	0	270,000	270,000
<b>763 Comprehensive Planning and Resource Management</b>	<b>3,625,104</b>	<b>3,579,730</b>	<b>4,667,162</b>	<b>1,087,432</b>
General	1,418,568	1,417,181	1,377,265	(39,916)
Federal	187,536	191,287	191,287	0
State	178,500	182,070	182,070	0
Special	1,840,500	1,789,192	2,916,540	1,127,348
<b>768 Administration - Planning</b>	<b>867,915</b>	<b>878,673</b>	<b>851,268</b>	<b>(27,405)</b>
General	867,915	878,673	851,268	(27,405)
<b>815 Live Baltimore</b>	<b>400,826</b>	<b>408,842</b>	<b>575,842</b>	<b>167,000</b>
General	400,826	408,842	575,842	167,000
<b>850 Liquor Licensing</b>	<b>705,986</b>	<b>650,058</b>	<b>826,954</b>	<b>176,896</b>
General	705,986	650,058	826,954	176,896
<b>851 Liquor License Compliance</b>	<b>1,319,330</b>	<b>1,380,569</b>	<b>939,893</b>	<b>(440,676)</b>
General	1,319,330	1,380,569	939,893	(440,676)
<b>878 Disabilities Commission</b>	<b>203,755</b>	<b>212,571</b>	<b>202,379</b>	<b>(10,192)</b>
General	203,755	212,571	202,379	(10,192)
<b>Growing Economy</b>	<b>122,326,225</b>	<b>125,067,970</b>	<b>125,116,874</b>	<b>48,904</b>
<b>493 Art and Culture Grants</b>	<b>6,117,591</b>	<b>6,156,975</b>	<b>6,156,975</b>	<b>0</b>
General	6,117,591	6,156,975	6,156,975	0
<b>535 Convention Center Hotel</b>	<b>6,914,000</b>	<b>7,325,000</b>	<b>7,325,000</b>	<b>0</b>
General	6,914,000	7,325,000	7,325,000	0
<b>540 Royal Farms Arena Operations</b>	<b>581,091</b>	<b>592,713</b>	<b>592,713</b>	<b>0</b>
General	581,091	592,713	592,713	0

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Growing Economy (Continued)</b>	<b>122,326,225</b>	<b>125,067,970</b>	<b>125,116,874</b>	<b>48,904</b>
548 Conduits	7,778,357	8,314,538	7,894,757	(419,781)
Conduit Enterprise	7,778,357	8,314,538	7,894,757	(419,781)
590 Civic Promotion Grants	458,966	468,145	468,145	0
General	458,966	468,145	468,145	0
656 Wage Investigation and Enforcement	168,914	159,126	199,664	40,538
General	168,914	159,126	199,664	40,538
682 Parking Management	38,028,829	38,594,819	38,562,934	(31,885)
Parking Management	8,975,372	9,566,183	9,812,154	245,971
Parking Enterprise	29,053,457	29,028,636	28,750,780	(277,856)
685 Special Events Support	526,330	610,266	471,977	(138,289)
General	526,330	610,266	471,977	(138,289)
687 Inner Harbor Services - Transportation	860,612	934,427	925,027	(9,400)
General	860,612	934,427	925,027	(9,400)
692 Bridge and Culvert Management	2,799,441	3,221,995	3,321,075	99,080
General	2,799,441	3,221,995	3,321,075	99,080
694 Survey Control	666,657	779,708	744,881	(34,827)
General	666,657	779,708	744,881	(34,827)
695 Dock Master	257,288	271,159	264,661	(6,498)
Special	257,288	271,159	264,661	(6,498)
735 Special Events	0	0	917,540	917,540
General	0	0	917,540	917,540
761 Development Oversight and Project Support	1,192,949	1,318,568	1,212,098	(106,470)
General	1,192,949	1,318,568	1,212,098	(106,470)
792 Workforce Services for TANF Recipients	3,203,982	3,234,071	3,746,482	512,411
Federal	3,203,982	3,234,071	3,209,237	(24,834)
State	0	0	537,245	537,245
793 Employment Enhancement Services for Baltimore City Residents	3,116,652	3,294,940	1,792,509	(1,502,431)
General	1,530,122	1,604,920	1,347,509	(257,411)
Federal	220,030	224,431	0	(224,431)
State	400,000	408,000	0	(408,000)
Special	966,500	1,057,589	445,000	(612,589)
794 Administration - MOED	1,264,021	1,418,856	1,666,405	247,549
General	1,104,181	1,193,470	1,508,639	315,169
Federal	20,108	117,620	0	(117,620)
State	139,732	107,766	107,766	0
Special	0	0	50,000	50,000
795 Workforce Services for Baltimore Residents	5,441,486	5,898,161	5,101,484	(796,677)
Federal	5,441,486	5,777,725	4,501,484	(1,276,241)
State	0	120,436	400,000	279,564
Special	0	0	200,000	200,000
809 Retention, Expansion, and Attraction of Businesses	1,605,977	1,638,096	1,630,330	(7,766)
General	1,500,324	1,530,330	1,530,330	0
Special	105,653	107,766	100,000	(7,766)
810 Real Estate Development	1,958,076	1,997,237	1,987,471	(9,766)
General	1,752,423	1,787,471	1,787,471	0
Special	205,653	209,766	200,000	(9,766)
811 Inner Harbor Coordination	511,018	521,238	521,238	0
General	511,018	521,238	521,238	0
812 Business Support - Small Business Resource Center	228,847	233,424	466,848	233,424
General	228,847	233,424	466,848	233,424
813 Technology Development - Emerging Technology Center	799,173	815,156	815,156	0
General	799,173	815,156	815,156	0
814 Improve and Promote Retail Districts Beyond Downtown	1,661,101	1,694,323	1,686,557	(7,766)
General	1,555,448	1,586,557	1,586,557	0
Special	105,653	107,766	100,000	(7,766)
820 Convention Sales and Tourism Marketing	14,310,715	13,820,685	13,973,885	153,200
General	14,310,715	13,820,685	13,973,885	153,200

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Growing Economy (Continued)</b>	<b>122,326,225</b>	<b>125,067,970</b>	<b>125,116,874</b>	<b>48,904</b>
<b>824 Events, Art, Culture, and Film</b>	<b>2,234,803</b>	<b>2,279,499</b>	<b>2,279,499</b>	<b>0</b>
General	2,234,803	2,279,499	2,279,499	0
<b>828 Bromo Seltzer Arts Tower</b>	<b>76,500</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>
General	76,500	75,000	75,000	0
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>851,605</b>	<b>806,183</b>	<b>898,237</b>	<b>92,054</b>
General	810,805	764,567	848,237	83,670
Federal	40,800	41,616	40,000	(1,616)
Special	0	0	10,000	10,000
<b>855 Convention Center</b>	<b>18,052,475</b>	<b>17,899,797</b>	<b>18,742,887</b>	<b>843,090</b>
General	12,423,845	12,271,167	12,417,786	146,619
State	5,628,630	5,628,630	6,325,101	696,471
<b>869 Minority and Women's Business Opportunity Office</b>	<b>658,769</b>	<b>693,865</b>	<b>675,439</b>	<b>(18,426)</b>
General	658,769	693,865	675,439	(18,426)
<b>Innovative Government</b>	<b>217,964,527</b>	<b>220,828,397</b>	<b>221,305,794</b>	<b>477,397</b>
<b>100 City Council</b>	<b>5,856,507</b>	<b>6,145,485</b>	<b>6,128,301</b>	<b>(17,184)</b>
General	5,856,507	6,145,485	6,128,301	(17,184)
<b>103 Council Services</b>	<b>728,158</b>	<b>681,545</b>	<b>666,564</b>	<b>(14,981)</b>
General	728,158	681,545	666,564	(14,981)
<b>106 Legislative Reference Services</b>	<b>529,385</b>	<b>568,461</b>	<b>543,070</b>	<b>(25,391)</b>
General	517,341	556,176	543,070	(13,106)
Special	12,044	12,285	0	(12,285)
<b>107 Archives and Records Management</b>	<b>468,832</b>	<b>509,835</b>	<b>507,262</b>	<b>(2,573)</b>
General	468,832	509,835	507,262	(2,573)
<b>125 Executive Direction and Control - Mayoralty</b>	<b>4,952,428</b>	<b>5,319,110</b>	<b>5,217,151</b>	<b>(101,959)</b>
General	4,286,382	4,581,254	4,369,331	(211,923)
Federal	300,000	364,489	364,453	(36)
State	366,046	373,367	373,367	0
Special	0	0	110,000	110,000
<b>128 Labor Contract Negotiations and Administration</b>	<b>787,542</b>	<b>812,153</b>	<b>775,781</b>	<b>(36,372)</b>
General	787,542	812,153	775,781	(36,372)
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,292,030</b>	<b>1,342,974</b>	<b>1,275,563</b>	<b>(67,411)</b>
General	1,292,030	1,342,974	1,275,563	(67,411)
<b>131 Audits</b>	<b>3,902,259</b>	<b>4,016,901</b>	<b>4,011,472</b>	<b>(5,429)</b>
General	3,902,259	4,016,901	4,011,472	(5,429)
<b>132 Real Estate Acquisition and Management</b>	<b>986,508</b>	<b>1,031,206</b>	<b>1,013,704</b>	<b>(17,502)</b>
General	986,508	1,031,206	1,013,704	(17,502)
<b>133 Municipal Telephone Exchange</b>	<b>11,283,757</b>	<b>11,344,533</b>	<b>10,331,617</b>	<b>(1,012,916)</b>
Internal Service	11,283,757	11,344,533	10,331,617	(1,012,916)
<b>136 Municipal Post Office</b>	<b>861,444</b>	<b>811,198</b>	<b>756,319</b>	<b>(54,879)</b>
Internal Service	861,444	811,198	756,319	(54,879)
<b>148 Revenue Collection</b>	<b>6,566,379</b>	<b>7,004,454</b>	<b>6,211,605</b>	<b>(792,849)</b>
General	5,773,086	6,127,192	6,211,605	84,413
Special	793,293	877,262	0	(877,262)
<b>150 Treasury and Debt Management</b>	<b>1,122,740</b>	<b>1,186,633</b>	<b>1,126,384</b>	<b>(60,249)</b>
General	1,122,740	1,186,633	1,126,384	(60,249)
<b>152 Employees' Retirement System - Administration</b>	<b>4,990,821</b>	<b>5,204,793</b>	<b>4,969,406</b>	<b>(235,387)</b>
Special	4,990,821	5,204,793	4,969,406	(235,387)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,158,500</b>	<b>4,428,254</b>	<b>4,519,032</b>	<b>90,778</b>
Special	4,158,500	4,428,254	4,519,032	90,778
<b>155 Retirement Savings Plan</b>	<b>0</b>	<b>0</b>	<b>542,964</b>	<b>542,964</b>
Special	0	0	542,964	542,964
<b>189 Fleet Management</b>	<b>41,546,828</b>	<b>36,480,284</b>	<b>41,225,734</b>	<b>4,745,450</b>
Internal Service	41,546,828	36,480,284	41,225,734	4,745,450
<b>347 CitiStat Operations</b>	<b>1,036,046</b>	<b>1,259,765</b>	<b>1,246,199</b>	<b>(13,566)</b>
General	1,036,046	1,259,765	1,246,199	(13,566)
<b>354 Office of Neighborhoods</b>	<b>745,075</b>	<b>809,986</b>	<b>784,024</b>	<b>(25,962)</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Innovative Government (Continued)</b>	<b>217,964,527</b>	<b>220,828,397</b>	<b>221,305,794</b>	<b>477,397</b>
General	745,075	809,986	784,024	(25,962)
<b>698 Administration - Finance</b>	<b>1,489,624</b>	<b>1,412,945</b>	<b>1,427,437</b>	<b>14,492</b>
General	1,489,624	1,412,945	1,427,437	14,492
<b>699 Procurement</b>	<b>3,118,394</b>	<b>3,156,593</b>	<b>3,115,130</b>	<b>(41,463)</b>
General	3,118,394	3,156,593	3,115,130	(41,463)
<b>700 Surplus Property Disposal</b>	<b>190,559</b>	<b>198,019</b>	<b>141,910</b>	<b>(56,109)</b>
Special	190,559	198,019	141,910	(56,109)
<b>701 Printing Services</b>	<b>3,086,353</b>	<b>3,211,327</b>	<b>3,120,569</b>	<b>(90,758)</b>
Internal Service	3,086,353	3,211,327	3,120,569	(90,758)
<b>702 Accounts Payable</b>	<b>1,205,795</b>	<b>1,269,301</b>	<b>1,208,813</b>	<b>(60,488)</b>
General	1,205,795	1,269,301	1,208,813	(60,488)
<b>703 Payroll</b>	<b>3,349,068</b>	<b>3,479,069</b>	<b>3,410,720</b>	<b>(68,349)</b>
General	3,349,068	3,479,069	3,410,720	(68,349)
<b>704 Accounting</b>	<b>1,724,194</b>	<b>1,667,470</b>	<b>1,557,133</b>	<b>(110,337)</b>
General	1,724,194	1,667,470	1,557,133	(110,337)
<b>705 Loan and Guarantee Program</b>	<b>3,438,164</b>	<b>3,502,893</b>	<b>500,000</b>	<b>(3,002,893)</b>
Loan and Guarantee Enterprise	3,438,164	3,502,893	500,000	(3,002,893)
<b>707 Risk Management for Employee Injuries</b>	<b>8,005,932</b>	<b>8,221,977</b>	<b>8,156,910</b>	<b>(65,067)</b>
Internal Service	8,005,932	8,221,977	8,156,910	(65,067)
<b>708 Operating Budget Management</b>	<b>1,577,687</b>	<b>1,619,444</b>	<b>1,672,128</b>	<b>52,684</b>
General	1,577,687	1,619,444	1,672,128	52,684
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>1,226,764</b>	<b>1,236,674</b>	<b>1,042,424</b>	<b>(194,250)</b>
General	1,226,764	1,236,674	1,042,424	(194,250)
<b>711 Finance Project Management</b>	<b>260,951</b>	<b>269,479</b>	<b>175,676</b>	<b>(93,803)</b>
General	260,951	269,479	175,676	(93,803)
<b>726 Administration - General Services</b>	<b>1,032,955</b>	<b>1,639,053</b>	<b>1,624,614</b>	<b>(14,439)</b>
General	1,032,955	1,639,053	1,624,614	(14,439)
<b>729 Real Property Database Management</b>	<b>767,514</b>	<b>647,651</b>	<b>725,266</b>	<b>77,615</b>
General	767,514	647,651	725,266	77,615
<b>731 Facilities Management</b>	<b>26,436,971</b>	<b>28,515,531</b>	<b>27,910,231</b>	<b>(605,300)</b>
General	13,448,287	14,698,805	14,553,257	(145,548)
State	1,056,528	1,077,659	1,077,659	0
Internal Service	11,932,156	12,739,067	12,279,315	(459,752)
<b>734 Design and Construction/Major Projects Division.</b>	<b>0</b>	<b>0</b>	<b>340,000</b>	<b>340,000</b>
General	0	0	340,000	340,000
<b>770 Administration - Human Resources</b>	<b>2,249,104</b>	<b>2,469,450</b>	<b>2,511,754</b>	<b>42,304</b>
General	2,249,104	2,469,450	2,511,754	42,304
<b>771 Benefits Administration</b>	<b>6,302,833</b>	<b>6,850,814</b>	<b>6,744,649</b>	<b>(106,165)</b>
General	4,042,129	4,573,461	4,474,699	(98,762)
Internal Service	2,260,704	2,277,353	2,269,950	(7,403)
<b>772 Civil Service Management</b>	<b>1,105,844</b>	<b>1,745,573</b>	<b>1,696,320</b>	<b>(49,253)</b>
General	1,105,844	1,745,573	1,696,320	(49,253)
<b>802 Administration - MOIT</b>	<b>1,338,380</b>	<b>1,127,159</b>	<b>1,184,030</b>	<b>56,871</b>
General	1,338,380	1,127,159	1,184,030	56,871
<b>803 Enterprise Innovation and Application Services</b>	<b>6,054,719</b>	<b>6,150,712</b>	<b>6,665,120</b>	<b>514,408</b>
General	6,054,719	6,150,712	6,665,120	514,408
<b>804 Enterprise Unified Call Center</b>	<b>21,933,423</b>	<b>21,363,754</b>	<b>20,418,603</b>	<b>(945,151)</b>
General	17,963,840	17,145,336	16,364,981	(780,355)
Special	3,969,583	4,218,418	4,053,622	(164,796)
<b>805 Enterprise IT Delivery Services</b>	<b>12,749,706</b>	<b>13,811,119</b>	<b>13,709,537</b>	<b>(101,582)</b>
General	5,030,610	5,297,089	5,735,427	438,338
Special	804,000	820,080	0	(820,080)
Internal Service	6,915,096	7,693,950	7,974,110	280,160
<b>833 Innovation Fund</b>	<b>1,300,000</b>	<b>1,326,000</b>	<b>1,326,000</b>	<b>0</b>
General	1,300,000	1,326,000	1,326,000	0
<b>836 Inspector General</b>	<b>821,640</b>	<b>1,021,568</b>	<b>741,280</b>	<b>(280,288)</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Innovative Government (Continued)</b>	<b>217,964,527</b>	<b>220,828,397</b>	<b>221,305,794</b>	<b>477,397</b>
General	821,640	1,021,568	741,280	(280,288)
<b>860 Administration - Law</b>	<b>1,213,125</b>	<b>1,116,172</b>	<b>1,101,275</b>	<b>(14,897)</b>
General	1,103,836	1,017,863	1,012,370	(5,493)
Internal Service	109,289	98,309	88,905	(9,404)
<b>861 Controversies</b>	<b>5,299,472</b>	<b>5,693,625</b>	<b>6,365,971</b>	<b>672,346</b>
General	2,668,982	2,983,622	3,802,762	819,140
Internal Service	2,630,490	2,710,003	2,563,209	(146,794)
<b>862 Transactions</b>	<b>2,432,229</b>	<b>2,493,956</b>	<b>2,503,579</b>	<b>9,623</b>
General	2,299,845	2,390,125	2,402,959	12,834
Internal Service	132,384	103,831	100,620	(3,211)
<b>876 Media Production</b>	<b>1,556,744</b>	<b>1,628,732</b>	<b>1,201,381</b>	<b>(427,351)</b>
General	655,637	709,603	701,381	(8,222)
Special	901,107	919,129	500,000	(419,129)
<b>899 Fair Conduct of Elections</b>	<b>4,881,144</b>	<b>5,024,767</b>	<b>7,155,182</b>	<b>2,130,415</b>
General	4,881,144	5,024,767	7,155,182	2,130,415
<b>Cleaner City</b>	<b>525,925,297</b>	<b>530,518,530</b>	<b>542,263,685</b>	<b>11,745,155</b>
<b>117 Adjudication of Environmental Citations</b>	<b>798,336</b>	<b>808,665</b>	<b>787,844</b>	<b>(20,821)</b>
General	798,336	808,665	787,844	(20,821)
<b>654 Urban Forestry</b>	<b>3,269,854</b>	<b>3,637,241</b>	<b>3,731,710</b>	<b>94,469</b>
General	3,269,854	3,637,241	3,731,710	94,469
<b>660 Administration - DPW - SW</b>	<b>4,587,606</b>	<b>1,607,190</b>	<b>1,409,939</b>	<b>(197,251)</b>
General	4,587,606	1,607,190	1,409,939	(197,251)
<b>661 Public Right-of-Way Cleaning</b>	<b>24,284,646</b>	<b>24,378,249</b>	<b>21,622,107</b>	<b>(2,756,142)</b>
General	21,944,878	21,838,403	18,554,053	(3,284,350)
Special	710,000	870,069	558,674	(311,395)
Stormwater Utility	1,629,768	1,669,777	2,509,380	839,603
<b>663 Waste Removal and Recycling</b>	<b>19,649,105</b>	<b>19,415,006</b>	<b>25,167,904</b>	<b>5,752,898</b>
General	19,649,105	19,415,006	25,167,904	5,752,898
<b>664 Waste Re-Use and Disposal</b>	<b>19,429,460</b>	<b>19,550,661</b>	<b>20,305,715</b>	<b>755,054</b>
General	19,429,460	19,550,661	20,305,715	755,054
<b>670 Administration - DPW - WWW</b>	<b>40,704,033</b>	<b>37,058,030</b>	<b>39,241,950</b>	<b>2,183,920</b>
Wastewater Utility	21,123,546	19,439,055	20,496,319	1,057,264
Water Utility	19,580,487	17,618,975	18,745,631	1,126,656
<b>671 Water Management</b>	<b>83,165,525</b>	<b>86,812,180</b>	<b>82,311,419</b>	<b>(4,500,761)</b>
Water Utility	83,165,525	86,812,180	82,311,419	(4,500,761)
<b>672 Water and Wastewater Consumer Services</b>	<b>21,320,793</b>	<b>22,238,644</b>	<b>21,356,236</b>	<b>(882,408)</b>
Wastewater Utility	0	0	4,238,388	4,238,388
Water Utility	21,320,793	22,238,644	15,379,126	(6,859,518)
Stormwater Utility	0	0	1,738,722	1,738,722
<b>673 Wastewater Management</b>	<b>122,136,733</b>	<b>124,744,221</b>	<b>123,568,957</b>	<b>(1,175,264)</b>
Wastewater Utility	122,136,733	124,744,221	123,268,957	(1,475,264)
State	0	0	300,000	300,000
<b>674 Surface Water Management</b>	<b>17,179,788</b>	<b>17,584,524</b>	<b>17,824,861</b>	<b>240,337</b>
General	0	74,570	0	(74,570)
Wastewater Utility	951,684	1,002,718	1,139,314	136,596
Water Utility	465,971	526,855	523,807	(3,048)
Federal	0	0	50,465	50,465
State	0	0	200,000	200,000
Stormwater Utility	15,762,133	15,980,381	15,911,275	(69,106)
<b>675 Engineering and Construction Management - Water and Wastewater</b>	<b>125,224,763</b>	<b>125,840,550</b>	<b>152,012,158</b>	<b>26,171,608</b>
Wastewater Utility	73,676,364	74,008,755	86,544,765	12,536,010
Water Utility	51,548,399	51,831,795	65,467,393	13,635,598
<b>676 Administration - DPW</b>	<b>1,439,590</b>	<b>1,975,491</b>	<b>2,306,448</b>	<b>330,957</b>
General	1,439,590	1,975,491	2,306,448	330,957
<b>691 Public Rights-of-Way Landscape Management</b>	<b>2,997,925</b>	<b>3,994,833</b>	<b>3,856,516</b>	<b>(138,317)</b>
General	2,997,925	3,994,833	3,856,516	(138,317)
<b>730 Public and Private Energy Performance</b>	<b>17,833,513</b>	<b>18,401,121</b>	<b>11,408,268</b>	<b>(6,992,853)</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Cleaner City (Continued)</b>	<b>525,925,297</b>	<b>530,518,530</b>	<b>542,263,685</b>	<b>11,745,155</b>
Federal	2,000,000	2,040,000	2,000,000	(40,000)
State	13,589,665	13,861,458	2,000,000	(11,861,458)
Special	0	0	5,000,000	5,000,000
Internal Service	2,243,848	2,499,663	2,408,268	(91,395)
<b>738 Weatherization Services</b>	<b>16,899,774</b>	<b>17,386,316</b>	<b>10,180,014</b>	<b>(7,206,302)</b>
General	301,738	0	0	0
State	16,598,036	17,386,316	10,180,014	(7,206,302)
<b>765 Planning for a Sustainable Baltimore</b>	<b>5,003,853</b>	<b>5,085,608</b>	<b>5,171,639</b>	<b>86,031</b>
General	445,285	435,868	841,320	405,452
Federal	178,500	182,070	182,070	0
State	4,303,568	4,389,640	4,070,219	(319,421)
Special	76,500	78,030	78,030	0
<b>Healthier City</b>	<b>135,716,662</b>	<b>140,706,732</b>	<b>130,798,804</b>	<b>(9,907,928)</b>
<b>303 Clinical Services</b>	<b>10,098,512</b>	<b>10,847,309</b>	<b>11,046,419</b>	<b>199,110</b>
General	4,551,857	4,931,276	4,913,580	(17,696)
Federal	4,254,216	4,605,740	4,302,888	(302,852)
State	1,021,484	1,033,918	1,663,345	629,427
Special	270,955	276,375	166,606	(109,769)
<b>305 Healthy Homes</b>	<b>2,200,972</b>	<b>2,331,459</b>	<b>2,262,262</b>	<b>(69,197)</b>
General	829,671	853,507	885,262	31,755
Federal	1,288,782	1,393,782	1,198,552	(195,230)
Special	82,519	84,170	178,448	94,278
<b>307 Substance Abuse and Mental Health</b>	<b>2,349,729</b>	<b>2,396,724</b>	<b>2,386,032</b>	<b>(10,692)</b>
General	1,815,140	1,851,443	1,851,443	0
State	534,589	545,281	534,589	(10,692)
<b>311 Health Services for Seniors</b>	<b>5,474,028</b>	<b>5,743,493</b>	<b>4,838,308</b>	<b>(905,185)</b>
Federal	4,809,446	5,065,619	4,838,308	(227,311)
State	664,582	677,874	0	(677,874)
<b>315 Emergency Services - Health</b>	<b>11,992,786</b>	<b>12,326,315</b>	<b>12,726,994</b>	<b>400,679</b>
General	657,714	693,045	668,784	(24,261)
Federal	511,783	545,686	764,453	218,767
State	10,823,289	11,087,584	11,293,757	206,173
<b>356 Administration - Human Services</b>	<b>3,815,812</b>	<b>4,026,111</b>	<b>2,813,770</b>	<b>(1,212,341)</b>
General	497,515	549,565	716,828	167,263
Federal	2,257,244	2,369,100	1,576,268	(792,832)
State	125,875	128,386	126,924	(1,462)
Special	935,178	979,060	393,750	(585,310)
<b>647 Youth and Adult Sports</b>	<b>696,706</b>	<b>700,726</b>	<b>694,708</b>	<b>(6,018)</b>
General	543,431	544,302	538,284	(6,018)
Special	153,275	156,424	156,424	0
<b>651 Recreation for Seniors</b>	<b>292,365</b>	<b>197,126</b>	<b>187,608</b>	<b>(9,518)</b>
General	227,546	131,011	121,493	(9,518)
Special	64,819	66,115	66,115	0
<b>652 Therapeutic Recreation</b>	<b>285,441</b>	<b>293,090</b>	<b>281,730</b>	<b>(11,360)</b>
General	285,441	293,090	281,730	(11,360)
<b>715 Administration - Health</b>	<b>9,796,764</b>	<b>9,429,500</b>	<b>9,521,282</b>	<b>91,782</b>
General	4,535,147	4,210,094	4,468,511	258,417
Federal	3,221,444	3,218,881	3,060,000	(158,881)
State	1,054,090	1,020,000	1,020,000	0
Special	986,083	980,525	972,771	(7,754)
<b>717 Environmental Health</b>	<b>2,922,683</b>	<b>3,506,250</b>	<b>3,107,340</b>	<b>(398,910)</b>
General	2,871,683	3,454,230	3,055,320	(398,910)
Special	51,000	52,020	52,020	0
<b>718 Chronic Disease Prevention</b>	<b>1,901,744</b>	<b>1,827,892</b>	<b>683,106</b>	<b>(1,144,786)</b>
General	403,206	296,808	373,382	76,574
Federal	1,221,721	1,249,278	0	(1,249,278)
State	276,817	281,806	309,724	27,918
<b>720 HIV Treatment Services for the Uninsured</b>	<b>29,381,899</b>	<b>30,431,319</b>	<b>26,236,820</b>	<b>(4,194,499)</b>
General	1,181,628	1,184,481	1,271,409	86,928

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Healthier City (Continued)</b>	<b>135,716,662</b>	<b>140,706,732</b>	<b>130,798,804</b>	<b>(9,907,928)</b>
Federal	27,909,692	28,918,459	22,963,100	(5,955,359)
State	290,579	328,379	2,002,311	1,673,932
<b>721 Senior Centers</b>	<b>4,062,013</b>	<b>4,256,186</b>	<b>2,246,074</b>	<b>(2,010,112)</b>
General	587,641	587,268	780,750	193,482
Federal	2,706,814	2,886,009	1,297,324	(1,588,685)
State	767,558	782,909	168,000	(614,909)
<b>722 Administration - CARE</b>	<b>787,031</b>	<b>767,040</b>	<b>572,147</b>	<b>(194,893)</b>
General	507,234	498,984	377,927	(121,057)
Federal	249,606	268,056	194,220	(73,836)
State	30,191	0	0	0
<b>723 Advocacy for Seniors</b>	<b>2,326,122</b>	<b>2,691,754</b>	<b>2,166,149</b>	<b>(525,605)</b>
General	96,852	102,284	99,956	(2,328)
Federal	176,329	197,518	182,069	(15,449)
State	2,052,941	2,391,952	1,884,124	(507,828)
<b>724 Direct Care and Support Planning</b>	<b>3,233,113</b>	<b>3,407,193</b>	<b>1,985,018</b>	<b>(1,422,175)</b>
General	226,916	231,454	0	(231,454)
Federal	964,223	1,042,598	136,753	(905,845)
State	1,749,521	1,834,839	1,848,265	13,426
Special	292,453	298,302	0	(298,302)
<b>725 Community Services for Seniors</b>	<b>705,509</b>	<b>764,875</b>	<b>4,043,424</b>	<b>3,278,549</b>
General	0	0	145,176	145,176
Federal	514,587	559,600	2,628,266	2,068,666
State	190,922	205,275	979,425	774,150
Special	0	0	290,557	290,557
<b>754 Summer Food Service Program</b>	<b>3,412,616</b>	<b>3,484,818</b>	<b>3,744,513</b>	<b>259,695</b>
General	0	0	250,000	250,000
State	3,412,616	3,484,818	3,494,513	9,695
<b>893 Homeless Prevention</b>	<b>1,072,985</b>	<b>1,094,446</b>	<b>1,780,542</b>	<b>686,096</b>
Federal	673,005	686,466	1,193,514	507,048
State	399,980	407,980	587,028	179,048
<b>894 Outreach to the Homeless</b>	<b>1,056,585</b>	<b>1,077,716</b>	<b>3,555,836</b>	<b>2,478,120</b>
Federal	556,524	567,654	3,196,012	2,628,358
State	500,061	510,062	359,824	(150,238)
<b>895 Temporary Housing for the Homeless</b>	<b>12,442,869</b>	<b>12,569,697</b>	<b>10,590,369</b>	<b>(1,979,328)</b>
General	5,227,532	5,210,053	5,210,053	0
Federal	5,683,474	5,797,144	3,890,522	(1,906,622)
State	1,531,863	1,562,500	1,489,794	(72,706)
<b>896 Permanent Housing for the Homeless</b>	<b>25,408,378</b>	<b>26,535,693</b>	<b>23,328,353</b>	<b>(3,207,340)</b>
General	212,585	716,837	716,837	0
Federal	24,600,005	25,092,005	22,405,079	(2,686,926)
State	278,588	284,160	69,336	(214,824)
Special	317,200	442,691	137,101	(305,590)
<b>Other</b>	<b>236,501,149</b>	<b>277,496,450</b>	<b>267,199,058</b>	<b>(10,297,392)</b>
<b>121 Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
General	1,000,000	1,020,000	1,000,000	(20,000)
<b>122 Miscellaneous General Expenses</b>	<b>16,812,114</b>	<b>32,155,857</b>	<b>27,064,856</b>	<b>(5,091,001)</b>
General	16,812,114	32,155,857	27,064,856	(5,091,001)
<b>123 General Debt Service</b>	<b>99,892,992</b>	<b>92,732,444</b>	<b>100,148,893</b>	<b>7,416,449</b>
General	89,492,992	82,332,444	88,848,893	6,516,449
Special	10,400,000	10,400,000	11,300,000	900,000
<b>124 TIF Debt Service</b>	<b>12,302,809</b>	<b>11,562,093</b>	<b>11,562,093</b>	<b>0</b>
General	12,302,809	11,562,093	11,562,093	0
<b>126 Contribution to Self-Insurance Fund</b>	<b>16,868,872</b>	<b>33,187,056</b>	<b>23,347,275</b>	<b>(9,839,781)</b>
General	16,868,872	33,187,056	23,347,275	(9,839,781)
<b>129 Conditional Purchase Agreement Payments</b>	<b>31,710,435</b>	<b>30,813,130</b>	<b>35,210,672</b>	<b>4,397,542</b>
General	22,937,398	22,066,813	22,066,813	0
Internal Service	8,773,037	8,746,317	13,143,859	4,397,542
<b>351 Retirees' Benefits</b>	<b>49,609,165</b>	<b>67,360,796</b>	<b>55,335,181</b>	<b>(12,025,615)</b>

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

**Board of Estimates Recommendations**

<b>Outcome, Service and Fund</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 CLS</b>	<b>FISCAL 2016 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Other (Continued)</b>	<b>236,501,149</b>	<b>277,496,450</b>	<b>267,199,058</b>	<b>(10,297,392)</b>
General	49,609,165	67,360,796	55,335,181	(12,025,615)
<b>355 Employees' Retirement Contribution</b>	<b>3,724,674</b>	<b>4,084,986</b>	<b>8,950,000</b>	<b>4,865,014</b>
General	3,724,674	4,084,986	8,950,000	4,865,014
<b>857 Convention Center Debt Service</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
<b>TOTAL OPERATING BUDGET</b>	<b>2,565,352,019</b>	<b>2,663,095,819</b>	<b>2,658,055,806</b>	<b>(5,040,013)</b>
LESS INTERNAL SERVICE FUND	99,781,318	96,937,812	104,419,385	7,481,573
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>2,465,570,701</b>	<b>2,566,158,007</b>	<b>2,553,636,421</b>	<b>(12,521,586)</b>

## FISCAL 2016

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Board of Elections</b>	<b>4,881,144</b>	<b>5,024,767</b>	<b>7,155,182</b>	<b>2,130,415</b>
<b>899 Fair Conduct of Elections</b>	<b>4,881,144</b>	<b>5,024,767</b>	<b>7,155,182</b>	<b>2,130,415</b>
General	4,881,144	5,024,767	7,155,182	2,130,415
<b>City Council</b>	<b>5,856,507</b>	<b>6,145,485</b>	<b>6,128,301</b>	<b>(17,184)</b>
<b>100 City Council</b>	<b>5,856,507</b>	<b>6,145,485</b>	<b>6,128,301</b>	<b>(17,184)</b>
General	5,856,507	6,145,485	6,128,301	(17,184)
<b>Comptroller</b>	<b>18,325,998</b>	<b>18,546,812</b>	<b>17,388,675</b>	<b>(1,158,137)</b>
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,292,030</b>	<b>1,342,974</b>	<b>1,275,563</b>	<b>(67,411)</b>
General	1,292,030	1,342,974	1,275,563	(67,411)
<b>131 Audits</b>	<b>3,902,259</b>	<b>4,016,901</b>	<b>4,011,472</b>	<b>(5,429)</b>
General	3,902,259	4,016,901	4,011,472	(5,429)
<b>132 Real Estate Acquisition and Management</b>	<b>986,508</b>	<b>1,031,206</b>	<b>1,013,704</b>	<b>(17,502)</b>
General	986,508	1,031,206	1,013,704	(17,502)
<b>133 Municipal Telephone Exchange</b>	<b>11,283,757</b>	<b>11,344,533</b>	<b>10,331,617</b>	<b>(1,012,916)</b>
Internal Service	11,283,757	11,344,533	10,331,617	(1,012,916)
<b>136 Municipal Post Office</b>	<b>861,444</b>	<b>811,198</b>	<b>756,319</b>	<b>(54,879)</b>
Internal Service	861,444	811,198	756,319	(54,879)
<b>Council Services</b>	<b>728,158</b>	<b>681,545</b>	<b>666,564</b>	<b>(14,981)</b>
<b>103 Council Services</b>	<b>728,158</b>	<b>681,545</b>	<b>666,564</b>	<b>(14,981)</b>
General	728,158	681,545	666,564	(14,981)
<b>Courts: Circuit Court</b>	<b>17,018,281</b>	<b>18,104,724</b>	<b>17,261,196</b>	<b>(843,528)</b>
<b>110 Circuit Court</b>	<b>17,018,281</b>	<b>18,104,724</b>	<b>17,261,196</b>	<b>(843,528)</b>
General	9,299,227	10,006,467	9,754,421	(252,046)
Federal	1,631,306	1,719,438	2,127,470	408,032
State	5,806,980	6,067,408	5,164,052	(903,356)
Special	280,768	311,411	215,253	(96,158)
<b>Courts: Orphans' Court</b>	<b>493,836</b>	<b>513,070</b>	<b>487,868</b>	<b>(25,202)</b>
<b>817 Orphans' Court</b>	<b>493,836</b>	<b>513,070</b>	<b>487,868</b>	<b>(25,202)</b>
General	493,836	513,070	487,868	(25,202)
<b>Employees' Retirement Systems</b>	<b>9,149,321</b>	<b>9,633,047</b>	<b>10,031,402</b>	<b>398,355</b>
<b>152 Employees' Retirement System - Administration</b>	<b>4,990,821</b>	<b>5,204,793</b>	<b>4,969,406</b>	<b>(235,387)</b>
Special	4,990,821	5,204,793	4,969,406	(235,387)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,158,500</b>	<b>4,428,254</b>	<b>4,519,032</b>	<b>90,778</b>
Special	4,158,500	4,428,254	4,519,032	90,778
<b>155 Retirement Savings Plan</b>	<b>0</b>	<b>0</b>	<b>542,964</b>	<b>542,964</b>
Special	0	0	542,964	542,964
<b>Enoch Pratt Free Library</b>	<b>33,777,461</b>	<b>35,726,586</b>	<b>34,834,314</b>	<b>(892,272)</b>
<b>788 Information Services</b>	<b>33,777,461</b>	<b>35,726,586</b>	<b>34,834,314</b>	<b>(892,272)</b>
General	23,320,907	24,782,990	24,164,275	(618,715)
State	9,914,019	10,382,499	10,076,638	(305,861)
Special	542,535	561,097	593,401	32,304
<b>Finance</b>	<b>36,362,604</b>	<b>37,436,278</b>	<b>32,866,839</b>	<b>(4,569,439)</b>
<b>148 Revenue Collection</b>	<b>6,566,379</b>	<b>7,004,454</b>	<b>6,211,605</b>	<b>(792,849)</b>
General	5,773,086	6,127,192	6,211,605	84,413
Special	793,293	877,262	0	(877,262)
<b>150 Treasury and Debt Management</b>	<b>1,122,740</b>	<b>1,186,633</b>	<b>1,126,384</b>	<b>(60,249)</b>
General	1,122,740	1,186,633	1,126,384	(60,249)

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Finance (Continued)</b>	<b>36,362,604</b>	<b>37,436,278</b>	<b>32,866,839</b>	<b>(4,569,439)</b>
<b>698 Administration - Finance</b>	<b>1,489,624</b>	<b>1,412,945</b>	<b>1,427,437</b>	<b>14,492</b>
General	1,489,624	1,412,945	1,427,437	14,492
<b>699 Procurement</b>	<b>3,118,394</b>	<b>3,156,593</b>	<b>3,115,130</b>	<b>(41,463)</b>
General	3,118,394	3,156,593	3,115,130	(41,463)
<b>700 Surplus Property Disposal</b>	<b>190,559</b>	<b>198,019</b>	<b>141,910</b>	<b>(56,109)</b>
Special	190,559	198,019	141,910	(56,109)
<b>701 Printing Services</b>	<b>3,086,353</b>	<b>3,211,327</b>	<b>3,120,569</b>	<b>(90,758)</b>
Internal Service	3,086,353	3,211,327	3,120,569	(90,758)
<b>702 Accounts Payable</b>	<b>1,205,795</b>	<b>1,269,301</b>	<b>1,208,813</b>	<b>(60,488)</b>
General	1,205,795	1,269,301	1,208,813	(60,488)
<b>703 Payroll</b>	<b>3,349,068</b>	<b>3,479,069</b>	<b>3,410,720</b>	<b>(68,349)</b>
General	3,349,068	3,479,069	3,410,720	(68,349)
<b>704 Accounting</b>	<b>1,724,194</b>	<b>1,667,470</b>	<b>1,557,133</b>	<b>(110,337)</b>
General	1,724,194	1,667,470	1,557,133	(110,337)
<b>705 Loan and Guarantee Program</b>	<b>3,438,164</b>	<b>3,502,893</b>	<b>500,000</b>	<b>(3,002,893)</b>
Loan and Guarantee Enterprise	3,438,164	3,502,893	500,000	(3,002,893)
<b>707 Risk Management for Employee Injuries</b>	<b>8,005,932</b>	<b>8,221,977</b>	<b>8,156,910</b>	<b>(65,067)</b>
Internal Service	8,005,932	8,221,977	8,156,910	(65,067)
<b>708 Operating Budget Management</b>	<b>1,577,687</b>	<b>1,619,444</b>	<b>1,672,128</b>	<b>52,684</b>
General	1,577,687	1,619,444	1,672,128	52,684
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>1,226,764</b>	<b>1,236,674</b>	<b>1,042,424</b>	<b>(194,250)</b>
General	1,226,764	1,236,674	1,042,424	(194,250)
<b>711 Finance Project Management</b>	<b>260,951</b>	<b>269,479</b>	<b>175,676</b>	<b>(93,803)</b>
General	260,951	269,479	175,676	(93,803)
<b>Fire</b>	<b>231,330,797</b>	<b>220,271,881</b>	<b>229,446,472</b>	<b>9,174,591</b>
<b>600 Administration - Fire</b>	<b>19,321,902</b>	<b>8,634,663</b>	<b>8,984,243</b>	<b>349,580</b>
General	18,282,012	7,573,975	7,923,555	349,580
Federal	1,039,890	1,060,688	1,060,688	0
<b>602 Fire Suppression and Emergency Rescue</b>	<b>144,275,623</b>	<b>141,666,081</b>	<b>146,018,161</b>	<b>4,352,080</b>
General	142,806,357	140,167,429	144,605,958	4,438,529
Federal	15,329	15,636	12,263	(3,373)
State	1,453,937	1,483,016	1,399,940	(83,076)
<b>608 Emergency Management</b>	<b>645,842</b>	<b>590,762</b>	<b>1,011,421</b>	<b>420,659</b>
General	349,872	288,873	775,530	486,657
Federal	285,970	291,689	235,891	(55,798)
State	10,000	10,200	0	(10,200)
<b>609 Emergency Medical Services</b>	<b>36,380,169</b>	<b>37,951,730</b>	<b>38,932,776</b>	<b>981,046</b>
General	22,649,442	24,211,284	21,585,776	(2,625,508)
Federal	8,000	8,160	0	(8,160)
State	27,934	28,493	47,000	18,507
Special	13,694,793	13,703,793	17,300,000	3,596,207
<b>610 Fire and Emergency Community Outreach</b>	<b>485,159</b>	<b>467,096</b>	<b>326,183</b>	<b>(140,913)</b>
General	485,159	467,096	326,183	(140,913)
<b>611 Fire Code Enforcement</b>	<b>4,511,528</b>	<b>4,502,252</b>	<b>4,819,691</b>	<b>317,439</b>
General	4,205,540	4,190,144	4,507,583	317,439
Federal	150,978	153,998	153,998	0
State	155,010	158,110	158,110	0

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Fire (Continued)</b>	<b>231,330,797</b>	<b>220,271,881</b>	<b>229,446,472</b>	<b>9,174,591</b>
<b>612 Fire Investigation</b>	<b>872,485</b>	<b>938,389</b>	<b>962,575</b>	<b>24,186</b>
General	872,485	938,389	962,575	24,186
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>16,530,002</b>	<b>16,669,853</b>	<b>18,800,579</b>	<b>2,130,726</b>
General	13,270,852	13,345,520	14,755,319	1,409,799
Federal	2,066,167	2,107,490	2,720,400	612,910
State	942,983	961,843	1,069,860	108,017
Special	250,000	255,000	255,000	0
<b>614 Fire Communications and Dispatch</b>	<b>5,204,355</b>	<b>5,594,030</b>	<b>5,929,311</b>	<b>335,281</b>
General	5,204,355	5,594,030	5,929,311	335,281
<b>615 Fire Training and Education</b>	<b>3,103,732</b>	<b>3,257,025</b>	<b>3,661,532</b>	<b>404,507</b>
General	3,103,732	3,257,025	3,661,532	404,507
<b>General Services</b>	<b>69,016,754</b>	<b>66,634,868</b>	<b>71,100,579</b>	<b>4,465,711</b>
<b>189 Fleet Management</b>	<b>41,546,828</b>	<b>36,480,284</b>	<b>41,225,734</b>	<b>4,745,450</b>
Internal Service	41,546,828	36,480,284	41,225,734	4,745,450
<b>726 Administration - General Services</b>	<b>1,032,955</b>	<b>1,639,053</b>	<b>1,624,614</b>	<b>(14,439)</b>
General	1,032,955	1,639,053	1,624,614	(14,439)
<b>731 Facilities Management</b>	<b>26,436,971</b>	<b>28,515,531</b>	<b>27,910,231</b>	<b>(605,300)</b>
General	13,448,287	14,698,805	14,553,257	(145,548)
State	1,056,528	1,077,659	1,077,659	0
Internal Service	11,932,156	12,739,067	12,279,315	(459,752)
<b>734 Design and Construction/Major Projects Division.</b>	<b>0</b>	<b>0</b>	<b>340,000</b>	<b>340,000</b>
General	0	0	340,000	340,000
<b>Health</b>	<b>126,065,067</b>	<b>131,540,444</b>	<b>124,890,849</b>	<b>(6,649,595)</b>
<b>303 Clinical Services</b>	<b>10,098,512</b>	<b>10,847,309</b>	<b>11,046,419</b>	<b>199,110</b>
General	4,551,857	4,931,276	4,913,580	(17,696)
Federal	4,254,216	4,605,740	4,302,888	(302,852)
State	1,021,484	1,033,918	1,663,345	629,427
Special	270,955	276,375	166,606	(109,769)
<b>305 Healthy Homes</b>	<b>2,200,972</b>	<b>2,331,459</b>	<b>2,262,262</b>	<b>(69,197)</b>
General	829,671	853,507	885,262	31,755
Federal	1,288,782	1,393,782	1,198,552	(195,230)
Special	82,519	84,170	178,448	94,278
<b>307 Substance Abuse and Mental Health</b>	<b>2,349,729</b>	<b>2,396,724</b>	<b>2,386,032</b>	<b>(10,692)</b>
General	1,815,140	1,851,443	1,851,443	0
State	534,589	545,281	534,589	(10,692)
<b>308 Maternal and Child Health</b>	<b>16,051,702</b>	<b>16,854,095</b>	<b>18,594,147</b>	<b>1,740,052</b>
General	776,418	917,443	922,802	5,359
Federal	13,448,039	14,067,916	15,327,881	1,259,965
State	864,891	887,958	1,062,045	174,087
Special	962,354	980,778	1,281,419	300,641
<b>310 School Health Services</b>	<b>16,497,700</b>	<b>17,421,036</b>	<b>16,398,330</b>	<b>(1,022,706)</b>
General	2,700,984	3,019,548	2,618,724	(400,824)
Federal	135,044	151,797	401,438	249,641
State	503,615	502,796	505,021	2,225
Special	13,158,057	13,746,895	12,873,147	(873,748)
<b>311 Health Services for Seniors</b>	<b>5,474,028</b>	<b>5,743,493</b>	<b>4,838,308</b>	<b>(905,185)</b>
Federal	4,809,446	5,065,619	4,838,308	(227,311)

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Health (Continued)</b>	<b>126,065,067</b>	<b>131,540,444</b>	<b>124,890,849</b>	<b>(6,649,595)</b>
State	664,582	677,874	0	(677,874)
<b>315 Emergency Services - Health</b>	<b>11,992,786</b>	<b>12,326,315</b>	<b>12,726,994</b>	<b>400,679</b>
General	657,714	693,045	668,784	(24,261)
Federal	511,783	545,686	764,453	218,767
State	10,823,289	11,087,584	11,293,757	206,173
<b>316 Youth Violence Prevention</b>	<b>3,146,638</b>	<b>3,274,269</b>	<b>2,912,035</b>	<b>(362,234)</b>
General	622,248	612,607	735,378	122,771
Federal	1,188,058	1,264,864	695,400	(569,464)
State	1,336,332	1,396,798	1,481,257	84,459
<b>715 Administration - Health</b>	<b>9,796,764</b>	<b>9,429,500</b>	<b>9,521,282</b>	<b>91,782</b>
General	4,535,147	4,210,094	4,468,511	258,417
Federal	3,221,444	3,218,881	3,060,000	(158,881)
State	1,054,090	1,020,000	1,020,000	0
Special	986,083	980,525	972,771	(7,754)
<b>716 Animal Services</b>	<b>3,136,122</b>	<b>3,263,735</b>	<b>3,164,962</b>	<b>(98,773)</b>
General	3,136,122	3,263,735	3,164,962	(98,773)
<b>717 Environmental Health</b>	<b>2,922,683</b>	<b>3,506,250</b>	<b>3,107,340</b>	<b>(398,910)</b>
General	2,871,683	3,454,230	3,055,320	(398,910)
Special	51,000	52,020	52,020	0
<b>718 Chronic Disease Prevention</b>	<b>1,901,744</b>	<b>1,827,892</b>	<b>683,106</b>	<b>(1,144,786)</b>
General	403,206	296,808	373,382	76,574
Federal	1,221,721	1,249,278	0	(1,249,278)
State	276,817	281,806	309,724	27,918
<b>720 HIV Treatment Services for the Uninsured</b>	<b>29,381,899</b>	<b>30,431,319</b>	<b>26,236,820</b>	<b>(4,194,499)</b>
General	1,181,628	1,184,481	1,271,409	86,928
Federal	27,909,692	28,918,459	22,963,100	(5,955,359)
State	290,579	328,379	2,002,311	1,673,932
<b>721 Senior Centers</b>	<b>4,062,013</b>	<b>4,256,186</b>	<b>2,246,074</b>	<b>(2,010,112)</b>
General	587,641	587,268	780,750	193,482
Federal	2,706,814	2,886,009	1,297,324	(1,588,685)
State	767,558	782,909	168,000	(614,909)
<b>722 Administration - CARE</b>	<b>787,031</b>	<b>767,040</b>	<b>572,147</b>	<b>(194,893)</b>
General	507,234	498,984	377,927	(121,057)
Federal	249,606	268,056	194,220	(73,836)
State	30,191	0	0	0
<b>723 Advocacy for Seniors</b>	<b>2,326,122</b>	<b>2,691,754</b>	<b>2,166,149</b>	<b>(525,605)</b>
General	96,852	102,284	99,956	(2,328)
Federal	176,329	197,518	182,069	(15,449)
State	2,052,941	2,391,952	1,884,124	(507,828)
<b>724 Direct Care and Support Planning</b>	<b>3,233,113</b>	<b>3,407,193</b>	<b>1,985,018</b>	<b>(1,422,175)</b>
General	226,916	231,454	0	(231,454)
Federal	964,223	1,042,598	136,753	(905,845)
State	1,749,521	1,834,839	1,848,265	13,426
Special	292,453	298,302	0	(298,302)
<b>725 Community Services for Seniors</b>	<b>705,509</b>	<b>764,875</b>	<b>4,043,424</b>	<b>3,278,549</b>
General	0	0	145,176	145,176
Federal	514,587	559,600	2,628,266	2,068,666
State	190,922	205,275	979,425	774,150

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Health (Continued)</b>	<b>126,065,067</b>	<b>131,540,444</b>	<b>124,890,849</b>	<b>(6,649,595)</b>
Special	0	0	290,557	290,557
<b>Housing and Community Development</b>	<b>67,679,128</b>	<b>70,414,737</b>	<b>61,218,541</b>	<b>(9,196,196)</b>
<b>593 Community Support Projects</b>	<b>7,261,841</b>	<b>7,450,967</b>	<b>7,634,837</b>	<b>183,870</b>
Federal	7,261,841	7,450,967	7,634,837	183,870
<b>604 Before and After Care</b>	<b>170,043</b>	<b>187,803</b>	<b>169,776</b>	<b>(18,027)</b>
General	170,043	187,187	169,776	(17,411)
Federal	0	616	0	(616)
<b>737 Administration - HCD</b>	<b>4,129,447</b>	<b>3,844,680</b>	<b>3,781,496</b>	<b>(63,184)</b>
General	2,899,378	2,660,576	2,606,373	(54,203)
Federal	1,230,069	1,184,104	1,175,123	(8,981)
<b>738 Weatherization Services</b>	<b>16,899,774</b>	<b>17,386,316</b>	<b>10,180,014</b>	<b>(7,206,302)</b>
General	301,738	0	0	0
State	16,598,036	17,386,316	10,180,014	(7,206,302)
<b>740 Dawson Center</b>	<b>339,716</b>	<b>366,789</b>	<b>379,406</b>	<b>12,617</b>
General	30,323	30,929	31,000	71
Federal	309,393	335,860	348,406	12,546
<b>742 Promote Homeownership</b>	<b>568,981</b>	<b>623,528</b>	<b>649,824</b>	<b>26,296</b>
General	116,303	120,796	0	(120,796)
Federal	452,678	502,732	649,824	147,092
<b>745 Housing Code Enforcement</b>	<b>14,457,651</b>	<b>15,322,326</b>	<b>14,412,285</b>	<b>(910,041)</b>
General	14,407,651	15,271,326	14,362,285	(909,041)
Special	50,000	51,000	50,000	(1,000)
<b>747 Register and License Properties and Contractors</b>	<b>564,906</b>	<b>599,897</b>	<b>579,120</b>	<b>(20,777)</b>
General	564,906	599,897	579,120	(20,777)
<b>748 Housing Development Finance and Project Management</b>	<b>914,128</b>	<b>1,033,578</b>	<b>738,334</b>	<b>(295,244)</b>
Federal	914,128	1,033,578	738,334	(295,244)
<b>749 Blight Elimination</b>	<b>2,568,663</b>	<b>3,003,569</b>	<b>2,749,163</b>	<b>(254,406)</b>
General	2,568,663	3,003,569	2,749,163	(254,406)
<b>750 Housing Rehabilitation Services</b>	<b>2,606,837</b>	<b>2,708,080</b>	<b>1,740,349</b>	<b>(967,731)</b>
General	63,256	67,265	0	(67,265)
Federal	2,221,914	2,312,715	1,269,349	(1,043,366)
State	321,667	328,100	471,000	142,900
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,658,677</b>	<b>5,830,370</b>	<b>5,525,710</b>	<b>(304,660)</b>
General	5,658,677	5,830,370	5,525,710	(304,660)
<b>752 Community Outreach Services</b>	<b>960,830</b>	<b>1,263,700</b>	<b>1,250,272</b>	<b>(13,428)</b>
General	960,830	1,263,700	1,050,272	(213,428)
Special	0	0	200,000	200,000
<b>754 Summer Food Service Program</b>	<b>3,412,616</b>	<b>3,484,818</b>	<b>3,744,513</b>	<b>259,695</b>
General	0	0	250,000	250,000
State	3,412,616	3,484,818	3,494,513	9,695
<b>809 Retention, Expansion, and Attraction of Businesses</b>	<b>1,605,977</b>	<b>1,638,096</b>	<b>1,630,330</b>	<b>(7,766)</b>
General	1,500,324	1,530,330	1,530,330	0
Special	105,653	107,766	100,000	(7,766)
<b>810 Real Estate Development</b>	<b>1,958,076</b>	<b>1,997,237</b>	<b>1,987,471</b>	<b>(9,766)</b>
General	1,752,423	1,787,471	1,787,471	0
Special	205,653	209,766	200,000	(9,766)
<b>811 Inner Harbor Coordination</b>	<b>511,018</b>	<b>521,238</b>	<b>521,238</b>	<b>0</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Housing and Community Development (Continued)</b>	<b>67,679,128</b>	<b>70,414,737</b>	<b>61,218,541</b>	<b>(9,196,196)</b>
General	511,018	521,238	521,238	0
<b>812 Business Support - Small Business Resource Center</b>	<b>228,847</b>	<b>233,424</b>	<b>466,848</b>	<b>233,424</b>
General	228,847	233,424	466,848	233,424
<b>813 Technology Development - Emerging Technology Center</b>	<b>799,173</b>	<b>815,156</b>	<b>815,156</b>	<b>0</b>
General	799,173	815,156	815,156	0
<b>814 Improve and Promote Retail Districts Beyond Downtown</b>	<b>1,661,101</b>	<b>1,694,323</b>	<b>1,686,557</b>	<b>(7,766)</b>
General	1,555,448	1,586,557	1,586,557	0
Special	105,653	107,766	100,000	(7,766)
<b>815 Live Baltimore</b>	<b>400,826</b>	<b>408,842</b>	<b>575,842</b>	<b>167,000</b>
General	400,826	408,842	575,842	167,000
<b>Human Resources</b>	<b>9,657,781</b>	<b>11,065,837</b>	<b>10,952,723</b>	<b>(113,114)</b>
<b>770 Administration - Human Resources</b>	<b>2,249,104</b>	<b>2,469,450</b>	<b>2,511,754</b>	<b>42,304</b>
General	2,249,104	2,469,450	2,511,754	42,304
<b>771 Benefits Administration</b>	<b>6,302,833</b>	<b>6,850,814</b>	<b>6,744,649</b>	<b>(106,165)</b>
General	4,042,129	4,573,461	4,474,699	(98,762)
Internal Service	2,260,704	2,277,353	2,269,950	(7,403)
<b>772 Civil Service Management</b>	<b>1,105,844</b>	<b>1,745,573</b>	<b>1,696,320</b>	<b>(49,253)</b>
General	1,105,844	1,745,573	1,696,320	(49,253)
<b>Law</b>	<b>9,603,595</b>	<b>9,997,618</b>	<b>10,646,264</b>	<b>648,646</b>
<b>860 Administration - Law</b>	<b>1,213,125</b>	<b>1,116,172</b>	<b>1,101,275</b>	<b>(14,897)</b>
General	1,103,836	1,017,863	1,012,370	(5,493)
Internal Service	109,289	98,309	88,905	(9,404)
<b>861 Controversies</b>	<b>5,299,472</b>	<b>5,693,625</b>	<b>6,365,971</b>	<b>672,346</b>
General	2,668,982	2,983,622	3,802,762	819,140
Internal Service	2,630,490	2,710,003	2,563,209	(146,794)
<b>862 Transactions</b>	<b>2,432,229</b>	<b>2,493,956</b>	<b>2,503,579</b>	<b>9,623</b>
General	2,299,845	2,390,125	2,402,959	12,834
Internal Service	132,384	103,831	100,620	(3,211)
<b>869 Minority and Women's Business Opportunity Office</b>	<b>658,769</b>	<b>693,865</b>	<b>675,439</b>	<b>(18,426)</b>
General	658,769	693,865	675,439	(18,426)
<b>Legislative Reference</b>	<b>998,217</b>	<b>1,078,296</b>	<b>1,050,332</b>	<b>(27,964)</b>
<b>106 Legislative Reference Services</b>	<b>529,385</b>	<b>568,461</b>	<b>543,070</b>	<b>(25,391)</b>
General	517,341	556,176	543,070	(13,106)
Special	12,044	12,285	0	(12,285)
<b>107 Archives and Records Management</b>	<b>468,832</b>	<b>509,835</b>	<b>507,262</b>	<b>(2,573)</b>
General	468,832	509,835	507,262	(2,573)
<b>Liquor License Board</b>	<b>2,025,316</b>	<b>2,030,627</b>	<b>1,766,847</b>	<b>(263,780)</b>
<b>850 Liquor Licensing</b>	<b>705,986</b>	<b>650,058</b>	<b>826,954</b>	<b>176,896</b>
General	705,986	650,058	826,954	176,896
<b>851 Liquor License Compliance</b>	<b>1,319,330</b>	<b>1,380,569</b>	<b>939,893</b>	<b>(440,676)</b>
General	1,319,330	1,380,569	939,893	(440,676)
<b>Mayoralty</b>	<b>4,952,428</b>	<b>5,319,110</b>	<b>5,217,151</b>	<b>(101,959)</b>
<b>125 Executive Direction and Control - Mayoralty</b>	<b>4,952,428</b>	<b>5,319,110</b>	<b>5,217,151</b>	<b>(101,959)</b>
General	4,286,382	4,581,254	4,369,331	(211,923)
Federal	300,000	364,489	364,453	(36)
State	366,046	373,367	373,367	0
Special	0	0	110,000	110,000

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>M-R: Art and Culture</b>	<b>8,428,894</b>	<b>8,511,474</b>	<b>8,511,474</b>	<b>0</b>
<b>493 Art and Culture Grants</b>	<b>6,117,591</b>	<b>6,156,975</b>	<b>6,156,975</b>	<b>0</b>
General	6,117,591	6,156,975	6,156,975	0
<b>824 Events, Art, Culture, and Film</b>	<b>2,234,803</b>	<b>2,279,499</b>	<b>2,279,499</b>	<b>0</b>
General	2,234,803	2,279,499	2,279,499	0
<b>828 Bromo Seltzer Arts Tower</b>	<b>76,500</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>
General	76,500	75,000	75,000	0
<b>M-R: Baltimore City Public Schools</b>	<b>254,684,808</b>	<b>261,797,245</b>	<b>258,212,181</b>	<b>(3,585,064)</b>
<b>352 Baltimore City Public Schools</b>	<b>254,684,808</b>	<b>261,797,245</b>	<b>258,212,181</b>	<b>(3,585,064)</b>
General	254,684,808	261,797,245	258,212,181	(3,585,064)
<b>M-R: Cable and Communications</b>	<b>1,556,744</b>	<b>1,628,732</b>	<b>1,201,381</b>	<b>(427,351)</b>
<b>876 Media Production</b>	<b>1,556,744</b>	<b>1,628,732</b>	<b>1,201,381</b>	<b>(427,351)</b>
General	655,637	709,603	701,381	(8,222)
Special	901,107	919,129	500,000	(419,129)
<b>M-R: Civic Promotion</b>	<b>14,769,681</b>	<b>14,288,830</b>	<b>14,442,030</b>	<b>153,200</b>
<b>590 Civic Promotion Grants</b>	<b>458,966</b>	<b>468,145</b>	<b>468,145</b>	<b>0</b>
General	458,966	468,145	468,145	0
<b>820 Convention Sales and Tourism Marketing</b>	<b>14,310,715</b>	<b>13,820,685</b>	<b>13,973,885</b>	<b>153,200</b>
General	14,310,715	13,820,685	13,973,885	153,200
<b>M-R: Conditional Purchase Agreements</b>	<b>31,710,435</b>	<b>30,813,130</b>	<b>35,210,672</b>	<b>4,397,542</b>
<b>129 Conditional Purchase Agreement Payments</b>	<b>31,710,435</b>	<b>30,813,130</b>	<b>35,210,672</b>	<b>4,397,542</b>
General	22,937,398	22,066,813	22,066,813	0
Internal Service	8,773,037	8,746,317	13,143,859	4,397,542
<b>M-R: Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
<b>121 Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
General	1,000,000	1,020,000	1,000,000	(20,000)
<b>M-R: Convention Center Hotel</b>	<b>6,914,000</b>	<b>7,325,000</b>	<b>7,325,000</b>	<b>0</b>
<b>535 Convention Center Hotel</b>	<b>6,914,000</b>	<b>7,325,000</b>	<b>7,325,000</b>	<b>0</b>
General	6,914,000	7,325,000	7,325,000	0
<b>M-R: Convention Complex</b>	<b>23,213,654</b>	<b>23,072,598</b>	<b>23,915,688</b>	<b>843,090</b>
<b>540 Royal Farms Arena Operations</b>	<b>581,091</b>	<b>592,713</b>	<b>592,713</b>	<b>0</b>
General	581,091	592,713	592,713	0
<b>855 Convention Center</b>	<b>18,052,475</b>	<b>17,899,797</b>	<b>18,742,887</b>	<b>843,090</b>
General	12,423,845	12,271,167	12,417,786	146,619
State	5,628,630	5,628,630	6,325,101	696,471
<b>857 Convention Center Debt Service</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
<b>M-R: Debt Service</b>	<b>99,892,992</b>	<b>92,732,444</b>	<b>100,148,893</b>	<b>7,416,449</b>
<b>123 General Debt Service</b>	<b>99,892,992</b>	<b>92,732,444</b>	<b>100,148,893</b>	<b>7,416,449</b>
General	89,492,992	82,332,444	88,848,893	6,516,449
Special	10,400,000	10,400,000	11,300,000	900,000
<b>M-R: Educational Grants</b>	<b>7,473,790</b>	<b>7,603,266</b>	<b>7,736,930</b>	<b>133,664</b>
<b>446 Educational Grants</b>	<b>7,473,790</b>	<b>7,603,266</b>	<b>7,736,930</b>	<b>133,664</b>
General	7,473,790	7,603,266	7,736,930	133,664
<b>M-R: Employees' Retirement Contribution</b>	<b>3,724,674</b>	<b>4,084,986</b>	<b>8,950,000</b>	<b>4,865,014</b>
<b>355 Employees' Retirement Contribution</b>	<b>3,724,674</b>	<b>4,084,986</b>	<b>8,950,000</b>	<b>4,865,014</b>
General	3,724,674	4,084,986	8,950,000	4,865,014
<b>M-R: Environmental Control Board</b>	<b>798,336</b>	<b>808,665</b>	<b>787,844</b>	<b>(20,821)</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>M-R: Environmental Control Board (Continued)</b>	<b>798,336</b>	<b>808,665</b>	<b>787,844</b>	<b>(20,821)</b>
<b>117 Adjudication of Environmental Citations</b>	<b>798,336</b>	<b>808,665</b>	<b>787,844</b>	<b>(20,821)</b>
General	798,336	808,665	787,844	(20,821)
<b>M-R: Health and Welfare Grants</b>	<b>1,166,724</b>	<b>1,190,058</b>	<b>1,190,058</b>	<b>0</b>
<b>385 Health and Welfare Grants</b>	<b>1,166,724</b>	<b>1,190,058</b>	<b>1,190,058</b>	<b>0</b>
General	1,166,724	1,190,058	1,190,058	0
<b>M-R: Innovation Fund</b>	<b>1,300,000</b>	<b>1,326,000</b>	<b>1,326,000</b>	<b>0</b>
<b>833 Innovation Fund</b>	<b>1,300,000</b>	<b>1,326,000</b>	<b>1,326,000</b>	<b>0</b>
General	1,300,000	1,326,000	1,326,000	0
<b>M-R: Miscellaneous General Expenses</b>	<b>16,812,114</b>	<b>32,155,857</b>	<b>27,064,856</b>	<b>(5,091,001)</b>
<b>122 Miscellaneous General Expenses</b>	<b>16,812,114</b>	<b>32,155,857</b>	<b>27,064,856</b>	<b>(5,091,001)</b>
General	16,812,114	32,155,857	27,064,856	(5,091,001)
<b>M-R: Office of CitiStat Operations</b>	<b>1,036,046</b>	<b>1,259,765</b>	<b>1,246,199</b>	<b>(13,566)</b>
<b>347 CitiStat Operations</b>	<b>1,036,046</b>	<b>1,259,765</b>	<b>1,246,199</b>	<b>(13,566)</b>
General	1,036,046	1,259,765	1,246,199	(13,566)
<b>M-R: Office of Criminal Justice</b>	<b>7,568,687</b>	<b>7,782,757</b>	<b>7,391,879</b>	<b>(390,878)</b>
<b>757 Crime Camera Management</b>	<b>1,816,561</b>	<b>1,848,826</b>	<b>1,516,011</b>	<b>(332,815)</b>
General	1,538,776	1,569,551	1,486,011	(83,540)
State	56,785	58,275	0	(58,275)
Special	221,000	221,000	30,000	(191,000)
<b>758 Coordination of Public Safety Strategy</b>	<b>5,752,126</b>	<b>5,933,931</b>	<b>5,875,868</b>	<b>(58,063)</b>
General	464,397	474,882	883,757	408,875
Federal	3,368,862	3,444,930	2,990,637	(454,293)
State	1,502,911	1,589,844	1,577,199	(12,645)
Special	415,956	424,275	424,275	0
<b>M-R: Office of Employment Development</b>	<b>24,880,894</b>	<b>26,147,706</b>	<b>24,909,865</b>	<b>(1,237,841)</b>
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>172,773</b>	<b>194,926</b>	<b>200,176</b>	<b>5,250</b>
State	172,773	194,926	200,176	5,250
<b>792 Workforce Services for TANF Recipients</b>	<b>3,203,982</b>	<b>3,234,071</b>	<b>3,746,482</b>	<b>512,411</b>
Federal	3,203,982	3,234,071	3,209,237	(24,834)
State	0	0	537,245	537,245
<b>793 Employment Enhancement Services for Baltimore City Residents</b>	<b>3,116,652</b>	<b>3,294,940</b>	<b>1,792,509</b>	<b>(1,502,431)</b>
General	1,530,122	1,604,920	1,347,509	(257,411)
Federal	220,030	224,431	0	(224,431)
State	400,000	408,000	0	(408,000)
Special	966,500	1,057,589	445,000	(612,589)
<b>794 Administration - MOED</b>	<b>1,264,021</b>	<b>1,418,856</b>	<b>1,666,405</b>	<b>247,549</b>
General	1,104,181	1,193,470	1,508,639	315,169
Federal	20,108	117,620	0	(117,620)
State	139,732	107,766	107,766	0
Special	0	0	50,000	50,000
<b>795 Workforce Services for Baltimore Residents</b>	<b>5,441,486</b>	<b>5,898,161</b>	<b>5,101,484</b>	<b>(796,677)</b>
Federal	5,441,486	5,777,725	4,501,484	(1,276,241)
State	0	120,436	400,000	279,564
Special	0	0	200,000	200,000
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,498,139</b>	<b>1,540,025</b>	<b>1,587,384</b>	<b>47,359</b>
General	0	0	88,085	88,085
Federal	1,000,000	1,020,000	749,715	(270,285)

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>M-R: Office of Employment Development (Continued)</b>	<b>24,880,894</b>	<b>26,147,706</b>	<b>24,909,865</b>	<b>(1,237,841)</b>
State	498,139	520,025	749,584	229,559
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>3,280,512</b>	<b>3,504,574</b>	<b>3,718,057</b>	<b>213,483</b>
General	2,693,512	2,904,056	2,911,862	7,806
Federal	247,000	253,718	396,743	143,025
State	90,000	91,800	409,452	317,652
Special	250,000	255,000	0	(255,000)
<b>798 Youth Works Summer Job Program</b>	<b>4,154,797</b>	<b>4,237,893</b>	<b>4,472,597</b>	<b>234,704</b>
General	1,737,008	1,771,748	1,772,101	353
Federal	1,000,000	1,020,000	1,100,000	80,000
State	1,192,789	1,216,645	1,360,496	143,851
Special	225,000	229,500	240,000	10,500
<b>800 Workforce Services for WIA Funded Youth</b>	<b>2,748,532</b>	<b>2,824,260</b>	<b>2,624,771</b>	<b>(199,489)</b>
Federal	2,748,532	2,824,260	2,624,771	(199,489)
<b>M-R: Office of Human Services</b>	<b>63,586,775</b>	<b>65,949,120</b>	<b>59,378,804</b>	<b>(6,570,316)</b>
<b>356 Administration - Human Services</b>	<b>3,815,812</b>	<b>4,026,111</b>	<b>2,813,770</b>	<b>(1,212,341)</b>
General	497,515	549,565	716,828	167,263
Federal	2,257,244	2,369,100	1,576,268	(792,832)
State	125,875	128,386	126,924	(1,462)
Special	935,178	979,060	393,750	(585,310)
<b>605 Head Start</b>	<b>10,125,863</b>	<b>10,372,413</b>	<b>9,288,392</b>	<b>(1,084,021)</b>
General	0	0	575,000	575,000
Federal	9,507,429	9,741,610	7,767,472	(1,974,138)
State	618,434	630,803	785,920	155,117
Special	0	0	160,000	160,000
<b>741 Community Action Centers</b>	<b>9,664,283</b>	<b>10,273,044</b>	<b>8,021,542</b>	<b>(2,251,502)</b>
General	862,176	883,623	1,346,104	462,481
Federal	893,975	890,898	863,013	(27,885)
State	7,908,132	8,498,523	5,812,425	(2,686,098)
<b>893 Homeless Prevention</b>	<b>1,072,985</b>	<b>1,094,446</b>	<b>1,780,542</b>	<b>686,096</b>
Federal	673,005	686,466	1,193,514	507,048
State	399,980	407,980	587,028	179,048
<b>894 Outreach to the Homeless</b>	<b>1,056,585</b>	<b>1,077,716</b>	<b>3,555,836</b>	<b>2,478,120</b>
Federal	556,524	567,654	3,196,012	2,628,358
State	500,061	510,062	359,824	(150,238)
<b>895 Temporary Housing for the Homeless</b>	<b>12,442,869</b>	<b>12,569,697</b>	<b>10,590,369</b>	<b>(1,979,328)</b>
General	5,227,532	5,210,053	5,210,053	0
Federal	5,683,474	5,797,144	3,890,522	(1,906,622)
State	1,531,863	1,562,500	1,489,794	(72,706)
<b>896 Permanent Housing for the Homeless</b>	<b>25,408,378</b>	<b>26,535,693</b>	<b>23,328,353</b>	<b>(3,207,340)</b>
General	212,585	716,837	716,837	0
Federal	24,600,005	25,092,005	22,405,079	(2,686,926)
State	278,588	284,160	69,336	(214,824)
Special	317,200	442,691	137,101	(305,590)
<b>M-R: Office of Information Technology</b>	<b>42,076,228</b>	<b>42,452,744</b>	<b>41,977,290</b>	<b>(475,454)</b>
<b>802 Administration - MOIT</b>	<b>1,338,380</b>	<b>1,127,159</b>	<b>1,184,030</b>	<b>56,871</b>
General	1,338,380	1,127,159	1,184,030	56,871
<b>803 Enterprise Innovation and Application Services</b>	<b>6,054,719</b>	<b>6,150,712</b>	<b>6,665,120</b>	<b>514,408</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>M-R: Office of Information Technology (Continued)</b>	<b>42,076,228</b>	<b>42,452,744</b>	<b>41,977,290</b>	<b>(475,454)</b>
General	6,054,719	6,150,712	6,665,120	514,408
<b>804 Enterprise Unified Call Center</b>	<b>21,933,423</b>	<b>21,363,754</b>	<b>20,418,603</b>	<b>(945,151)</b>
General	17,963,840	17,145,336	16,364,981	(780,355)
Special	3,969,583	4,218,418	4,053,622	(164,796)
<b>805 Enterprise IT Delivery Services</b>	<b>12,749,706</b>	<b>13,811,119</b>	<b>13,709,537</b>	<b>(101,582)</b>
General	5,030,610	5,297,089	5,735,427	438,338
Special	804,000	820,080	0	(820,080)
Internal Service	6,915,096	7,693,950	7,974,110	280,160
<b>M-R: Office of Neighborhoods</b>	<b>745,075</b>	<b>809,986</b>	<b>784,024</b>	<b>(25,962)</b>
<b>354 Office of Neighborhoods</b>	<b>745,075</b>	<b>809,986</b>	<b>784,024</b>	<b>(25,962)</b>
General	745,075	809,986	784,024	(25,962)
<b>M-R: Office of the Inspector General</b>	<b>821,640</b>	<b>1,021,568</b>	<b>741,280</b>	<b>(280,288)</b>
<b>836 Inspector General</b>	<b>821,640</b>	<b>1,021,568</b>	<b>741,280</b>	<b>(280,288)</b>
General	821,640	1,021,568	741,280	(280,288)
<b>M-R: Office of the Labor Commissioner</b>	<b>787,542</b>	<b>812,153</b>	<b>775,781</b>	<b>(36,372)</b>
<b>128 Labor Contract Negotiations and Administration</b>	<b>787,542</b>	<b>812,153</b>	<b>775,781</b>	<b>(36,372)</b>
General	787,542	812,153	775,781	(36,372)
<b>M-R: Retirees' Benefits</b>	<b>49,609,165</b>	<b>67,360,796</b>	<b>55,335,181</b>	<b>(12,025,615)</b>
<b>351 Retirees' Benefits</b>	<b>49,609,165</b>	<b>67,360,796</b>	<b>55,335,181</b>	<b>(12,025,615)</b>
General	49,609,165	67,360,796	55,335,181	(12,025,615)
<b>M-R: Self-Insurance Fund</b>	<b>16,868,872</b>	<b>33,187,056</b>	<b>23,347,275</b>	<b>(9,839,781)</b>
<b>126 Contribution to Self-Insurance Fund</b>	<b>16,868,872</b>	<b>33,187,056</b>	<b>23,347,275</b>	<b>(9,839,781)</b>
General	16,868,872	33,187,056	23,347,275	(9,839,781)
<b>M-R: TIF Debt Service</b>	<b>12,302,809</b>	<b>11,562,093</b>	<b>11,562,093</b>	<b>0</b>
<b>124 TIF Debt Service</b>	<b>12,302,809</b>	<b>11,562,093</b>	<b>11,562,093</b>	<b>0</b>
General	12,302,809	11,562,093	11,562,093	0
<b>Municipal and Zoning Appeals</b>	<b>598,296</b>	<b>657,846</b>	<b>630,079</b>	<b>(27,767)</b>
<b>185 Zoning, Tax and Other Appeals</b>	<b>598,296</b>	<b>657,846</b>	<b>630,079</b>	<b>(27,767)</b>
General	598,296	657,846	630,079	(27,767)
<b>Office of Civil Rights</b>	<b>1,372,913</b>	<b>1,332,155</b>	<b>1,452,029</b>	<b>119,874</b>
<b>656 Wage Investigation and Enforcement</b>	<b>168,914</b>	<b>159,126</b>	<b>199,664</b>	<b>40,538</b>
General	168,914	159,126	199,664	40,538
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>851,605</b>	<b>806,183</b>	<b>898,237</b>	<b>92,054</b>
General	810,805	764,567	848,237	83,670
Federal	40,800	41,616	40,000	(1,616)
Special	0	0	10,000	10,000
<b>848 Police Community Relations</b>	<b>148,639</b>	<b>154,275</b>	<b>151,749</b>	<b>(2,526)</b>
General	148,639	154,275	151,749	(2,526)
<b>878 Disabilities Commission</b>	<b>203,755</b>	<b>212,571</b>	<b>202,379</b>	<b>(10,192)</b>
General	203,755	212,571	202,379	(10,192)
<b>Planning</b>	<b>11,233,451</b>	<b>11,393,364</b>	<b>12,763,115</b>	<b>1,369,751</b>
<b>761 Development Oversight and Project Support</b>	<b>1,192,949</b>	<b>1,318,568</b>	<b>1,212,098</b>	<b>(106,470)</b>
General	1,192,949	1,318,568	1,212,098	(106,470)
<b>762 Historic Preservation</b>	<b>543,630</b>	<b>530,785</b>	<b>860,948</b>	<b>330,163</b>
General	543,630	530,785	590,948	60,163
Special	0	0	270,000	270,000
<b>763 Comprehensive Planning and Resource Management</b>	<b>3,625,104</b>	<b>3,579,730</b>	<b>4,667,162</b>	<b>1,087,432</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Planning (Continued)</b>	<b>11,233,451</b>	<b>11,393,364</b>	<b>12,763,115</b>	<b>1,369,751</b>
General	1,418,568	1,417,181	1,377,265	(39,916)
Federal	187,536	191,287	191,287	0
State	178,500	182,070	182,070	0
Special	1,840,500	1,789,192	2,916,540	1,127,348
<b>765 Planning for a Sustainable Baltimore</b>	<b>5,003,853</b>	<b>5,085,608</b>	<b>5,171,639</b>	<b>86,031</b>
General	445,285	435,868	841,320	405,452
Federal	178,500	182,070	182,070	0
State	4,303,568	4,389,640	4,070,219	(319,421)
Special	76,500	78,030	78,030	0
<b>768 Administration - Planning</b>	<b>867,915</b>	<b>878,673</b>	<b>851,268</b>	<b>(27,405)</b>
General	867,915	878,673	851,268	(27,405)
<b>Police</b>	<b>444,400,292</b>	<b>469,497,760</b>	<b>475,431,941</b>	<b>5,934,181</b>
<b>621 Administration - Police</b>	<b>48,042,139</b>	<b>29,673,973</b>	<b>36,073,779</b>	<b>6,399,806</b>
General	45,744,723	27,786,959	30,905,620	3,118,661
Federal	1,991,016	1,887,014	1,602,739	(284,275)
State	306,400	0	0	0
Special	0	0	3,565,420	3,565,420
<b>622 Police Patrol</b>	<b>230,351,512</b>	<b>258,849,204</b>	<b>247,989,737</b>	<b>(10,859,467)</b>
General	223,670,073	251,298,321	240,368,907	(10,929,414)
State	4,881,439	5,630,207	6,005,830	375,623
Special	1,800,000	1,920,676	1,615,000	(305,676)
<b>623 Crime Investigation</b>	<b>53,451,440</b>	<b>56,957,454</b>	<b>56,673,692</b>	<b>(283,762)</b>
General	50,976,268	54,432,779	54,149,017	(283,762)
Federal	100,000	102,000	102,000	0
State	2,375,172	2,422,675	2,422,675	0
<b>624 Target Violent Criminals</b>	<b>32,066,801</b>	<b>35,068,636</b>	<b>45,590,292</b>	<b>10,521,656</b>
General	27,153,309	29,580,437	40,204,483	10,624,046
State	2,874,492	3,409,419	3,307,029	(102,390)
Special	2,039,000	2,078,780	2,078,780	0
<b>625 SWAT/ESU</b>	<b>8,600,594</b>	<b>9,337,247</b>	<b>8,436,973</b>	<b>(900,274)</b>
General	8,600,594	9,337,247	8,436,973	(900,274)
<b>626 Homeland Security - Intelligence</b>	<b>13,891,911</b>	<b>14,653,432</b>	<b>15,626,839</b>	<b>973,407</b>
General	5,060,502	5,488,832	8,064,622	2,575,790
Federal	8,831,409	9,164,600	7,562,217	(1,602,383)
<b>628 Police Internal Affairs</b>	<b>6,230,001</b>	<b>6,735,999</b>	<b>6,262,924</b>	<b>(473,075)</b>
General	6,230,001	6,735,999	6,262,924	(473,075)
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>7,622,137</b>	<b>8,433,400</b>	<b>8,747,083</b>	<b>313,683</b>
General	7,622,137	8,433,400	8,747,083	313,683
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>10,009,495</b>	<b>12,298,366</b>	<b>11,290,902</b>	<b>(1,007,464)</b>
General	9,804,495	12,089,266	11,065,902	(1,023,364)
Federal	205,000	209,100	225,000	15,900
<b>635 Police Recruiting and Training</b>	<b>12,494,431</b>	<b>14,359,200</b>	<b>15,181,192</b>	<b>821,992</b>
General	11,994,431	13,849,200	14,671,192	821,992
State	500,000	510,000	510,000	0
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,592,942</b>	<b>3,909,938</b>	<b>3,846,076</b>	<b>(63,862)</b>
General	3,592,942	3,909,938	3,846,076	(63,862)
<b>638 Marine Unit</b>	<b>310,488</b>	<b>304,417</b>	<b>307,358</b>	<b>2,941</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Police (Continued)</b>	<b>444,400,292</b>	<b>469,497,760</b>	<b>475,431,941</b>	<b>5,934,181</b>
General	310,488	304,417	307,358	2,941
<b>640 Special Operations - Aviation</b>	<b>5,515,556</b>	<b>5,579,066</b>	<b>5,747,435</b>	<b>168,369</b>
General	5,515,556	5,579,066	5,747,435	168,369
<b>642 Crime Laboratory</b>	<b>12,220,845</b>	<b>13,337,428</b>	<b>13,657,659</b>	<b>320,231</b>
General	10,798,628	11,102,703	11,406,199	303,496
Federal	1,422,217	2,234,725	2,251,460	16,735
<b>Public Works</b>	<b>500,861,774</b>	<b>504,563,183</b>	<b>526,855,103</b>	<b>22,291,920</b>
<b>660 Administration - DPW - SW</b>	<b>4,587,606</b>	<b>1,607,190</b>	<b>1,409,939</b>	<b>(197,251)</b>
General	4,587,606	1,607,190	1,409,939	(197,251)
<b>661 Public Right-of-Way Cleaning</b>	<b>24,284,646</b>	<b>24,378,249</b>	<b>21,622,107</b>	<b>(2,756,142)</b>
General	21,944,878	21,838,403	18,554,053	(3,284,350)
Special	710,000	870,069	558,674	(311,395)
Stormwater Utility	1,629,768	1,669,777	2,509,380	839,603
<b>662 Vacant/Abandoned Property Cleaning and Boarding</b>	<b>3,906,219</b>	<b>4,957,316</b>	<b>8,319,141</b>	<b>3,361,825</b>
General	2,479,070	3,501,624	6,863,449	3,361,825
Federal	1,427,149	1,455,692	1,455,692	0
<b>663 Waste Removal and Recycling</b>	<b>19,649,105</b>	<b>19,415,006</b>	<b>25,167,904</b>	<b>5,752,898</b>
General	19,649,105	19,415,006	25,167,904	5,752,898
<b>664 Waste Re-Use and Disposal</b>	<b>19,429,460</b>	<b>19,550,661</b>	<b>20,305,715</b>	<b>755,054</b>
General	19,429,460	19,550,661	20,305,715	755,054
<b>670 Administration - DPW - WWW</b>	<b>40,704,033</b>	<b>37,058,030</b>	<b>39,241,950</b>	<b>2,183,920</b>
Water Utility	19,580,487	17,618,975	18,745,631	1,126,656
Wastewater Utility	21,123,546	19,439,055	20,496,319	1,057,264
<b>671 Water Management</b>	<b>83,165,525</b>	<b>86,812,180</b>	<b>82,311,419</b>	<b>(4,500,761)</b>
Water Utility	83,165,525	86,812,180	82,311,419	(4,500,761)
<b>672 Water and Wastewater Consumer Services</b>	<b>21,320,793</b>	<b>22,238,644</b>	<b>21,356,236</b>	<b>(882,408)</b>
Water Utility	21,320,793	22,238,644	15,379,126	(6,859,518)
Stormwater Utility	0	0	1,738,722	1,738,722
Wastewater Utility	0	0	4,238,388	4,238,388
<b>673 Wastewater Management</b>	<b>122,136,733</b>	<b>124,744,221</b>	<b>123,568,957</b>	<b>(1,175,264)</b>
State	0	0	300,000	300,000
Wastewater Utility	122,136,733	124,744,221	123,268,957	(1,475,264)
<b>674 Surface Water Management</b>	<b>17,179,788</b>	<b>17,584,524</b>	<b>17,824,861</b>	<b>240,337</b>
General	0	74,570	0	(74,570)
Water Utility	465,971	526,855	523,807	(3,048)
Federal	0	0	50,465	50,465
State	0	0	200,000	200,000
Stormwater Utility	15,762,133	15,980,381	15,911,275	(69,106)
Wastewater Utility	951,684	1,002,718	1,139,314	136,596
<b>675 Engineering and Construction Management - Water and Wastewater</b>	<b>125,224,763</b>	<b>125,840,550</b>	<b>152,012,158</b>	<b>26,171,608</b>
Water Utility	51,548,399	51,831,795	65,467,393	13,635,598
Wastewater Utility	73,676,364	74,008,755	86,544,765	12,536,010
<b>676 Administration - DPW</b>	<b>1,439,590</b>	<b>1,975,491</b>	<b>2,306,448</b>	<b>330,957</b>
General	1,439,590	1,975,491	2,306,448	330,957
<b>730 Public and Private Energy Performance</b>	<b>17,833,513</b>	<b>18,401,121</b>	<b>11,408,268</b>	<b>(6,992,853)</b>
Federal	2,000,000	2,040,000	2,000,000	(40,000)
State	13,589,665	13,861,458	2,000,000	(11,861,458)

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Public Works (Continued)</b>	<b>500,861,774</b>	<b>504,563,183</b>	<b>526,855,103</b>	<b>22,291,920</b>
Special	0	0	5,000,000	5,000,000
Internal Service	2,243,848	2,499,663	2,408,268	(91,395)
<b>Recreation and Parks</b>	<b>36,464,103</b>	<b>39,646,322</b>	<b>39,056,794</b>	<b>(589,528)</b>
<b>644 Administration - Rec and Parks</b>	<b>4,268,227</b>	<b>4,040,968</b>	<b>4,335,600</b>	<b>294,632</b>
General	4,087,262	3,907,732	4,202,364	294,632
Federal	227	0	0	0
State	130,699	133,236	133,236	0
Special	50,039	0	0	0
<b>645 Aquatics</b>	<b>2,040,220</b>	<b>2,334,627</b>	<b>2,320,643</b>	<b>(13,984)</b>
General	2,040,220	2,334,627	2,320,643	(13,984)
<b>646 Park Maintenance</b>	<b>10,277,733</b>	<b>11,617,976</b>	<b>10,871,205</b>	<b>(746,771)</b>
General	9,050,623	10,366,324	9,619,553	(746,771)
State	1,227,110	1,251,652	1,251,652	0
<b>647 Youth and Adult Sports</b>	<b>696,706</b>	<b>700,726</b>	<b>694,708</b>	<b>(6,018)</b>
General	543,431	544,302	538,284	(6,018)
Special	153,275	156,424	156,424	0
<b>648 Community Recreation Centers</b>	<b>12,211,942</b>	<b>13,367,051</b>	<b>13,155,774</b>	<b>(211,277)</b>
General	12,079,967	13,232,435	13,021,158	(211,277)
Special	131,975	134,616	134,616	0
<b>649 Special Facilities Management - Recreation</b>	<b>1,263,813</b>	<b>1,351,987</b>	<b>1,394,103</b>	<b>42,116</b>
General	0	36,726	23,025	(13,701)
Special	1,263,813	1,315,261	1,371,078	55,817
<b>650 Horticulture</b>	<b>1,256,954</b>	<b>1,471,790</b>	<b>1,439,174</b>	<b>(32,616)</b>
General	889,758	1,011,489	942,976	(68,513)
Special	367,196	460,301	496,198	35,897
<b>651 Recreation for Seniors</b>	<b>292,365</b>	<b>197,126</b>	<b>187,608</b>	<b>(9,518)</b>
General	227,546	131,011	121,493	(9,518)
Special	64,819	66,115	66,115	0
<b>652 Therapeutic Recreation</b>	<b>285,441</b>	<b>293,090</b>	<b>281,730</b>	<b>(11,360)</b>
General	285,441	293,090	281,730	(11,360)
<b>653 Park Programs &amp; Events</b>	<b>600,848</b>	<b>633,740</b>	<b>644,539</b>	<b>10,799</b>
Special	600,848	633,740	644,539	10,799
<b>654 Urban Forestry</b>	<b>3,269,854</b>	<b>3,637,241</b>	<b>3,731,710</b>	<b>94,469</b>
General	3,269,854	3,637,241	3,731,710	94,469
<b>Sheriff</b>	<b>18,148,814</b>	<b>19,931,924</b>	<b>20,438,734</b>	<b>506,810</b>
<b>881 Courthouse Security</b>	<b>4,128,552</b>	<b>4,254,731</b>	<b>4,199,517</b>	<b>(55,214)</b>
General	4,128,552	4,254,731	4,199,517	(55,214)
<b>882 Deputy Sheriff Enforcement</b>	<b>11,235,860</b>	<b>12,697,979</b>	<b>10,919,349</b>	<b>(1,778,630)</b>
General	11,235,860	12,697,979	10,919,349	(1,778,630)
<b>883 Service of Protective and Peace Orders</b>	<b>0</b>	<b>0</b>	<b>1,770,011</b>	<b>1,770,011</b>
General	0	0	1,770,011	1,770,011
<b>884 District Court Sheriff Services</b>	<b>2,413,854</b>	<b>2,619,501</b>	<b>2,532,333</b>	<b>(87,168)</b>
General	2,413,854	2,619,501	2,532,333	(87,168)
<b>889 Child Support Enforcement</b>	<b>370,548</b>	<b>359,713</b>	<b>1,017,524</b>	<b>657,811</b>
General	370,548	359,713	1,017,524	657,811
<b>State's Attorney</b>	<b>37,352,888</b>	<b>39,169,399</b>	<b>38,657,056</b>	<b>(512,343)</b>
<b>115 Prosecution of Criminals</b>	<b>31,940,347</b>	<b>33,725,101</b>	<b>32,219,343</b>	<b>(1,505,758)</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>State's Attorney (Continued)</b>	<b>37,352,888</b>	<b>39,169,399</b>	<b>38,657,056</b>	<b>(512,343)</b>
General	26,027,532	27,589,964	26,249,750	(1,340,214)
Federal	984,658	1,027,914	1,002,117	(25,797)
State	4,724,157	4,899,143	4,759,396	(139,747)
Special	204,000	208,080	208,080	0
<b>781 Administration - State's Attorney</b>	<b>4,234,221</b>	<b>4,215,231</b>	<b>4,689,704</b>	<b>474,473</b>
General	3,723,525	4,215,231	4,689,704	474,473
Federal	206	0	0	0
State	510,490	0	0	0
<b>786 Victim and Witness Services</b>	<b>1,178,320</b>	<b>1,229,067</b>	<b>1,748,009</b>	<b>518,942</b>
General	916,425	971,071	1,499,725	528,654
Federal	261,895	257,996	248,284	(9,712)
<b>Transportation</b>	<b>173,266,516</b>	<b>180,034,105</b>	<b>175,188,178</b>	<b>(4,845,927)</b>
<b>500 Street Lighting</b>	<b>16,555,147</b>	<b>18,060,022</b>	<b>18,100,320</b>	<b>40,298</b>
General	16,555,147	18,060,022	18,100,320	40,298
<b>548 Conduits</b>	<b>7,778,357</b>	<b>8,314,538</b>	<b>7,894,757</b>	<b>(419,781)</b>
Conduit Enterprise	7,778,357	8,314,538	7,894,757	(419,781)
<b>681 Administration - DOT</b>	<b>11,128,413</b>	<b>9,169,546</b>	<b>8,789,396</b>	<b>(380,150)</b>
General	10,163,522	8,659,354	8,279,204	(380,150)
Parking Management	380,039	0	0	0
Conduit Enterprise	69,024	0	0	0
Federal	500,188	510,192	510,192	0
Special	15,640	0	0	0
<b>682 Parking Management</b>	<b>38,028,829</b>	<b>38,594,819</b>	<b>38,562,934</b>	<b>(31,885)</b>
Parking Management	8,975,372	9,566,183	9,812,154	245,971
Parking Enterprise	29,053,457	29,028,636	28,750,780	(277,856)
<b>683 Street Management</b>	<b>31,442,086</b>	<b>30,730,618</b>	<b>28,675,601</b>	<b>(2,055,017)</b>
General	28,622,086	27,854,218	26,622,201	(1,232,017)
Federal	2,000,000	2,040,000	0	(2,040,000)
State	820,000	836,400	836,400	0
Special	0	0	1,217,000	1,217,000
<b>684 Traffic Management</b>	<b>13,396,578</b>	<b>14,134,922</b>	<b>12,280,239</b>	<b>(1,854,683)</b>
General	12,546,301	13,261,844	11,559,956	(1,701,888)
Special	850,277	873,078	720,283	(152,795)
<b>685 Special Events Support</b>	<b>526,330</b>	<b>610,266</b>	<b>471,977</b>	<b>(138,289)</b>
General	526,330	610,266	471,977	(138,289)
<b>687 Inner Harbor Services - Transportation</b>	<b>860,612</b>	<b>934,427</b>	<b>925,027</b>	<b>(9,400)</b>
General	860,612	934,427	925,027	(9,400)
<b>688 Snow and Ice Control</b>	<b>2,793,249</b>	<b>2,864,399</b>	<b>2,864,399</b>	<b>0</b>
General	2,793,249	2,864,399	2,864,399	0
<b>689 Vehicle Impounding and Disposal</b>	<b>7,755,227</b>	<b>8,063,875</b>	<b>7,634,293</b>	<b>(429,582)</b>
General	7,755,227	8,063,875	7,634,293	(429,582)
<b>690 Sustainable Transportation</b>	<b>12,555,238</b>	<b>12,906,136</b>	<b>13,293,010</b>	<b>386,874</b>
General	1,424,776	1,451,653	4,018,335	2,566,682
Federal	233,976	238,656	0	(238,656)
State	2,458,014	2,519,811	2,078,262	(441,549)
Special	8,438,472	8,696,016	7,196,413	(1,499,603)
<b>691 Public Rights-of-Way Landscape Management</b>	<b>2,997,925</b>	<b>3,994,833</b>	<b>3,856,516</b>	<b>(138,317)</b>

## FISCAL 2016

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>Transportation (Continued)</b>	<b>173,266,516</b>	<b>180,034,105</b>	<b>175,188,178</b>	<b>(4,845,927)</b>
General	2,997,925	3,994,833	3,856,516	(138,317)
<b>692 Bridge and Culvert Management</b>	<b>2,799,441</b>	<b>3,221,995</b>	<b>3,321,075</b>	<b>99,080</b>
General	2,799,441	3,221,995	3,321,075	99,080
<b>693 Parking Enforcement</b>	<b>12,842,545</b>	<b>14,057,908</b>	<b>14,631,340</b>	<b>573,432</b>
Parking Management	12,842,545	14,057,908	14,631,340	573,432
<b>694 Survey Control</b>	<b>666,657</b>	<b>779,708</b>	<b>744,881</b>	<b>(34,827)</b>
General	666,657	779,708	744,881	(34,827)
<b>695 Dock Master</b>	<b>257,288</b>	<b>271,159</b>	<b>264,661</b>	<b>(6,498)</b>
Special	257,288	271,159	264,661	(6,498)
<b>696 Street Cuts Management</b>	<b>885,450</b>	<b>940,716</b>	<b>891,633</b>	<b>(49,083)</b>
General	885,450	940,716	891,633	(49,083)
<b>697 Traffic Safety</b>	<b>6,525,286</b>	<b>8,977,534</b>	<b>8,675,068</b>	<b>(302,466)</b>
General	5,611,684	8,033,997	7,737,775	(296,222)
Federal	913,602	943,537	937,293	(6,244)
<b>727 Building Permits and Municipal Consents</b>	<b>2,704,344</b>	<b>2,759,033</b>	<b>1,668,245</b>	<b>(1,090,788)</b>
General	2,704,344	2,759,033	1,668,245	(1,090,788)
<b>729 Real Property Database Management</b>	<b>767,514</b>	<b>647,651</b>	<b>725,266</b>	<b>77,615</b>
General	767,514	647,651	725,266	77,615
<b>735 Special Events</b>	<b>0</b>	<b>0</b>	<b>917,540</b>	<b>917,540</b>
General	0	0	917,540	917,540
<b>TOTAL OPERATING BUDGET</b>	<b>2,565,352,019</b>	<b>2,663,095,819</b>	<b>2,658,055,806</b>	<b>(5,040,013)</b>
<b>LESS INTERNAL SERVICE FUND</b>	<b>99,781,318</b>	<b>96,937,812</b>	<b>104,419,385</b>	<b>7,481,573</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>2,465,570,701</b>	<b>2,566,158,007</b>	<b>2,553,636,421</b>	<b>(12,521,586)</b>

## FISCAL 2016

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

AGENCY, SERVICE AND FUND	FISCAL 2015 BUDGET	FISCAL 2016 CLS	FISCAL 2016 BUDGET	CHANGE BUD vs. CLS
<b>SUMMARY BY FUND</b>				
General	1,622,300,356	1,702,979,185	1,699,053,247	(3,925,938)
Parking Management	22,197,956	23,624,091	24,443,494	819,403
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
Water Utility	176,081,175	179,028,449	182,427,376	3,398,927
Parking Enterprise	29,053,457	29,028,636	28,750,780	(277,856)
Loan and Guarantee Enterprise	3,438,164	3,502,893	500,000	(3,002,893)
Conduit Enterprise	7,847,381	8,314,538	7,894,757	(419,781)
Federal	163,187,482	169,565,994	151,306,971	(18,259,023)
State	122,151,555	126,723,670	107,219,055	(19,504,615)
Special	79,452,859	81,965,556	91,613,533	9,647,977
Stormwater Utility	17,391,901	17,650,158	20,159,377	2,509,219
Wastewater Utility	217,888,327	219,194,749	235,687,743	16,492,994
<b>TOTAL OPERATING BUDGET</b>	<b>2,465,570,701</b>	<b>2,566,158,007</b>	<b>2,553,636,421</b>	<b>(12,521,586)</b>
<b>INTERNAL SERVICE FUND BY AGENCY</b>				
Comptroller	12,145,201	12,155,731	11,087,936	(1,067,795)
Finance	11,092,285	11,433,304	11,277,479	(155,825)
General Services	53,478,984	49,219,351	53,505,049	4,285,698
Human Resources	2,260,704	2,277,353	2,269,950	(7,403)
Law	2,872,163	2,912,143	2,752,734	(159,409)
M-R: Conditional Purchase Agreements	8,773,037	8,746,317	13,143,859	4,397,542
M-R: Office of Information Technology	6,915,096	7,693,950	7,974,110	280,160
Public Works	2,243,848	2,499,663	2,408,268	(91,395)
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>99,781,318</b>	<b>96,937,812</b>	<b>104,419,385</b>	<b>7,481,573</b>

## Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2015 level, including inflationary and other adjustments, and assuming no programmatic or management changes.

## CHANGES TO FULL-TIME FUNDED POSITIONS

## Finance Recommendations

AGENCY	FISCAL 2015 BUDGET	FISCAL 2016 BUDGET	CHANGE IN BUDGET
<b>Board of Elections</b>			
<i>General</i>	5	5	0
<b>City Council</b>			
<i>General</i>	68	68	0
<b>Comptroller</b>			
<i>General</i>	66	67	1
<i>Internal Service</i>	37	37	0
<b>Council Services</b>			
<i>General</i>	6	6	0
<b>Courts: Circuit Court</b>			
<i>Federal</i>	12	14	2
<i>General</i>	81	81	0
<i>Special</i>	3	2	(1)
<i>State</i>	21	21	0
<b>Courts: Orphans' Court</b>			
<i>General</i>	5	5	0
<b>Employees' Retirement Systems</b>			
<i>Special</i>	70	76	6
<b>Enoch Pratt Free Library</b>			
<i>General</i>	328	328	0
<i>Special</i>	7	7	0
<i>State</i>	53	54	1
<b>Finance</b>			
<i>General</i>	255	263	8
<i>Internal Service</i>	32	31	(1)
<i>Loan and Guarantee</i>	2	2	0
<i>Special</i>	15	2	(13)
<b>Fire</b>			
<i>General</i>	1,652	1,639	(13)
<b>General Services</b>			
<i>General</i>	123	95	(28)
<i>Internal Service</i>	302	291	(11)
<b>Health</b>			
<i>Federal</i>	273	274	1
<i>General</i>	215	179	(36)
<i>Special</i>	190	240	50
<i>State</i>	92	101	9
<b>Housing and Community Development</b>			
<i>Federal</i>	55	58	3
<i>General</i>	350	354	4
<i>State</i>	43	42	(1)

## CHANGES TO FULL-TIME FUNDED POSITIONS

## Finance Recommendations

AGENCY	FISCAL 2015 BUDGET	FISCAL 2016 BUDGET	CHANGE IN BUDGET
<b>Human Resources</b>			
<i>General</i>	61	60	(1)
<i>Internal Service</i>	2	2	0
<b>Law</b>			
<i>General</i>	78	78	0
<i>Internal Service</i>	26	26	0
<b>Legislative Reference</b>			
<i>General</i>	6	6	0
<b>Liquor License Board</b>			
<i>General</i>	24	21	(3)
<b>Mayorality</b>			
<i>Federal</i>		1	1
<i>General</i>	37	37	0
<i>Special</i>	0	1	1
<b>M-R: Cable and Communications</b>			
<i>General</i>	4	5	1
<b>M-R: Convention Complex</b>			
<i>General</i>	150	150	0
<b>M-R: Environmental Control Board</b>			
<i>General</i>	8	8	0
<b>M-R: Office of CitiStat Operations</b>			
<i>General</i>	11	11	0
<b>M-R: Office of Criminal Justice</b>			
<i>Federal</i>	12	7	(5)
<i>General</i>	5	5	0
<i>State</i>	5	4	(1)
<b>M-R: Office of Employment Development</b>			
<i>Federal</i>	128	110	(18)
<i>General</i>	50	42	(8)
<i>Special</i>	5	3	(2)
<i>State</i>	8	12	4
<b>M-R: Office of Human Services</b>			
<i>Federal</i>	56	30	(26)
<i>General</i>	14	23	9
<i>Special</i>	25	17	(8)
<i>State</i>	79	67	(12)
<b>M-R: Office of Information Technology</b>			
<i>General</i>	236	240	4
<i>Internal Service</i>	8	4	(4)
<i>Special</i>	51	51	0
<b>M-R: Office of Neighborhoods</b>			
<i>General</i>	10	10	0

## CHANGES TO FULL-TIME FUNDED POSITIONS

## Finance Recommendations

AGENCY	FISCAL 2015 BUDGET	FISCAL 2016 BUDGET	CHANGE IN BUDGET
<b>M-R: Office of the Inspector General</b>			
<i>General</i>	9	9	0
<b>M-R: Office of the Labor Commissioner</b>			
<i>General</i>	5	6	1
<b>Municipal and Zoning Appeals</b>			
<i>General</i>	10	10	0
<b>Office of Civil Rights</b>			
<i>General</i>	14	15	1
<b>Planning</b>			
<i>General</i>	50	54	4
<i>Special</i>	1	0	(1)
<b>Police</b>			
<i>Federal</i>	17	18	1
<i>General</i>	3,380	3,168	(212)
<i>Special</i>	11	11	0
<i>State</i>	62	62	0
<b>Public Works</b>			
<i>General</i>	768	786	18
<i>Internal Service</i>		11	11
<i>Special</i>	3	9	6
<i>Stormwater Utility</i>	94	106	12
<i>Wastewater Utility</i>	884	872	(12)
<i>Water Utility</i>	913	905	(8)
<b>Recreation and Parks</b>			
<i>Federal</i>	5	5	0
<i>General</i>	295	295	0
<i>Special</i>	10	10	0
<b>Sheriff</b>			
<i>General</i>	222	222	0
<b>State's Attorney</b>			
<i>Federal</i>	11	11	0
<i>General</i>	303	294	(9)
<i>State</i>	42	42	0
<b>Transportation</b>			
<i>Conduit Enterprise</i>	62	60	(2)
<i>Federal</i>	3	3	0
<i>General</i> <sup>1</sup>	1,222	929	(293)
<i>Parking Management</i>	116	153	37
<i>Special</i>	11	6	(5)
<i>State</i>	1	1	0
<b>TOTAL</b>	<b>13,984</b>	<b>13,446</b>	<b>(538)</b>

<sup>1</sup> 318 Crossing Guard positions were moved from "Permanent Full Time" to "Permanent Part Time" to reflect actual operations. There are no changes in responsibility, salary, or benefits for these positions.

## CHANGES TO FULL-TIME FUNDED POSITIONS

## Finance Recommendations

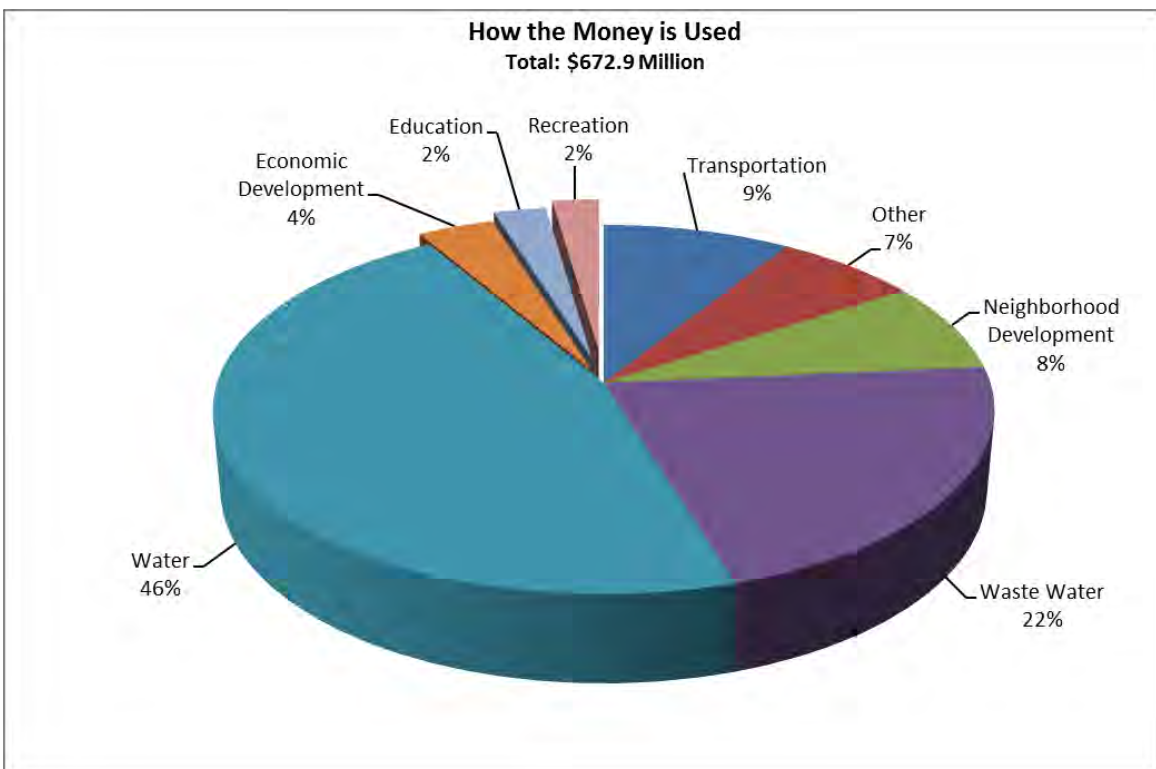
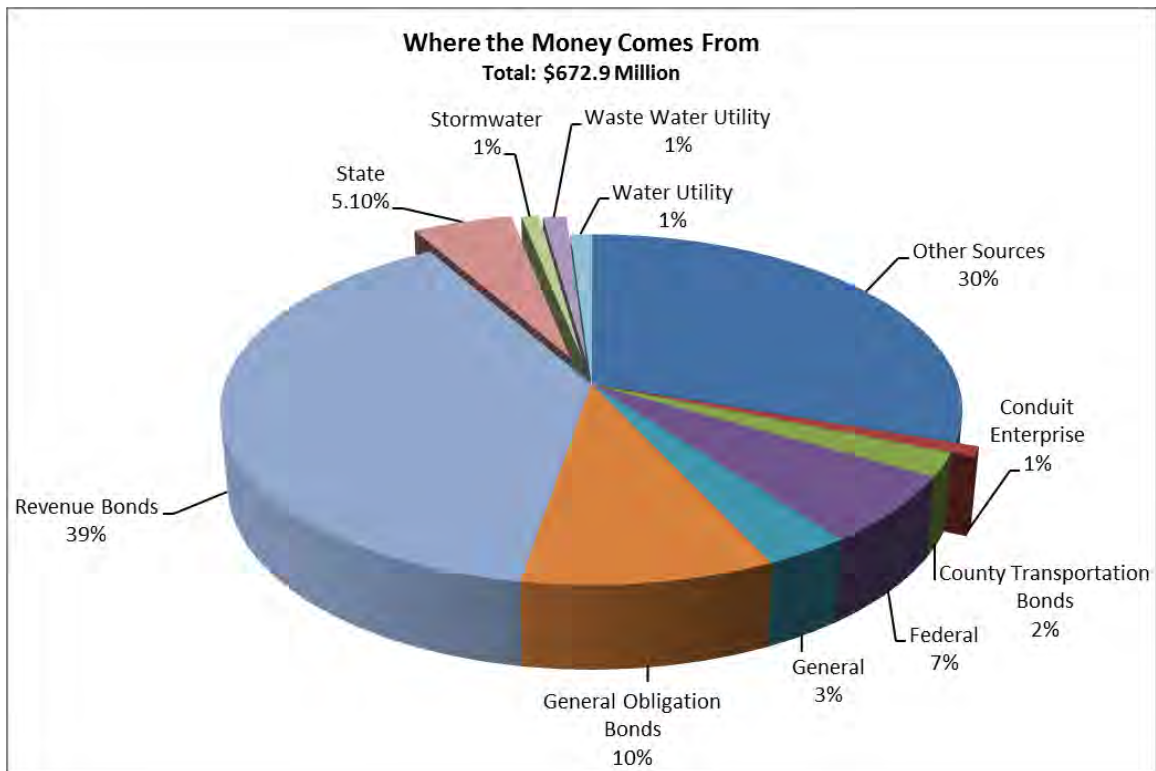
SUMMARY BY FUND	FISCAL 2015 BUDGET	FISCAL 2016 BUDGET	CHANGE IN BUDGET
Internal Service	407	402	(5)
State	406	406	0
Special	402	435	33
Loan and Guarantee	2	2	0
Parking Management	116	153	37
Stormwater Utility	94	106	12
Wastewater Utility	884	872	(12)
Water Utility	913	905	(8)
Conduit Enterprise	62	60	(2)
Federal	572	531	(41)
General	10,126	9,574	(552)
<b>TOTAL</b>	<b>13,984</b>	<b>13,446</b>	<b>(538)</b>

# FISCAL 2016 Summary of the Adopted Budget



## Capital Budget

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Capital Budget



FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Capital Budget Plan Highlights

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The adopted budget for the Fiscal 2016 capital program is \$672.9 million, a decrease of \$225.2 million or 25.1% from the Fiscal 2015 level of appropriation. The decrease is attributed to several multi-year projects within the Waste Water Utility that were fully appropriated in Fiscal 2015. The decreased plan also reflects a reduction in federal funding for highway and bridge work in Baltimore City.

The adopted budget for General Fund Pay-As-You-Go (PAYGO) totals \$21.8 million, a decrease of \$3.9 million or 15% below the General Fund Fiscal 2015 level of appropriation. The Fiscal 2015 PAYGO appropriation included \$5.0 million in one-time appropriation from Asset Forfeiture funds to support capital investments within the Police Department. The Fiscal 2016 budget is a \$9.0 million increase from the PAYGO baseline of \$8.0 million, consistent with the Mayor's 10-Year Financial Plan. These funds will support \$2.8 million of projects within the Department of Recreation and Parks, \$6.0 million for transportation related projects including curb ADA compliant curb cuts, \$2.7 million for the Baltimore Homeownership Incentive Program (BHIP), and \$750,000 for 911 and dispatch equipment.

The adopted budget for General Obligation Bonds is \$65 million, \$15 million above the Fiscal 2015 level of appropriation. The increase in bond funding is consistent with the 10-Year Financial Plan to increase funding for capital investment. The budget includes \$17.0 million for renovation and modernization of City schools, \$17.0 million for community and economic development projects, \$10.0 million for Whole Block demolition, and \$9.1 million for park and recreation facility improvements. The funding for school construction is part of a \$38 million commitment to the Mayor's Better Schools Initiative, which also include \$10.4 million from an increased beverage container tax and \$10.3 million in State formula aid leveraged by the City. These funds, combined with State and BCPS contributions, will finance a \$1.1 billion program that will support between 23 and 28 school renovation and replacement projects.

The Fiscal 2016 adopted budget also includes \$15.0 million in County Transportation bonds to support transportation projects. Specifically these funds will support \$10.0 million for street resurfacing projects throughout the City, \$1.0 million for bridge repairs, and \$1.2 million for sidewalk repair and reconstruction.

Appropriations from Federal and State grants are budgeted at \$77.3 million, a decrease of \$53.7 million. This decrease is the result of fully appropriating Federal funds in Fiscal 2015 for the multi-year Central Avenue Phase II Streetscape project. Federal grants include \$2.8 million for traffic signal upgrades and traffic safety improvements, \$4.0 million for the Midtown streetscape work, and \$7.1 million for affordable housing initiatives. State grants include \$16.85 million to support renovations at the Central Library, \$1.3 million for athletic field renovations at various City parks, and \$2.5 million for blight elimination efforts.

The adopted appropriation from revenue bond funds is \$263.1 million, a decrease of \$158.3 million or 37.6% below Fiscal 2015. The decrease is the result of fully appropriating funds for Back River Waste Water Treatment facility (\$153.2 million) in Fiscal 2015. Projects supported in the Fiscal 2016 budget include \$44.4 million for improvements and upgrades

to the City's sewer system, \$53.0 million for water infrastructure improvements, and \$74.6 million for the Druid Lake Water Filtration Plant.

The adopted funding from utility and other funds is \$224.7 million, a \$24.4 million decrease or 9.8% below the Fiscal 2015 level of appropriation. The budget includes \$178.9 million which will be used for water and waste water projects, including \$34.0 million for improvements at the Back River Wastewater Treatment facility, \$12.6 million for the Pikesville Pump Station Rehabilitation, and \$21.4 million for sewer system upgrades. The budget also includes \$6 million for conduit-related projects and \$6.0 million for stormwater-related projects. Specific stormwater projects include \$1.1 million for Gwynns Falls drainage improvements and \$0.1 million for Harris Creek Storm drainage improvements. The six-year CIP includes \$94.0 million for stormwater projects over the next six years.

In summary, the sources of the adopted appropriations for Fiscal 2016 are:

General Fund (PAYGO)	\$21,800,000
Utility Fund (PAYGO)	\$21,070,000
Conduit Fund (PAYGO)	\$6,000,000
General Obligation Bonds	\$65,000,000
Federal Grants	\$42,910,000
State Grants	\$34,351,000
Revenue Bonds	\$263,141,000
County Transportation Bonds	\$15,000,000
All Other	\$203,625,000
<b>Total</b>	<b>\$672,897,000</b>

FISCAL 2016  
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 a 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 \$21.8 million for Fiscal 2016. The General Fund Capital Plan recommendation by agency is as follows:

Finance	\$4,000,000
General Services	\$350,000
Housing and Community Development	\$6,610,000
Mayoralty-Related	\$1,785,000
Planning	\$250,000
Recreation and Parks	\$2,765,000
Transportation	\$6,040,000
<b>Total</b>	<b>\$21,800,000</b>

## FISCAL 2016

## CAPITAL BUDGET DISTRIBUTION BY AGENCY DETAIL

(Dollars in Thousands)

Agency	General Obligation Bonds	General Funds	Revenue Loans	Utility Funds	Federal Funds	State Funds	County Grants	Other Funds	TOTAL
Baltimore City Public Schools	17,000	0	0	0	0	0		0	17,000
General Services	11,665	350	0	0	0	16,835	0	1,600	30,450
Finance	0	4,000	0	0	0	0	0	0	4,000
Housing & Community Development									
Community Development	12,575	6,550	0	0	12,910	9,444	0	11,400	52,879
Economic Development	7,350	60	0	0	0	3,000	0	0	10,410
Mayoralty-Related									
Digital Logging Recorder	0	750	0	0	0	0	0	0	750
Website Upgrade	0	800	0	0	0	0	0	0	800
Center Stage 50th Anniversary Renovat	50	0	0	0	0	0	0	0	50
Maryland Zoo-Mansion House Renovation	100	0	0	0	0	0	0	0	100
National Aquarium Chesapeake Bay	400	0	0	0	0	0	0	0	400
Chesapeake Shakespeare New Theater	100	0	0	0	0	0	0	0	100
MD Science Center - IMAX Drum Panel	150	0	0	0	0	0	0	0	150
B & O Restoring America's First Mile	100	0	0	0	0	0	0	0	100
INSPIRE Plan Implementation	2,500	0	0	0	0	0	0	0	2,500
Baltimore Museum of Art - Fire Safety	200	0	0	0	0	1,000	0	0	1,200
Beacon House Square	750	0	0	0	0	0	0	0	750
Property Acquisition	0	0	0	0	0	0	0	8,300	8,300
Baltimore City Heritage Area Capital	100	0	0	0	0	0	0	0	100
Creative Alliance - The Patterson Ren	50	0	0	0	0	0	0	0	50
Lyric Opera House-Bldg System Replace	50	0	0	0	0	0	0	0	50
Port Discovery Children's Museum	200	0	0	0	0	0	0	0	200
Capital Project Priorities	0	235	0	0	0	0	0	0	235
Planning	0	250	0	0	0	0	0	490	740
Public Works									
Solid Waste	2,500	0	0	0	0	0	0	0	2,500
Storm Water	0	0	0	1,264	0	0	0	400	1,664
Pollution/Erosion Control	0	0	0	4,806	0	0	0	0	4,806
Waste Water	0	0	81,925	8,000	0	0	55,732	0	145,657
Water	0	0	181,216	7,000	0	0	123,203	0	311,419
Recreation and Parks	9,160	2,765	0	0	0	3,483	0	0	15,408
Transportation									
Alleys and Sidewalks	0	0	1,600	0	0	0	0	700	2,300
Federal Highways	0	2,155	500	0	8,610	589	0	600	12,454
Local Highways	0	0	10,000	0	0	0	0	0	10,000
Bridges	0	50	1,100	0	5,600	0	0	1,200	7,950
Traffic	0	0	800	0	3,200	0	0	0	4,000
Dev. Agencies	0	3,835	1,000	0	12,590	0	0	0	17,425
Conduits	0	0	0	0	0	0	0	6,000	6,000
<b>TOTAL BY FUND</b>	<b>\$65,000</b>	<b>\$21,800</b>	<b>\$278,141</b>	<b>\$21,070</b>	<b>\$42,910</b>	<b>\$34,351</b>	<b>\$178,935</b>	<b>\$30,690</b>	<b>\$672,897</b>

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Total Capital Appropriations

	Fiscal 2015 Budget	Fiscal 2016 Budget	Dollar Change	Percent Change
<b>Capital Funds</b>				
Pay-As-You-Go				
General	25,700,000	21,800,000	(3,900,000)	-15.2%
Conduit Enterprise	6,000,000	6,000,000	0	0.0%
Waste Water Utility	6,000,000	8,000,000	2,000,000	33.3%
Water Utility	7,000,000	7,000,000	0	0.0%
Stormwater	3,730,000	6,070,000	2,340,000	62.7%
Total	48,430,000	48,870,000	440,000	0.9%
Grants				
Federal	60,294,000	42,910,000	(17,384,000)	-28.8%
State	70,623,000	34,351,000	(36,272,000)	-51.4%
Total	130,917,000	77,261,000	(53,656,000)	-41.0%
Loans and Bonds				
Revenue Bonds	421,432,000	263,141,000	(158,291,000)	-37.6%
General Obligation Bonds	50,000,000	65,000,000	15,000,000	30.0%
County Transportation Bonds	15,000,000	15,000,000	0	0.0%
Total	486,432,000	343,141,000	(143,291,000)	-29.5%
All Other	232,358,000	203,625,000	(28,733,000)	-12.4%
<b>Total Capital - All Funds</b>	<b>\$898,137,000</b>	<b>\$672,897,000</b>	<b>(\$225,240,000)</b>	<b>-25.1%</b>

FISCAL 2016  
**SUMMARY OF THE ADOPTED BUDGET**  
Capital Projects Impact on Operating Budget

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**Policy**

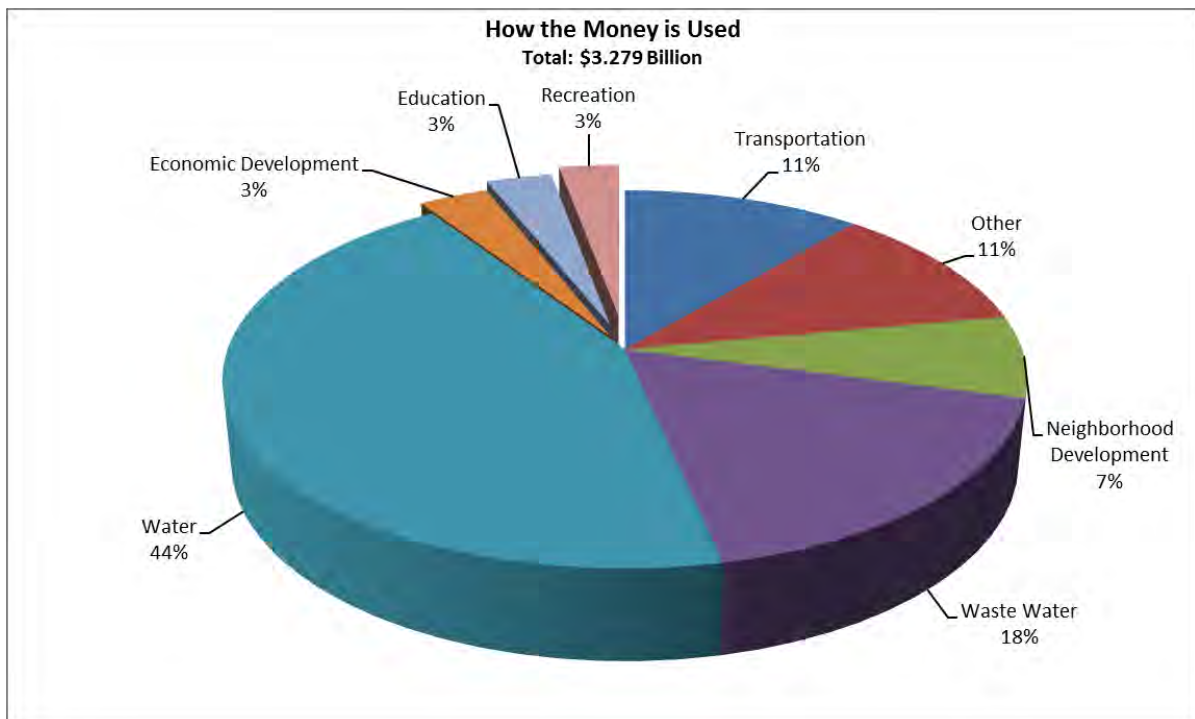
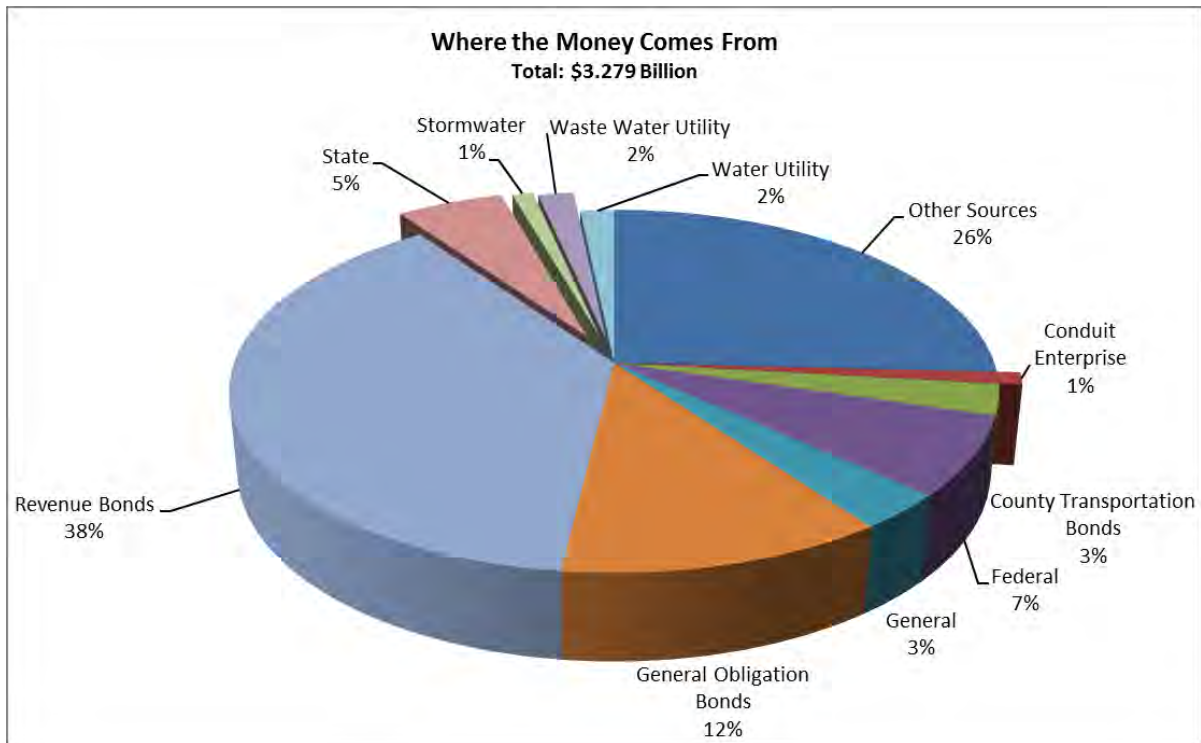
In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects in their first and subsequent years of impact.

**Fiscal 2016 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 2016, 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 237-244.

FISCAL 2016 - 2021  
SUMMARY OF THE ADOPTED BUDGET  
Six-Year Capital Improvement Program



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# FISCAL 2016 Summary of the Adopted Budget



## Debt Service

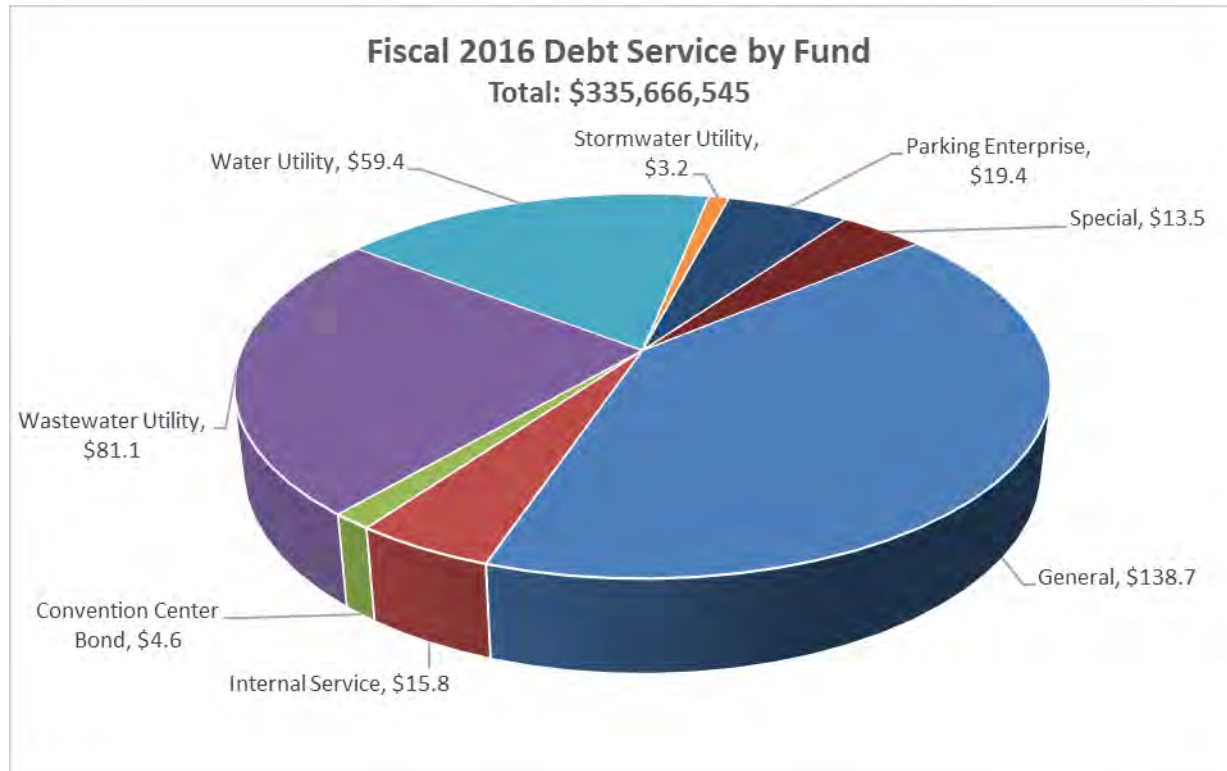
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# FISCAL 2016

## SUMMARY OF THE ADOPTED BUDGET

### Debt Service Overview

#### SUMMARY



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

#### Total Debt Service

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$269.3M	\$305.1M	\$336.7M

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 2016 appropriations for all funds (before transfer credits) of \$336.7 million is \$31.6 million above the Fiscal 2015 level of appropriation.

## SELECTED GENERAL OBLIGATION DEBT STATISTICS

At June 30th	Gross Bonded Debt (000s)	Net General Bonded Debt		
		Amounts (000s)	Taxable Value of Property	Per Capita
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%	\$918
2013	\$569,097	\$523,574	1.45%	N/A

Source: 2013 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's annual cash borrowing is guided by authorized project requirements.

City policy consolidates most financing arrangements in the Bureau of Treasury Management and recognizes conditional purchase agreements 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 (1.45%, 2013). In addition, net General Obligation debt is below the \$2,250 per capita figure established in the City's debt policy (\$917, 2012).
- 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 2015 Actual and Fiscal 2016 Estimated Debt Issuance

Fiscal year	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
2016	62,685	38,597	180,287	13,969
2017	63,551	43,529	194,428	19,449
2018	58,208	34,068	243,468	20,435
2019	59,430	29,468	198,913	20,635
2020	61,873	24,057	190,861	19,751
2021 & After	533,697	76,958	3,399,573	426,410
Total	839,444	246,677	4,407,530	520,650

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 2015 and Planned Fiscal 2016 Borrowing

Outstanding Debt Service	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
6/30/2014	717,297	216,432	3,563,526	375,973
FY15 & Estimated FY16	839,444	246,677	4,407,530	520,650
Change	122,147	30,245	844,004	144,677

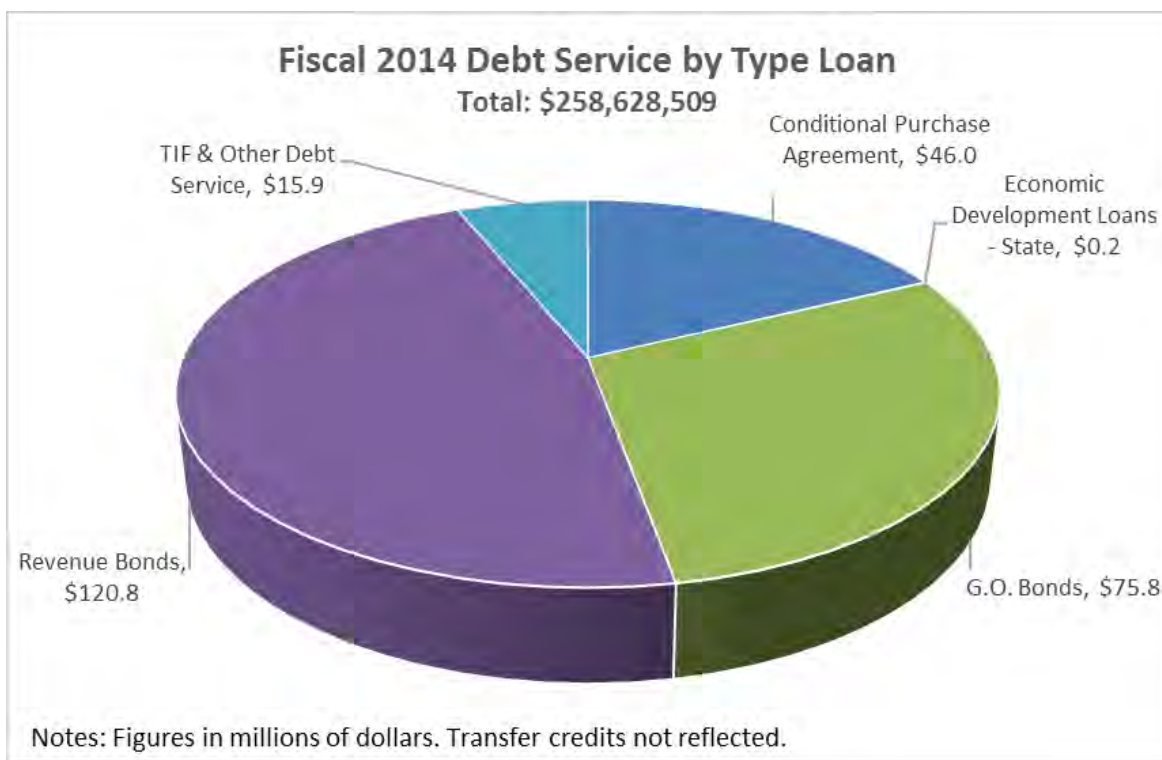
Source: Bureau of Treasury Management, preliminary subject to change.

The schedule above shows the estimated change in outstanding debt service (principal and interest) based on Fiscal 2015 and planned Fiscal 2016 borrowings. The City does not have a general obligation statutory debt limit, but is subject to a three-step process described in "Legal Debt Limits" above. Outstanding debt per capita and the ratio to assessed value may increase, but still remain below danger point thresholds. Revenue debt service constitutes the largest increase due primarily to continued borrowings for the water and wastewater enterprise funds. A large portion of these borrowings is in response to the City's consent decree between the City,

U.S. Environmental Protection Agency and the Maryland Department of the Environment to reduce sanitary sewer overflows during heavy rainfall, water meter upgrades and water infrastructure replacement. Most of this additional debt service shall be paid over a 30-year amortization period.

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

### TYPES OF DEBT SERVICE PAYMENTS



### General Obligation Debt

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$75.8M	\$81.4M	\$85.6M

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

**Conditional Purchase Agreements**

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$46.0M	\$43.2M	\$46.5M

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**

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$120.8M	\$135.5M	\$161.2M

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**

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <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**

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$5.5M	\$19.1M	\$18.8M

The City is incurring debt service expense for Tax Increment Financing (TIF) Bonds. This widely used financing mechanism has been adopted by the City for certain public improvements within designated districts. Taxes derived from the increased valuation (the tax increment) are used to pay debt service on the bonds used within the district. Local law provides that a supplemental tax within the each district is to be levied if the tax increment is not sufficient to cover debt service. The Fiscal 2016 appropriation includes the following TIFs:

<b>Project</b>	<b>Appropriation</b>
Belvedere Square	\$117,454
Clipper Mill	\$585,812
EBDI Phase 2	\$5,625,218
Harbor Point	\$1,396,518
Harborview	\$628,540
Mondawmin Mall	\$837,834
North Locust Point	\$205,612
Strathdale Manor	\$480,105
Unallocated	\$1,685,000
<b>Total</b>	<b>\$11,562,093</b>

#### **Other Debt Service**

2014 <u>Actual</u>	2015 <u>Budget</u>	2016 <u>Budget</u>
\$10.4M	\$25.7M	\$22.9M

The Fiscal 2016 appropriation includes \$10.4 million for public school construction. The source of funding is the beverage container tax and 10% of the revenue supported through the Casino lease payment.

**DEBT SERVICE EXPENSES BY FUND AND TYPE**

	<u>Fiscal 2015</u> <u>Budget</u>	<u>Fiscal 2016</u> <u>Budget</u>	<u>Change in</u> <u>Budget</u>
<b>General Fund</b>			
County Transportation Bonds	\$15,448,053	\$16,746,977	\$1,298,924
G.O. Bonds	\$62,225,046	\$65,619,880	\$3,394,834
Bond Anticipation Notes	\$0	\$0	\$0
Conditional Purchase Agreement	\$31,767,515	\$30,763,719	(\$1,003,796)
Economic Development Loans - State	\$189,893	\$188,587	(\$1,306)
Tax Increment Financing	\$19,096,809	\$18,767,093	(\$329,716)
Other Debt Service	\$11,962,000	\$6,593,449	(\$5,368,551)
<b>Total</b>	<b>\$140,689,316</b>	<b>\$138,679,705</b>	<b>(\$2,009,611)</b>
<b>Convention Center Bond</b>			
County Transportation Bonds	\$4,553,088	\$4,553,088	\$0
Other Debt Service	\$27,000	\$27,000	\$0
<b>Total</b>	<b>\$4,580,088</b>	<b>\$4,580,088</b>	<b>\$0</b>
<b>Stormwater Utility Fund</b>			
G.O. Bonds	\$2,929,000	\$3,221,900	\$292,900
<b>Total</b>	<b>\$2,929,000</b>	<b>\$3,221,900</b>	<b>\$292,900</b>
<b>Water Utility Fund</b>			
G.O. Bonds	\$840,000	\$0	(\$840,000)
Revenue Bonds	\$45,958,154	\$58,311,000	\$12,352,846
Other Debt Service	\$1,083,000	\$1,083,000	\$0
<b>Total</b>	<b>\$47,881,154</b>	<b>\$59,394,000</b>	<b>\$11,512,846</b>
<b>Wastewater Utility Fund</b>			
Revenue Bonds	\$66,310,385	\$79,666,536	\$13,356,151
Other Debt Service	\$1,441,176	\$1,441,176	\$0
<b>Total</b>	<b>\$67,751,561</b>	<b>\$81,107,712</b>	<b>\$13,356,151</b>
<b>Parking Enterprise Fund</b>			
Revenue Bonds	\$18,689,095	\$18,689,095	\$0
Other Debt Service	\$711,000	\$711,000	\$0
<b>Total</b>	<b>\$19,400,095</b>	<b>\$19,400,095</b>	<b>\$0</b>
<b>Loan and Guarantee Enterprise Fund</b>			
Conditional Purchase Agreement	\$51,000	\$0	(\$51,000)
Other Debt Service	\$0	\$0	\$0
<b>Total</b>	<b>\$51,000</b>	<b>\$0</b>	<b>(\$51,000)</b>
<b>Internal Service Fund</b>			
Conditional Purchase Agreement	\$11,350,503	\$15,748,045	\$4,397,542
Other Debt Service	\$35,000	\$35,000	\$0
<b>Total</b>	<b>\$11,385,503</b>	<b>\$15,783,045</b>	<b>\$4,397,542</b>
<b>Special</b>			
Other Debt Service	\$10,400,000	\$13,500,000	\$3,100,000
<b>Total</b>	<b>\$10,400,000</b>	<b>\$13,500,000</b>	<b>\$3,100,000</b>
<b>Total Operating Debt Service Expenses</b>	<b>\$305,067,717</b>	<b>\$335,666,545</b>	<b>\$30,598,828</b>

# FISCAL 2016 Summary of the Adopted Budget



## Appendix

# FISCAL 2016

## 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	Mercy Health Services	6
University of Maryland Medical System	2	T. Rowe Price Group Inc.	7
Johns Hopkins Health System	3	Abacus	8
LifeBridge Health	4	GMBC Healthcare, Inc.	9
Exelon Corp.	5	Saint Agnes Hospital	10

*Source: Baltimore Business Journal Book of Lists 2015*

#### **MOST POPULAR TOURIST ATTRACTIONS**

	<u>Visitors per Year</u>		<u>Visitors per Year</u>
Harborplace and The Gallery	14 Million	Oriole Park at Camden Yards	2.36 Million
Maryland Live! Casino	10 Million	National Aquarium in Baltimore	1.34 Million
Power Plant	8.45 Million	Baltimore Arena	800,000
Power Plant Live!	3.7 Million	M&T Bank Stadium	710,165
Lexington Market	3 Million	Fort McHenry	679,153

*Source: Baltimore Business Journal Book of Lists 2015*

#### **COLLEGES AND UNIVERSITIES**

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

*Source: Maryland Colleges and Universities website*

FISCAL 2016  
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>	<b><u>2013</u></b>	<b><u>2014</u></b>
Government	83,416	77,894	77,876	80,171	73,150	69,110	71,401
Services (Information, Professional/Business, Education and Health, Leisure/Hospitality)	150,864	175,479	170,989	171,882	168,547	174,003	174,827
Manufacturing	27,595	15,814	13,690	13,028	12,250	12,038	11,437
Retail Trade	42,034	N/A	N/A	N/A	N/A	N/A	N/A
Financial Activities	32,307	20,374	17,892	16,831	16,768	16,362	16,131
Trade, Transportation, and Utilities	18,636	39,316	36,374	35,430	38,884	38,647	39,503
Wholesale Trade	17,114	N/A	N/A	N/A	N/A	N/A	N/A
Construction	13,474	10,745	9,823	9,167	9,447	9,431	9,983
Other	2,119	18	10	10	1	0	10,679
Total	387,558	339,640	326,654	326,519	319,047	319,591	333,965

*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>	<b><u>2012</u></b>	<b><u>2013</u></b>
Baltimore City	\$34,481	\$36,622	\$37,383	\$40,030	\$42,036	\$44,263	\$44,053
Maryland	\$46,998	\$48,472	\$48,247	\$47,122	\$50,656	\$51,971	\$53,826
Baltimore City as percent of State	73.4%	75.6%	77.5%	81.7%	83.0%	85.2%	81.8%
United States	\$39,461	\$40,674	\$39,635	\$39,937	\$41,560	\$42,693	\$44,765
Baltimore City as percent of U.S.	87.4%	90.0%	94.3%	100.2%	101.1%	103.7%	98.4%

*Source: US Department of Commerce Bureau of Economic Analysis - Local Area Personal Income Tables, 2006-13*

FISCAL 2016  
SUMMARY OF THE ADOPTED BUDGET  
Major City Agencies - Selected Statistics

Enoch Pratt Public Library

Budgeted Positions	389
Collection Counts (i.e. books, videos, audio)	2.6 million
Circulation	1.29 million
Attendance	1.67 million
Reference Questions Answered	1.83 million
Page Views via www.prattlibrary.org	5.36 million
Catalog sessions and Sailor downloads	1.38 million
Branches	21
Book Mobile	2

Fire

Budgeted Positions	1,639
Fire Stations	38
First Line Equipment (excluding boats)	90
EMS Responses	162,332
Suppression Responses	148,232

Health

Budgeted Positions	794
Health Centers/Clinics	16
Successful Pre and Post-Natal Visits	2,806
Reproductive Care Services Users	7,853
HIV Screening & Testing	51,000*
Food Establishment Inspections	5,724

Transportation

Budgeted Positions	1,415
Roadways (miles)	2,000
Sidewalks (miles)	3,600
Alleys (miles)	456
Parking Meters (coin-op)	5,063
Parking Meters (multi-space)	887
Parking Facility Spaces	10,858
Street Lights	72,000

Police

Budgeted Positions	3,168
Police Stations	9
Calls for Service	1,002,411
Arrests	35,707

Public Works

Budgeted Positions	2,689
Water & Wastewater	
Average Daily Water Supply (gallons)	230 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	210,000

Housing & Community Development

Budgeted Positions	454
Demolition of Vacant Units	261
Multiple Family Dwellings	5,779
Total Dwelling Units	85,704
Total Rooming Units	12,150

Recreation & Parks

Budgeted Positions	310
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

\*FY14 data; FY15 data will be available in September

**FISCAL 2015 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 2015 Operating Budget was amended with the following supplementals and/or transfers:**

<b><u>Bill #</u></b>	<b><u>Agency</u></b>	<b><u>Amount</u></b>	<b><u>Fund</u></b>	<b><u>Purpose</u></b>
15-0537	Police	\$16,000,000	General	To provide supplementary funding for the cost of the new FOP contract and initiative overtime.
15-0538	Transportation	\$6,500,000	General	To provide supplementary funding for additional snow and ice removal expenses.
15-0539	Miscellaneous General Expenses	\$20,000,000	General	To provide supplementary funding for cost of responding to civil unrest, which included City agency costs, worker injuries, and mutual aid from surrounding jurisdictions.

FISCAL 2016  
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 a ten-year revenue and expenditure forecast for the General Fund. The multi-year forecast provides the basis for establishing budget targets and resource allocation to meet the Mayor's budget priorities.

## **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 \$105 million balance at June 30, 2014, representing about 6.5% of the General Fund. The City continues to make annual contributions to the Budget Stabilization Reserve Fund. The Fiscal 2016 budget includes an additional \$6.75 million for the fund.

*Unassigned Fund Balance:* In 2010, Baltimore voters approved a Charter amendment that eliminated a provision limiting the size of the unassigned portion of the General Fund balance to 1% of budgeted revenues. This restriction had placed the City in a relatively poor position compared to other large cities and worked against the City's interest in achieving sound financial practices. The Charter still does permit a \$1 million contingency appropriation and the Fiscal 2016 budget includes the full \$1 million.

## **Financial Reporting Policies**

*Budget, Accounting and Borrowing:* The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 23 years and the Distinguished Budget Presentation award each year applied for since Fiscal 1988. The Comprehensive Annual Financial Report (CAFR) is prepared in conformance with the Governmental Accounting Standards Board requirements. The City annually prepares the required full disclosure statements to comply with Securities and Exchange Commission requirements, provides fully descriptive notes in its annual financial report and disclosure statements and secures an unqualified independent audit report.

## **Debt Policies and Credit Rating**

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

## **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 2016 budget includes \$68 million of funding for the City's risk management programs.

## **Fiscal Policies for Economic Development**

The Comprehensive Economic Development Strategy plan submitted to the State in 1999 sets forth economic development goals, objectives and priorities. "LIVE, EARN, PLAY, and LEARN," the comprehensive master plan for the City's development was adopted 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 2015 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 2016  
**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 collectible within 60 days; locally imposed taxes; state-collected and state-shared taxes; federal, state and other grant and entitlement revenues; and interest earnings. All other revenues are recorded when received.

### **Enterprise and Internal Service Funds**

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

### **Encumbrances**

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

FISCAL 2016  
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 owed 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 2016  
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 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.

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FISCAL 2016

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Board of Elections</b>	<b>7,155,182</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	7,155,182	0	0	0
<b>City Council</b>	<b>6,128,301</b>	<b>0</b>	<b>0</b>	<b>0</b>
100 City Council	6,128,301	0	0	0
<b>Comptroller</b>	<b>6,300,739</b>	<b>0</b>	<b>0</b>	<b>0</b>
130 Executive Direction and Control - Comptroller	1,275,563	0	0	0
131 Audits	4,011,472	0	0	0
132 Real Estate Acquisition and Management	1,013,704	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>666,564</b>	<b>0</b>	<b>0</b>	<b>0</b>
103 Council Services	666,564	0	0	0
<b>Courts: Circuit Court</b>	<b>9,754,421</b>	<b>0</b>	<b>2,127,470</b>	<b>5,164,052</b>
110 Circuit Court	9,754,421	0	2,127,470	5,164,052
<b>Courts: Orphans' Court</b>	<b>487,868</b>	<b>0</b>	<b>0</b>	<b>0</b>
112 Orphans' Court	0	0	0	0
817 Orphans' Court	487,868	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
155 Retirement Savings Plan	0	0	0	0
<b>Enoch Pratt Free Library</b>	<b>24,164,275</b>	<b>0</b>	<b>0</b>	<b>10,076,638</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	24,164,275	0	0	10,076,638
<b>Finance</b>	<b>20,947,450</b>	<b>500,000</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	6,211,605	0	0	0
150 Treasury and Debt Management	1,126,384	0	0	0
153 Risk Management Operations	0	0	0	0
698 Administration - Finance	1,427,437	0	0	0
699 Procurement	3,115,130	0	0	0
700 Surplus Property Disposal	0	0	0	0
701 Printing Services	0	0	0	0
702 Accounts Payable	1,208,813	0	0	0
703 Payroll	3,410,720	0	0	0
704 Accounting	1,557,133	0	0	0
705 Loan and Guarantee Program	0	500,000	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	1,672,128	0	0	0
709 Management Research	0	0	0	0
710 Property Tax Billing Integrity and Recovery	1,042,424	0	0	0
711 Finance Project Management	175,676	0	0	0

## FISCAL 2016

## OPERATING BUDGET FUND DISTRIBUTION

OTHER SPECIAL PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	0	7,155,182	<b>Board of Elections</b>
0	0	0	180 Voter Registration and Conduct of Elections
0	0	7,155,182	899 Fair Conduct of Elections
0	0	6,128,301	<b>City Council</b>
0	0	6,128,301	100 City Council
0	11,087,936	17,388,675	<b>Comptroller</b>
0	0	1,275,563	130 Executive Direction and Control - Comptroller
0	0	4,011,472	131 Audits
0	0	1,013,704	132 Real Estate Acquisition and Management
0	10,331,617	10,331,617	133 Municipal Telephone Exchange
0	0	0	135 Insurance on City Facilities
0	756,319	756,319	136 Municipal Post Office
0	0	0	596 Management Of Leased Properties
0	0	666,564	<b>Council Services</b>
0	0	666,564	103 Council Services
215,253	0	17,261,196	<b>Courts: Circuit Court</b>
215,253	0	17,261,196	110 Circuit Court
0	0	487,868	<b>Courts: Orphans' Court</b>
0	0	0	112 Orphans' Court
0	0	487,868	817 Orphans' Court
0	0	0	818 Guardianships of Property of Minor
0	0	0	819 Guardianships of Persons of Minor
10,031,402	0	10,031,402	<b>Employees' Retirement Systems</b>
4,969,406	0	4,969,406	152 Employees' Retirement System - Administration
4,519,032	0	4,519,032	154 Fire and Police Retirement System - Administration
542,964	0	542,964	155 Retirement Savings Plan
593,401	0	34,834,314	<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
593,401	0	34,834,314	788 Information Services
141,910	11,277,479	32,866,839	<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
0	0	6,211,605	148 Revenue Collection
0	0	1,126,384	150 Treasury and Debt Management
0	0	0	153 Risk Management Operations
0	0	1,427,437	698 Administration - Finance
0	0	3,115,130	699 Procurement
141,910	0	141,910	700 Surplus Property Disposal
0	3,120,569	3,120,569	701 Printing Services
0	0	1,208,813	702 Accounts Payable
0	0	3,410,720	703 Payroll
0	0	1,557,133	704 Accounting
0	0	500,000	705 Loan and Guarantee Program
0	0	0	706 Risk Management for Property and Liability
0	8,156,910	8,156,910	707 Risk Management for Employee Injuries
0	0	1,672,128	708 Operating Budget Management
0	0	0	709 Management Research
0	0	1,042,424	710 Property Tax Billing Integrity and Recovery
0	0	175,676	711 Finance Project Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Fire</b>	<b>205,033,322</b>	<b>0</b>	<b>4,183,240</b>	<b>2,674,910</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	7,923,555	0	1,060,688	0
602 Fire Suppression and Emergency Rescue	144,605,958	0	12,263	1,399,940
608 Emergency Management	775,530	0	235,891	0
609 Emergency Medical Services	21,585,776	0	0	47,000
610 Fire and Emergency Community Outreach	326,183	0	0	0
611 Fire Code Enforcement	4,507,583	0	153,998	158,110
612 Fire Investigation	962,575	0	0	0
613 Fire Facilities Maintenance and Replacement	14,755,319	0	2,720,400	1,069,860
614 Fire Communications and Dispatch	5,929,311	0	0	0
615 Fire Training and Education	3,661,532	0	0	0
<b>General Services</b>	<b>16,517,871</b>	<b>0</b>	<b>0</b>	<b>1,077,659</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	1,624,614	0	0	0
728 Right-of-Way Infrastructure Project Coordination	0	0	0	0
731 Facilities Management	14,553,257	0	0	1,077,659
733 Archive Management	0	0	0	0
734 Design and Construction/Major Projects Division.	340,000	0	0	0
995 Special Events	0	0	0	0
996 Real Property Database Management	0	0	0	0
997 Building Permits and Municipal Consents	0	0	0	0
998 Public and Private Energy Performance	0	0	0	0
<b>Health</b>	<b>26,333,366</b>	<b>0</b>	<b>57,990,652</b>	<b>24,751,863</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	4,913,580	0	4,302,888	1,663,345
304 Chronic Disease Prevention	0	0	0	0
305 Healthy Homes	885,262	0	1,198,552	0
306 General Nursing Services	0	0	0	0
307 Substance Abuse and Mental Health	1,851,443	0	0	534,589
308 Maternal and Child Health	922,802	0	15,327,881	1,062,045
309 Child and Adult Care - Food	0	0	0	0
310 School Health Services	2,618,724	0	401,438	505,021
311 Health Services for Seniors	0	0	4,838,308	0
314 Acute Communicable Disease	0	0	0	0
315 Emergency Services - Health	668,784	0	764,453	11,293,757
316 Youth Violence Prevention	735,378	0	695,400	1,481,257
317 Grant Support Services	0	0	0	0
715 Administration - Health	4,468,511	0	3,060,000	1,020,000
716 Animal Services	3,164,962	0	0	0
717 Environmental Health	3,055,320	0	0	0
718 Chronic Disease Prevention	373,382	0	0	309,724
719 Health Care Access	0	0	0	0
720 HIV Treatment Services for the Uninsured	1,271,409	0	22,963,100	2,002,311
721 Senior Centers	780,750	0	1,297,324	168,000
722 Administration - CARE	377,927	0	194,220	0
723 Advocacy for Seniors	99,956	0	182,069	1,884,124
724 Direct Care and Support Planning	0	0	136,753	1,848,265
725 Community Services for Seniors	145,176	0	2,628,266	979,425

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
17,555,000	0	229,446,472	<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	8,984,243	600	Administration - Fire
0	0	146,018,161	602	Fire Suppression and Emergency Rescue
0	0	1,011,421	608	Emergency Management
17,300,000	0	38,932,776	609	Emergency Medical Services
0	0	326,183	610	Fire and Emergency Community Outreach
0	0	4,819,691	611	Fire Code Enforcement
0	0	962,575	612	Fire Investigation
255,000	0	18,800,579	613	Fire Facilities Maintenance and Replacement
0	0	5,929,311	614	Fire Communications and Dispatch
0	0	3,661,532	615	Fire Training and Education
0	53,505,049	71,100,579	<b>General Services</b>	
0	41,225,734	41,225,734	189	Fleet Management
0	0	0	191	Permits
0	0	0	193	Facilities Management
0	0	0	198	Engineering/Construction Management
0	0	1,624,614	726	Administration - General Services
0	0	0	728	Right-of-Way Infrastructure Project Coordination
0	12,279,315	27,910,231	731	Facilities Management
0	0	0	733	Archive Management
0	0	340,000	734	Design and Construction/Major Projects Division.
0	0	0	995	Special Events
0	0	0	996	Real Property Database Management
0	0	0	997	Building Permits and Municipal Consents
0	0	0	998	Public and Private Energy Performance
15,814,968	0	124,890,849	<b>Health</b>	
0	0	0	240	Animal Control
0	0	0	300	Administrative Direction and Control
0	0	0	301	Baltimore Homeless Services
0	0	0	302	Environmental Health
166,606	0	11,046,419	303	Clinical Services
0	0	0	304	Chronic Disease Prevention
178,448	0	2,262,262	305	Healthy Homes
0	0	0	306	General Nursing Services
0	0	2,386,032	307	Substance Abuse and Mental Health
1,281,419	0	18,594,147	308	Maternal and Child Health
0	0	0	309	Child and Adult Care - Food
12,873,147	0	16,398,330	310	School Health Services
0	0	4,838,308	311	Health Services for Seniors
0	0	0	314	Acute Communicable Disease
0	0	12,726,994	315	Emergency Services - Health
0	0	2,912,035	316	Youth Violence Prevention
0	0	0	317	Grant Support Services
972,771	0	9,521,282	715	Administration - Health
0	0	3,164,962	716	Animal Services
52,020	0	3,107,340	717	Environmental Health
0	0	683,106	718	Chronic Disease Prevention
0	0	0	719	Health Care Access
0	0	26,236,820	720	HIV Treatment Services for the Uninsured
0	0	2,246,074	721	Senior Centers
0	0	572,147	722	Administration - CARE
0	0	2,166,149	723	Advocacy for Seniors
0	0	1,985,018	724	Direct Care and Support Planning
290,557	0	4,043,424	725	Community Services for Seniors

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Housing and Community Development</b>	<b>34,607,141</b>	<b>0</b>	<b>11,815,873</b>	<b>14,145,527</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	7,634,837	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 Before and After Care	169,776	0	0	0
606 Arts and Education	0	0	0	0
737 Administration - HCD	2,606,373	0	1,175,123	0
738 Weatherization Services	0	0	0	10,180,014
739 Referral Services for Low-Income Families	0	0	0	0
740 Dawson Center	31,000	0	348,406	0
742 Promote Homeownership	0	0	649,824	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	14,362,285	0	0	0
746 Register Multi-Family Dwellings and Non-Owner Occupied Dwelling	0	0	0	0
747 Register and License Properties and Contractors	579,120	0	0	0
748 Housing Development Finance and Project Management	0	0	738,334	0
749 Blight Elimination	2,749,163	0	0	0
750 Housing Rehabilitation Services	0	0	1,269,349	471,000
751 Building and Zoning Inspections and Permits	5,525,710	0	0	0
752 Community Outreach Services	1,050,272	0	0	0
753 Community Development	0	0	0	0
754 Summer Food Service Program	250,000	0	0	3,494,513
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	1,530,330	0	0	0
810 Real Estate Development	1,787,471	0	0	0
811 Inner Harbor Coordination	521,238	0	0	0
812 Business Support - Small Business Resource Center	466,848	0	0	0
813 Technology Development - Emerging Technology Center	815,156	0	0	0
814 Improve and Promote Retail Districts Beyond Downtown	1,586,557	0	0	0
815 Live Baltimore	575,842	0	0	0
<b>Human Resources</b>	<b>8,682,773</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	2,511,754	0	0	0
771 Benefits Administration	4,474,699	0	0	0
772 Civil Service Management	1,696,320	0	0	0
773 COB University	0	0	0	0
774 Employee Wellness and Fitness Center	0	0	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
650,000	0	61,218,541	<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	7,634,837	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	169,776	604 Before and After Care	
0	0	0	606 Arts and Education	
0	0	3,781,496	737 Administration - HCD	
0	0	10,180,014	738 Weatherization Services	
0	0	0	739 Referral Services for Low-Income Families	
0	0	379,406	740 Dawson Center	
0	0	649,824	742 Promote Homeownership	
0	0	0	743 Employment and Job Training	
0	0	0	744 Financial Literacy for Low Income Families	
50,000	0	14,412,285	745 Housing Code Enforcement	
0	0	0	746 Register Multi-Family Dwellings and Non-Owner Occupied Dwellings	
0	0	579,120	747 Register and License Properties and Contractors	
0	0	738,334	748 Housing Development Finance and Project Management	
0	0	2,749,163	749 Blight Elimination	
0	0	1,740,349	750 Housing Rehabilitation Services	
0	0	5,525,710	751 Building and Zoning Inspections and Permits	
200,000	0	1,250,272	752 Community Outreach Services	
0	0	0	753 Community Development	
0	0	3,744,513	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	
100,000	0	1,630,330	809 Retention, Expansion, and Attraction of Businesses	
200,000	0	1,987,471	810 Real Estate Development	
0	0	521,238	811 Inner Harbor Coordination	
0	0	466,848	812 Business Support - Small Business Resource Center	
0	0	815,156	813 Technology Development - Emerging Technology Center	
100,000	0	1,686,557	814 Improve and Promote Retail Districts Beyond Downtown	
0	0	575,842	815 Live Baltimore	
0	2,269,950	10,952,723	<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	2,511,754	770 Administration - Human Resources	
0	2,269,950	6,744,649	771 Benefits Administration	
0	0	1,696,320	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>7,893,530</b>	<b>0</b>	<b>0</b>	<b>0</b>
175 Legal Services	0	0	0	0
860 Administration - Law	1,012,370	0	0	0
861 Controversies	3,802,762	0	0	0
862 Transactions	2,402,959	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	675,439	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>1,050,332</b>	<b>0</b>	<b>0</b>	<b>0</b>
106 Legislative Reference Services	543,070	0	0	0
107 Archives and Records Management	507,262	0	0	0
<b>Liquor License Board</b>	<b>1,766,847</b>	<b>0</b>	<b>0</b>	<b>0</b>
250 Liquor License Board	0	0	0	0
850 Liquor Licensing	826,954	0	0	0
851 Liquor License Compliance	939,893	0	0	0
852 Community Response	0	0	0	0
<b>M-R: Art and Culture</b>	<b>8,511,474</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	6,156,975	0	0	0
824 Events, Art, Culture, and Film	2,279,499	0	0	0
828 Bromo Seltzer Arts Tower	75,000	0	0	0
<b>M-R: Baltimore City Public Schools</b>	<b>258,212,181</b>	<b>0</b>	<b>0</b>	<b>0</b>
352 Baltimore City Public Schools	258,212,181	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>701,381</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	701,381	0	0	0
<b>M-R: Civic Promotion</b>	<b>14,442,030</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	468,145	0	0	0
591 Civic Promotion Grants	0	0	0	0
820 Convention Sales and Tourism Marketing	13,973,885	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>22,066,813</b>	<b>0</b>	<b>0</b>	<b>0</b>
129 Conditional Purchase Agreement Payments	22,066,813	0	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
0	2,752,734	10,646,264	<b>Law</b>	
0	0	0	175 Legal Services	
0	88,905	1,101,275	860 Administration - Law	
0	2,563,209	6,365,971	861 Controversies	
0	100,620	2,503,579	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	675,439	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	
0	0	1,050,332	<b>Legislative Reference</b>	
0	0	543,070	106 Legislative Reference Services	
0	0	507,262	107 Archives and Records Management	
0	0	1,766,847	<b>Liquor License Board</b>	
0	0	0	250 Liquor License Board	
0	0	826,954	850 Liquor Licensing	
0	0	939,893	851 Liquor License Compliance	
0	0	0	852 Community Response	
0	0	8,511,474	<b>M-R: Art and Culture</b>	
0	0	0	492 Promotion of Art and Culture	
0	0	6,156,975	493 Art and Culture Grants	
0	0	2,279,499	824 Events, Art, Culture, and Film	
0	0	75,000	828 Bromo Seltzer Arts Tower	
0	0	258,212,181	<b>M-R: Baltimore City Public Schools</b>	
0	0	258,212,181	352 Baltimore City Public Schools	
0	0	0	<b>M-R: Baltimore Economic Recovery Team (BERT)</b>	
0	0	0	575 Baltimore Economic Recovery Team (B.E.R.T.)	
500,000	0	1,201,381	<b>M-R: Cable and Communications</b>	
0	0	0	572 Cable and Communications Coordination	
0	0	0	875 Cable Television Regulation	
500,000	0	1,201,381	876 Media Production	
0	0	14,442,030	<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	468,145	590 Civic Promotion Grants	
0	0	0	591 Civic Promotion Grants	
0	0	13,973,885	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	
0	0	0	<b>M-R: Commission for Women</b>	
0	0	0	120 Promotion of Equal Rights for Women	
0	0	0	<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	
0	13,143,859	35,210,672	<b>M-R: Conditional Purchase Agreements</b>	
0	13,143,859	35,210,672	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>7,325,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
535 Convention Center Hotel	7,325,000	0	0	0
<b>M-R: Convention Complex</b>	<b>13,010,499</b>	<b>0</b>	<b>0</b>	<b>6,325,101</b>
531 Convention Center Operations	0	0	0	0
540 Royal Farms Arena Operations	592,713	0	0	0
854 Administration - Convention Center	0	0	0	0
855 Convention Center	12,417,786	0	0	6,325,101
856 Convention Building Services	0	0	0	0
857 Convention Center Debt Service	0	0	0	0
<b>M-R: Debt Service</b>	<b>88,848,893</b>	<b>0</b>	<b>0</b>	<b>0</b>
123 General Debt Service	88,848,893	0	0	0
<b>M-R: Educational Grants</b>	<b>7,736,930</b>	<b>0</b>	<b>0</b>	<b>0</b>
441 Baltimore City Community College	0	0	0	0
442 Greater Homewood Community Corporation - Experience Corps	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	7,736,930	0	0	0
<b>M-R: Employees' Retirement Contribution</b>	<b>8,950,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
355 Employees' Retirement Contribution	8,950,000	0	0	0
<b>M-R: Environmental Control Board</b>	<b>787,844</b>	<b>0</b>	<b>0</b>	<b>0</b>
117 Adjudication of Environmental Citations	787,844	0	0	0
<b>M-R: Health and Welfare Grants</b>	<b>1,190,058</b>	<b>0</b>	<b>0</b>	<b>0</b>
385 Health and Welfare Grants	1,190,058	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>1,326,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
833 Innovation Fund	1,326,000	0	0	0
<b>M-R: Miscellaneous General Expenses</b>	<b>27,064,856</b>	<b>0</b>	<b>0</b>	<b>0</b>
122 Miscellaneous General Expenses	27,064,856	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>1,246,199</b>	<b>0</b>	<b>0</b>	<b>0</b>
347 CitiStat Operations	1,246,199	0	0	0
<b>M-R: Office of Criminal Justice</b>	<b>2,369,768</b>	<b>0</b>	<b>2,990,637</b>	<b>1,577,199</b>
225 Office of Criminal Justice	0	0	0	0
757 Crime Camera Management	1,486,011	0	0	0
758 Coordination of Public Safety Strategy	883,757	0	2,990,637	1,577,199
759 Grant Management	0	0	0	0
<b>M-R: Office of Employment Development</b>	<b>7,628,196</b>	<b>0</b>	<b>12,581,950</b>	<b>3,764,719</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	200,176
792 Workforce Services for TANF Recipients	0	0	3,209,237	537,245
793 Employment Enhancement Services for Baltimore City Residents	1,347,509	0	0	0
794 Administration - MOED	1,508,639	0	0	107,766
795 Workforce Services for Baltimore Residents	0	0	4,501,484	400,000
796 Workforce Services for Ex-Offenders	88,085	0	749,715	749,584
797 Workforce Services for Out of School Youth-Youth Opportunity	2,911,862	0	396,743	409,452
798 Youth Works Summer Job Program	1,772,101	0	1,100,000	1,360,496
799 Career Connections for In-School Youth	0	0	0	0
800 Workforce Services for WIA Funded Youth	0	0	2,624,771	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	7,325,000	<b>M-R: Convention Center Hotel</b>	
0	0	7,325,000	535 Convention Center Hotel	
4,580,088	0	23,915,688	<b>M-R: Convention Complex</b>	
0	0	0	531 Convention Center Operations	
0	0	592,713	540 Royal Farms Arena Operations	
0	0	0	854 Administration - Convention Center	
0	0	18,742,887	855 Convention Center	
0	0	0	856 Convention Building Services	
4,580,088	0	4,580,088	857 Convention Center Debt Service	
11,300,000	0	100,148,893	<b>M-R: Debt Service</b>	
11,300,000	0	100,148,893	123 General Debt Service	
0	0	7,736,930	<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	7,736,930	446 Educational Grants	
0	0	8,950,000	<b>M-R: Employees' Retirement Contribution</b>	
0	0	8,950,000	355 Employees' Retirement Contribution	
0	0	787,844	<b>M-R: Environmental Control Board</b>	
0	0	787,844	117 Adjudication of Environmental Citations	
0	0	1,190,058	<b>M-R: Health and Welfare Grants</b>	
0	0	1,190,058	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	1,326,000	<b>M-R: Innovation Fund</b>	
0	0	1,326,000	833 Innovation Fund	
0	0	27,064,856	<b>M-R: Miscellaneous General Expenses</b>	
0	0	27,064,856	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	1,246,199	<b>M-R: Office of CitiStat Operations</b>	
0	0	1,246,199	347 CitiStat Operations	
454,275	0	7,391,879	<b>M-R: Office of Criminal Justice</b>	
0	0	0	225 Office of Criminal Justice	
30,000	0	1,516,011	757 Crime Camera Management	
424,275	0	5,875,868	758 Coordination of Public Safety Strategy	
0	0	0	759 Grant Management	
935,000	0	24,909,865	<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	200,176	791 BCPS Alternative Options Academy for Youth	
0	0	3,746,482	792 Workforce Services for TANF Recipients	
445,000	0	1,792,509	793 Employment Enhancement Services for Baltimore City Residents	
50,000	0	1,666,405	794 Administration - MOED	
200,000	0	5,101,484	795 Workforce Services for Baltimore Residents	
0	0	1,587,384	796 Workforce Services for Ex-Offenders	
0	0	3,718,057	797 Workforce Services for Out of School Youth-Youth Opportunity	
240,000	0	4,472,597	798 Youth Works Summer Job Program	
0	0	0	799 Career Connections for In-School Youth	
0	0	2,624,771	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>8,564,822</b>	<b>0</b>	<b>40,891,880</b>	<b>9,231,251</b>
356 Administration - Human Services	716,828	0	1,576,268	126,924
605 Head Start	575,000	0	7,767,472	785,920
741 Community Action Centers	1,346,104	0	863,013	5,812,425
893 Homeless Prevention	0	0	1,193,514	587,028
894 Outreach to the Homeless	0	0	3,196,012	359,824
895 Temporary Housing for the Homeless	5,210,053	0	3,890,522	1,489,794
896 Permanent Housing for the Homeless	716,837	0	22,405,079	69,336
<b>M-R: Office of Information Technology</b>	<b>29,949,558</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	1,184,030	0	0	0
803 Enterprise Innovation and Application Services	6,665,120	0	0	0
804 Enterprise Unified Call Center	16,364,981	0	0	0
805 Enterprise IT Delivery Services	5,735,427	0	0	0
<b>M-R: Office of Neighborhoods</b>	<b>784,024</b>	<b>0</b>	<b>0</b>	<b>0</b>
354 Office of Neighborhoods	784,024	0	0	0
<b>M-R: Office of the Inspector General</b>	<b>741,280</b>	<b>0</b>	<b>0</b>	<b>0</b>
108 Office of the Inspector General	0	0	0	0
836 Inspector General	741,280	0	0	0
837 Risk Assessment and Prevention	0	0	0	0
<b>M-R: Office of the Labor Commissioner</b>	<b>775,781</b>	<b>0</b>	<b>0</b>	<b>0</b>
128 Labor Contract Negotiations and Administration	775,781	0	0	0
<b>M-R: Retirees' Benefits</b>	<b>55,335,181</b>	<b>0</b>	<b>0</b>	<b>0</b>
351 Retirees' Benefits	55,335,181	0	0	0
<b>M-R: Self-Insurance Fund</b>	<b>23,347,275</b>	<b>0</b>	<b>0</b>	<b>0</b>
126 Contribution to Self-Insurance Fund	23,347,275	0	0	0
<b>M-R: TIF Debt Service</b>	<b>11,562,093</b>	<b>0</b>	<b>0</b>	<b>0</b>
124 TIF Debt Service	11,562,093	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>Mayoralty</b>	<b>4,369,331</b>	<b>0</b>	<b>364,453</b>	<b>373,367</b>
125 Executive Direction and Control - Mayoralty	4,369,331	0	364,453	373,367
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>630,079</b>	<b>0</b>	<b>0</b>	<b>0</b>
185 Zoning, Tax and Other Appeals	630,079	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>1,402,029</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	199,664	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 Conciliations	848,237	0	40,000	0
847 Prejudice and Discrimination Prevention	0	0	0	0
848 Police Community Relations	151,749	0	0	0
878 Disabilities Commission	202,379	0	0	0
<b>Planning</b>	<b>4,872,899</b>	<b>0</b>	<b>373,357</b>	<b>4,252,289</b>
187 City Planning	0	0	0	0
761 Development Oversight and Project Support	1,212,098	0	0	0
762 Historic Preservation	590,948	0	0	0
763 Comprehensive Planning and Resource Management	1,377,265	0	191,287	182,070
764 Six-Year Capital Improvement Program	0	0	0	0
765 Planning for a Sustainable Baltimore	841,320	0	182,070	4,070,219
766 Information Analysis for City Planning	0	0	0	0
767 Strategic Policy Research and Decision Making	0	0	0	0
768 Administration - Planning	851,268	0	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
690,851	0	59,378,804	<b>M-R: Office of Human Services</b>	
393,750	0	2,813,770	356 Administration - Human Services	
160,000	0	9,288,392	605 Head Start	
0	0	8,021,542	741 Community Action Centers	
0	0	1,780,542	893 Homeless Prevention	
0	0	3,555,836	894 Outreach to the Homeless	
0	0	10,590,369	895 Temporary Housing for the Homeless	
137,101	0	23,328,353	896 Permanent Housing for the Homeless	
4,053,622	7,974,110	41,977,290	<b>M-R: Office of Information Technology</b>	
0	0	0	147 Information Technology Services	
0	0	0	151 Information Technology Support Services	
0	0	1,184,030	802 Administration - MOIT	
0	0	6,665,120	803 Enterprise Innovation and Application Services	
4,053,622	0	20,418,603	804 Enterprise Unified Call Center	
0	7,974,110	13,709,537	805 Enterprise IT Delivery Services	
0	0	784,024	<b>M-R: Office of Neighborhoods</b>	
0	0	784,024	354 Office of Neighborhoods	
0	0	741,280	<b>M-R: Office of the Inspector General</b>	
0	0	0	108 Office of the Inspector General	
0	0	741,280	836 Inspector General	
0	0	0	837 Risk Assessment and Prevention	
0	0	775,781	<b>M-R: Office of the Labor Commissioner</b>	
0	0	775,781	128 Labor Contract Negotiations and Administration	
0	0	55,335,181	<b>M-R: Retirees' Benefits</b>	
0	0	55,335,181	351 Retirees' Benefits	
0	0	23,347,275	<b>M-R: Self-Insurance Fund</b>	
0	0	23,347,275	126 Contribution to Self-Insurance Fund	
0	0	11,562,093	<b>M-R: TIF Debt Service</b>	
0	0	11,562,093	124 TIF Debt Service	
0	0	0	<b>M-R: Veterans' Commission</b>	
0	0	0	483 Veterans' Commission	
110,000	0	5,217,151	<b>Mayoralty</b>	
110,000	0	5,217,151	125 Executive Direction and Control - Mayoralty	
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	
0	0	630,079	<b>Municipal and Zoning Appeals</b>	
0	0	630,079	185 Zoning, Tax and Other Appeals	
0	0	0	<b>Museum of Art</b>	
0	0	0	489 Operation of Museum of Art	
10,000	0	1,452,029	<b>Office of Civil Rights</b>	
0	0	0	156 Development of Intergroup Relations	
0	0	199,664	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	
10,000	0	898,237	846 Discrimination Investigations, Resolutions and Conciliations	
0	0	0	847 Prejudice and Discrimination Prevention	
0	0	151,749	848 Police Community Relations	
0	0	202,379	878 Disabilities Commission	
3,264,570	0	12,763,115	<b>Planning</b>	
0	0	0	187 City Planning	
0	0	1,212,098	761 Development Oversight and Project Support	
270,000	0	860,948	762 Historic Preservation	
2,916,540	0	4,667,162	763 Comprehensive Planning and Resource Management	
0	0	0	764 Six-Year Capital Improvement Program	
78,030	0	5,171,639	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	851,268	768 Administration - Planning	

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Police</b>	<b>444,183,791</b>	<b>0</b>	<b>11,743,416</b>	<b>12,245,534</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	30,905,620	0	1,602,739	0
622 Police Patrol	240,368,907	0	0	6,005,830
623 Crime Investigation	54,149,017	0	102,000	2,422,675
624 Target Violent Criminals	40,204,483	0	0	3,307,029
625 SWAT/ESU	8,436,973	0	0	0
626 Homeland Security - Intelligence	8,064,622	0	7,562,217	0
627 911 Communications Center	0	0	0	0
628 Police Internal Affairs	6,262,924	0	0	0
629 Crime Data Analysis	0	0	0	0
632 Manage Police Records and Evidence Control Systems	8,747,083	0	0	0
634 Crowd, Traffic, and Special Events Management	11,065,902	0	225,000	0
635 Police Recruiting and Training	14,671,192	0	0	510,000
636 Community Outreach and Information	0	0	0	0
637 Special Operations - K-9 and Mounted Unit	3,846,076	0	0	0
638 Marine Unit	307,358	0	0	0
640 Special Operations - Aviation	5,747,435	0	0	0
642 Crime Laboratory	11,406,199	0	2,251,460	0
643 Undesignated Police Program Costs	0	0	0	0
<b>Public Works</b>	<b>74,607,508</b>	<b>438,274,496</b>	<b>3,506,157</b>	<b>2,500,000</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	1,409,939	0	0	0
661 Public Right-of-Way Cleaning	18,554,053	2,509,380	0	0
662 Vacant/Abandoned Property Cleaning and Boarding	6,863,449	0	1,455,692	0
663 Waste Removal and Recycling	25,167,904	0	0	0
664 Waste Re-Use and Disposal	20,305,715	0	0	0
670 Administration - DPW - WWW	0	39,241,950	0	0
671 Water Management	0	82,311,419	0	0
672 Water and Wastewater Consumer Services	0	21,356,236	0	0
673 Wastewater Management	0	123,268,957	0	300,000
674 Surface Water Management	0	17,574,396	50,465	200,000

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
7,259,200	0	475,431,941	<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	
3,565,420	0	36,073,779	621 Administration - Police	
1,615,000	0	247,989,737	622 Police Patrol	
0	0	56,673,692	623 Crime Investigation	
2,078,780	0	45,590,292	624 Target Violent Criminals	
0	0	8,436,973	625 SWAT/ESU	
0	0	15,626,839	626 Homeland Security - Intelligence	
0	0	0	627 911 Communications Center	
0	0	6,262,924	628 Police Internal Affairs	
0	0	0	629 Crime Data Analysis	
0	0	8,747,083	632 Manage Police Records and Evidence Control Systems	
0	0	11,290,902	634 Crowd, Traffic, and Special Events Management	
0	0	15,181,192	635 Police Recruiting and Training	
0	0	0	636 Community Outreach and Information	
0	0	3,846,076	637 Special Operations - K-9 and Mounted Unit	
0	0	307,358	638 Marine Unit	
0	0	5,747,435	640 Special Operations - Aviation	
0	0	13,657,659	642 Crime Laboratory	
0	0	0	643 Undesignated Police Program Costs	
5,558,674	2,408,268	526,855,103	<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	1,409,939	660 Administration - DPW - SW	
558,674	0	21,622,107	661 Public Right-of-Way Cleaning	
0	0	8,319,141	662 Vacant/Abandoned Property Cleaning and Boarding	
0	0	25,167,904	663 Waste Removal and Recycling	
0	0	20,305,715	664 Waste Re-Use and Disposal	
0	0	39,241,950	670 Administration - DPW - WWW	
0	0	82,311,419	671 Water Management	
0	0	21,356,236	672 Water and Wastewater Consumer Services	
0	0	123,568,957	673 Wastewater Management	
0	0	17,824,861	674 Surface Water Management	

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
675 Engineering and Construction Management - Water and Wastewat	0	152,012,158	0	0
676 Administration - DPW	2,306,448	0	0	0
677 Public Works Museum	0	0	0	0
678 Rat Control	0	0	0	0
730 Public and Private Energy Performance	0	0	2,000,000	2,000,000
<b>Recreation and Parks</b>	<b>34,802,936</b>	<b>0</b>	<b>0</b>	<b>1,384,888</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	4,202,364	0	0	133,236
645 Aquatics	2,320,643	0	0	0
646 Park Maintenance	9,619,553	0	0	1,251,652
647 Youth and Adult Sports	538,284	0	0	0
648 Community Recreation Centers	13,021,158	0	0	0
649 Special Facilities Management - Recreation	23,025	0	0	0
650 Horticulture	942,976	0	0	0
651 Recreation for Seniors	121,493	0	0	0
652 Therapeutic Recreation	281,730	0	0	0
653 Park Programs & Events	0	0	0	0
654 Urban Forestry	3,731,710	0	0	0
655 TreeBaltimore	0	0	0	0
<b>Sheriff</b>	<b>20,438,734</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	4,199,517	0	0	0
882 Deputy Sheriff Enforcement	10,919,349	0	0	0
883 Service of Protective and Peace Orders	1,770,011	0	0	0
884 District Court Sheriff Services	2,532,333	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	1,017,524	0	0	0
890 Witness Protection	0	0	0	0
<b>Social Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
365 Public Assistance	0	0	0	0
<b>State's Attorney</b>	<b>32,439,179</b>	<b>0</b>	<b>1,250,401</b>	<b>4,759,396</b>
115 Prosecution of Criminals	26,249,750	0	1,002,117	4,759,396
781 Administration - State's Attorney	4,689,704	0	0	0
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	1,499,725	0	248,284	0
<b>Transportation</b>	<b>100,338,643</b>	<b>36,645,537</b>	<b>1,447,485</b>	<b>2,914,662</b>
195 Towing	0	0	0	0
230 Administration	0	0	0	0
231 Traffic Engineering	0	0	0	0
232 Parking	0	0	0	0
233 Traffic Signals	0	0	0	0
234 Transit and Marine Services	0	0	0	0
235 Parking Enforcement	0	0	0	0
238 School Crossing Guards	0	0	0	0
239 Traffic Safety	0	0	0	0
500 Street Lighting	18,100,320	0	0	0
501 Highway Maintenance	0	0	0	0
503 Engineering and Construction	0	0	0	0
548 Conduits	0	7,894,757	0	0
580 Parking Enterprise Facilities	0	0	0	0
681 Administration - DOT	8,279,204	0	510,192	0
682 Parking Management	0	28,750,780	0	0
683 Street Management	26,622,201	0	0	836,400
684 Traffic Management	11,559,956	0	0	0
685 Special Events Support	471,977	0	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
0	0	152,012,158	675	Engineering and Construction Management - Water and Wastewater
0	0	2,306,448	676	Administration - DPW
0	0	0	677	Public Works Museum
0	0	0	678	Rat Control
5,000,000	2,408,268	11,408,268	730	Public and Private Energy Performance
<b>2,868,970</b>	<b>0</b>	<b>39,056,794</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
0	0	4,335,600	644	Administration - Rec and Parks
0	0	2,320,643	645	Aquatics
0	0	10,871,205	646	Park Maintenance
156,424	0	694,708	647	Youth and Adult Sports
134,616	0	13,155,774	648	Community Recreation Centers
1,371,078	0	1,394,103	649	Special Facilities Management - Recreation
496,198	0	1,439,174	650	Horticulture
66,115	0	187,608	651	Recreation for Seniors
0	0	281,730	652	Therapeutic Recreation
644,539	0	644,539	653	Park Programs & Events
0	0	3,731,710	654	Urban Forestry
0	0	0	655	TreeBaltimore
<b>0</b>	<b>0</b>	<b>20,438,734</b>	<b>Sheriff</b>	
0	0	0	118	Sheriff Services
0	0	0	879	Administration - Sheriff
0	0	0	880	Internal Affairs
0	0	4,199,517	881	Courthouse Security
0	0	10,919,349	882	Deputy Sheriff Enforcement
0	0	1,770,011	883	Service of Protective and Peace Orders
0	0	2,532,333	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	1,017,524	889	Child Support Enforcement
0	0	0	890	Witness Protection
<b>0</b>	<b>0</b>	<b>0</b>	<b>Social Services</b>	
0	0	0	365	Public Assistance
<b>208,080</b>	<b>0</b>	<b>38,657,056</b>	<b>State's Attorney</b>	
208,080	0	32,219,343	115	Prosecution of Criminals
0	0	4,689,704	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	1,748,009	786	Victim and Witness Services
<b>33,841,851</b>	<b>0</b>	<b>175,188,178</b>	<b>Transportation</b>	
0	0	0	195	Towing
0	0	0	230	Administration
0	0	0	231	Traffic Engineering
0	0	0	232	Parking
0	0	0	233	Traffic Signals
0	0	0	234	Transit and Marine Services
0	0	0	235	Parking Enforcement
0	0	0	238	School Crossing Guards
0	0	0	239	Traffic Safety
0	0	18,100,320	500	Street Lighting
0	0	0	501	Highway Maintenance
0	0	0	503	Engineering and Construction
0	0	7,894,757	548	Conduits
0	0	0	580	Parking Enterprise Facilities
0	0	8,789,396	681	Administration - DOT
9,812,154	0	38,562,934	682	Parking Management
1,217,000	0	28,675,601	683	Street Management
720,283	0	12,280,239	684	Traffic Management
0	0	471,977	685	Special Events Support

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
686 Traffic Management	0	0	0	0
687 Inner Harbor Services - Transportation	925,027	0	0	0
688 Snow and Ice Control	2,864,399	0	0	0
689 Vehicle Impounding and Disposal	7,634,293	0	0	0
690 Sustainable Transportation	4,018,335	0	0	2,078,262
691 Public Rights-of-Way Landscape Management	3,856,516	0	0	0
692 Bridge and Culvert Management	3,321,075	0	0	0
693 Parking Enforcement	0	0	0	0
694 Survey Control	744,881	0	0	0
695 Dock Master	0	0	0	0
696 Street Cuts Management	891,633	0	0	0
697 Traffic Safety	7,737,775	0	937,293	0
727 Building Permits and Municipal Consents	1,668,245	0	0	0
729 Real Property Database Management	725,266	0	0	0
735 Special Events	917,540	0	0	0
999 Dummy	0	0	0	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 2016 OPERATING BUDGET</b>	<b>1,699,053,247</b>	<b>475,420,033</b>	<b>151,306,971</b>	<b>107,219,055</b>
<b>LESS INTERNAL SERVICE FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FISCAL 2016 OPERATING APPROPRIATION</b>	<b>1,699,053,247</b>	<b>475,420,033</b>	<b>151,306,971</b>	<b>107,219,055</b>

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
0	0	0	686	Traffic Management
0	0	925,027	687	Inner Harbor Services - Transportation
0	0	2,864,399	688	Snow and Ice Control
0	0	7,634,293	689	Vehicle Impounding and Disposal
7,196,413	0	13,293,010	690	Sustainable Transportation
0	0	3,856,516	691	Public Rights-of-Way Landscape Management
0	0	3,321,075	692	Bridge and Culvert Management
14,631,340	0	14,631,340	693	Parking Enforcement
0	0	744,881	694	Survey Control
264,661	0	264,661	695	Dock Master
0	0	891,633	696	Street Cuts Management
0	0	8,675,068	697	Traffic Safety
0	0	1,668,245	727	Building Permits and Municipal Consents
0	0	725,266	729	Real Property Database Management
0	0	917,540	735	Special Events
0	0	0	999	Dummy
0	0	0	<b>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
0	0	0	<b>War Memorial Commission</b>	
0	0	0	487	Operation of War Memorial Building
120,637,115	104,419,385	2,658,055,806	<b>TOTAL FISCAL 2016 OPERATING BUDGET</b>	
0	104,419,385	104,419,385	<b>LESS INTERNAL SERVICE FUND</b>	
120,637,115	0	2,553,636,421	<b>TOTAL FISCAL 2016 OPERATING APPROPRIATION</b>	

**CITY OF BALTIMORE**  
**ORDINANCE 15.378**  
**Council Bill 15-0532**

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Introduced by: The Council President  
At the request of: The Administration (Department of Finance)  
Introduced and read first time: May 11, 2015  
Assigned to: Budget and Appropriations Committee

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Committee Report: Favorable  
Council action: Adopted  
Read second time: June 15, 2015

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**AN ORDINANCE CONCERNING**

**Ordinance of Estimates for the Fiscal Year Ending June 30, 2016**

FOR the purpose of providing the appropriations estimated to be needed by each agency of the City of Baltimore for operating programs and capital projects during the fiscal 2016 year.

By authority of  
Article VI - Board of Estimates  
Section 3 et seq.  
Baltimore City Charter (1996 Edition)

**SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE,** That the following amounts or so much thereof as shall be sufficient are hereby appropriated subject to the provisions hereinafter set forth for the purpose of carrying out the programs included in the operating budget and the projects listed in the capital budget from the amounts estimated to be available in the designated funds during the fiscal year ending June 30, 2016.

**A. Operating Budget**

**Board of Elections**

899	Fair Conduct of Elections		
	General Fund Appropriation. ....	\$	7,155,182

**City Council**

100	City Council		
	General Fund Appropriation. ....	\$	6,128,301

**Comptroller**

130	Executive Direction and Control – Comptroller		
	General Fund Appropriation. ....	\$	1,275,563

131	Audits		
	General Fund Appropriation. ....	\$	4,011,472

EXPLANATION: CAPITALS indicate matter added to existing law.  
[Brackets] indicate matter deleted from existing law.  
Underlining indicates matter added to the bill by amendment.  
~~Strike-out~~ indicates matter stricken from the bill by amendment or deleted from existing law by amendment.

# Council Bill 15-0532

1	132	Real Estate Acquisition and Management		
2		General Fund Appropriation. ....	\$	1,013,704
3		<b>Council Services</b>		
4	103	Council Services		
5		General Fund Appropriation. ....	\$	666,564
6		<b>Courts: Circuit Court</b>		
7	110	Circuit Court		
8		General Fund Appropriation. ....	\$	9,754,421
9		Federal Fund Appropriation. ....	\$	2,127,470
10		State Fund Appropriation. ....	\$	5,164,052
11		Special Fund Appropriation. ....	\$	215,253
12		<b>Courts: Orphans' Court</b>		
13	817	Orphans' Court		
14		General Fund Appropriation. ....	\$	487,868
15		<b>Employees' Retirement Systems</b>		
16	152	Employees' Retirement Systems – Administration		
17		Special Fund Appropriation. ....	\$	4,969,406
18	154	Fire and Police Retirement System – Administration		
19		Special Fund Appropriation. ....	\$	4,519,032
20	155	Retirement Savings Plan		
21		Special Fund Appropriation. ....	\$	542,964
22		<b>Enoch Pratt Free Library</b>		
23	788	Information Services		
24		General Fund Appropriation. ....	\$	24,164,275
25		State Fund Appropriation. ....	\$	10,076,638
26		Special Fund Appropriation. ....	\$	593,401
27		<b>Finance</b>		
28	148	Revenue Collection		
29		General Fund Appropriation. ....	\$	6,211,605
30	150	Treasury and Debt Management		
31		General Fund Appropriation. ....	\$	1,126,384
32	698	Administration – Finance		
33		General Fund Appropriation. ....	\$	1,427,437
34	699	Procurement		
35		General Fund Appropriation. ....	\$	3,115,130
36	700	Surplus Property Disposal		
37		Special Fund Appropriation. ....	\$	141,910

**Council Bill 15-0532**

1	702	Accounts Payable		
2		General Fund Appropriation. ....	\$	1,208,813
3	703	Payroll		
4		General Fund Appropriation. ....	\$	3,410,720
5	704	Accounting		
6		General Fund Appropriation. ....	\$	1,557,133
7	705	Loan and Guarantee Program		
8		Loan and Guarantee Enterprise Fund.....	\$	500,000
9	708	Operating Budget Management		
10		General Fund Appropriation. ....	\$	1,672,128
11	710	Property Tax Billing Integrity and Recovery		
12		General Fund Appropriation. ....	\$	1,042,424
13	711	Finance Project Management		
14		General Fund Appropriation. ....	\$	175,676
15	<b>Fire</b>			
16	600	Administration – Fire		
17		General Fund Appropriation. ....	\$	7,923,555
18		Federal Fund Appropriation.....	\$	1,060,688
19	602	Fire Suppression and Emergency Rescue		
20		General Fund Appropriation. ....	\$	144,605,958
21		Federal Fund Appropriation.....	\$	12,263
22		State Fund Appropriation.....	\$	1,399,940
23	608	Emergency Management		
24		General Fund Appropriation. ....	\$	775,530
25		Federal Fund Appropriation.....	\$	235,891
26	609	Emergency Medical Services		
27		General Fund Appropriation. ....	\$	21,585,776
28		State Fund Appropriation.....	\$	47,000
29		Special Fund Appropriation.....	\$	17,300,000
30	610	Fire and Emergency Community Outreach		
31		General Fund Appropriation. ....	\$	326,183
32	611	Fire Code Enforcement		
33		General Fund Appropriation. ....	\$	4,507,583
34		Federal Fund Appropriation.....	\$	153,998
35		State Fund Appropriation.....	\$	158,110
36	612	Fire Investigation		
37		General Fund Appropriation. ....	\$	962,575

**Council Bill 15-0532**

1	613	Fire Facilities Maintenance and Replacement		
2		General Fund Appropriation. ....	\$	14,755,319
3		Federal Fund Appropriation.....	\$	2,720,400
4		State Fund Appropriation.....	\$	1,069,860
5		Special Fund Appropriation.....	\$	255,000
6	614	Fire Communications and Dispatch		
7		General Fund Appropriation. ....	\$	5,929,311
8	615	Fire Training and Education		
9		General Fund Appropriation. ....	\$	3,661,532
10	<b>General Services</b>			
11	726	Administration – General Services		
12		General Fund Appropriation. ....	\$	1,624,614
13	731	Facilities Management		
14		General Fund Appropriation. ....	\$	14,553,257
15		State Fund Appropriation.....	\$	1,077,659
16	734	Design and Construction/Major Projects Division		
17		General Fund Appropriation. ....	\$	340,000
18	<b>Health</b>			
19	303	Clinical Services		
20		General Fund Appropriation. ....	\$	4,913,580
21		Federal Fund Appropriation.....	\$	4,302,888
22		State Fund Appropriation.....	\$	1,663,345
23		Special Fund Appropriation.....	\$	166,606
24	305	Healthy Homes		
25		General Fund Appropriation. ....	\$	885,262
26		Federal Fund Appropriation.....	\$	1,198,552
27		Special Fund Appropriation.....	\$	178,448
28	307	Substance Abuse and Mental Health		
29		General Fund Appropriation. ....	\$	1,851,443
30		State Fund Appropriation.....	\$	534,589
31	308	Maternal and Child Health		
32		General Fund Appropriation. ....	\$	922,802
33		Federal Fund Appropriation.....	\$	15,327,881
34		State Fund Appropriation.....	\$	1,062,045
35		Special Fund Appropriation.....	\$	1,281,419
36	310	School Health Services		
37		General Fund Appropriation. ....	\$	2,618,724
38		Federal Fund Appropriation.....	\$	401,438
39		State Fund Appropriation.....	\$	505,021
40		Special Fund Appropriation.....	\$	12,873,147

# Council Bill 15-0532

1	311	Health Services for Seniors		
2		Federal Fund Appropriation..	\$	4,838,308
3	315	Emergency Services – Health		
4		General Fund Appropriation. ....	\$	668,784
5		Federal Fund Appropriation..	\$	764,453
6		State Fund Appropriation..	\$	11,293,757
7	316	Youth Violence Prevention		
8		General Fund Appropriation. ....	\$	735,378
9		Federal Fund Appropriation..	\$	695,400
10		State Fund Appropriation..	\$	1,481,257
11	715	Administration – Health		
12		General Fund Appropriation. ....	\$	4,468,511
13		Federal Fund Appropriation..	\$	3,060,000
14		State Fund Appropriation..	\$	1,020,000
15		Special Fund Appropriation..	\$	972,771
16	716	Animal Services		
17		General Fund Appropriation. ....	\$	3,164,962
18	717	Environmental Health		
19		General Fund Appropriation. ....	\$	3,055,320
20		Special Fund Appropriation..	\$	52,020
21	718	Chronic Disease Prevention		
22		General Fund Appropriation. ....	\$	373,382
23		State Fund Appropriation..	\$	309,724
24	720	HIV Treatment Services for the Uninsured		
25		General Fund Appropriation. ....	\$	1,271,409
26		Federal Fund Appropriation..	\$	22,963,100
27		State Fund Appropriation..	\$	2,002,311
28	721	Senior Centers		
29		General Fund Appropriation. ....	\$	780,750
30		Federal Fund Appropriation..	\$	1,297,324
31		State Fund Appropriation..	\$	168,000
32	722	Administration – CARE		
33		General Fund Appropriation. ....	\$	377,927
34		Federal Fund Appropriation..	\$	194,220
35	723	Advocacy for Seniors		
36		General Fund Appropriation. ....	\$	99,956
37		Federal Fund Appropriation..	\$	182,069
38		State Fund Appropriation..	\$	1,884,124

# **Council Bill 15-0532**

1	724	Direct Care and Support Planning		
2		Federal Fund Appropriation..	\$	136,753
3		State Fund Appropriation..	\$	1,848,265
4	725	Community Services for Seniors		
5		General Fund Appropriation. ....	\$	145,176
6		Federal Fund Appropriation..	\$	2,628,266
7		State Fund Appropriation..	\$	979,425
8		Special Fund Appropriation..	\$	290,557
9	<b>Housing and Community Development</b>			
10	593	Community Support Projects		
11		Federal Fund Appropriation..	\$	7,634,837
12	604	Before and After Care		
13		General Fund Appropriation. ....	\$	169,776
14	737	Administration – HCD		
15		General Fund Appropriation. ....	\$	2,606,373
16		Federal Fund Appropriation..	\$	1,175,123
17	738	Weatherization Services		
18		State Fund Appropriation..	\$	10,180,014
19	740	Dawson Center		
20		General Fund Appropriation. ....	\$	31,000
21		Federal Fund Appropriation..	\$	348,406
22	742	Promote Homeownership		
23		Federal Fund Appropriation..	\$	649,824
24	745	Housing Code Enforcement		
25		General Fund Appropriation. ....	\$	14,362,285
26		Special Fund Appropriation..	\$	50,000
27	747	Register and License Properties and Contractors		
28		General Fund Appropriation. ....	\$	579,120
29	748	Housing Development Finance and Project Management		
30		Federal Fund Appropriation..	\$	738,334
31	749	Blight Elimination		
32		General Fund Appropriation. ....	\$	2,749,163
33	750	Housing Rehabilitation Services		
34		Federal Fund Appropriation..	\$	1,269,349
35		State Fund Appropriation..	\$	471,000
36	751	Building and Zoning Inspections and Permits		
37		General Fund Appropriation. ....	\$	5,525,710

# Council Bill 15-0532

1	752	Community Outreach Services		
2		General Fund Appropriation. ....	\$	1,050,272
3		Special Fund Appropriation. ....	\$	200,000
4	754	Summer Food Service Program		
5		General Fund Appropriation. ....	\$	250,000
6		State Fund Appropriation	\$	3,494,513
7	809	Retention, Expansion, and Attraction of Businesses		
8		General Fund Appropriation. ....	\$	1,530,330
9		Special Fund Appropriation. ....	\$	100,000
10	810	Real Estate Development		
11		General Fund Appropriation. ....	\$	1,787,471
12		Special Fund Appropriation. ....	\$	200,000
13	811	Inner Harbor Coordination		
14		General Fund Appropriation. ....	\$	521,238
15	812	Business Support – Small Business Resource Center		
16		General Fund Appropriation. ....	\$	466,848
17	813	Technology Development – Emerging Technology Center		
18		General Fund Appropriation. ....	\$	815,156
19	814	Improve and Promote Retail Districts Beyond Downtown		
20		General Fund Appropriation. ....	\$	1,586,557
21		Special Fund Appropriation. ....	\$	100,000
22	815	Live Baltimore		
23		General Fund Appropriation. ....	\$	575,842
24	<b>Human Resources</b>			
25	770	Administration – Human Resources		
26		General Fund Appropriation. ....	\$	2,511,754
27	771	Benefits Administration		
28		General Fund Appropriation. ....	\$	4,474,699
29	772	Civil Service Management		
30		General Fund Appropriation. ....	\$	1,696,320
31	<b>Law</b>			
32	860	Administration – Law		
33		General Fund Appropriation. ....	\$	1,012,370
34	861	Controversies		
35		General Fund Appropriation. ....	\$	3,802,762

**Council Bill 15-0532**

1	862	Transactions		
2		General Fund Appropriation. ....	\$	2,402,959
3	869	Minority and Women's Business Opportunity Office		
4		General Fund Appropriation. ....	\$	675,439
5	<b>Legislative Reference</b>			
6	106	Legislative Reference Services		
7		General Fund Appropriation. ....	\$	543,070
8	107	Archives and Records Management		
9		General Fund Appropriation. ....	\$	507,262
10	<b>Liquor License Board</b>			
11	850	Liquor Licensing		
12		General Fund Appropriation. ....	\$	826,954
13	851	Liquor License Compliance		
14		General Fund Appropriation. ....	\$	939,893
15	<b>Mayoralty</b>			
16	125	Executive Direction and Control – Mayoralty		
17		General Fund Appropriation. ....	\$	4,369,331
18		Federal Fund Appropriation. ....	\$	364,453
19		State Fund Appropriation. ....	\$	373,367
20		Special Fund Appropriation. ....	\$	110,000
21	<b>M-R: Art and Culture</b>			
22	493	Art and Culture Grants		
23		General Fund Appropriation. ....	\$	6,156,975
24	824	Events, Art, Culture, and Film		
25		General Fund Appropriation. ....	\$	2,279,499
26	828	Bromo Seltzer Arts Tower		
27		General Fund Appropriation. ....	\$	75,000
28	<b>M-R: Baltimore City Public Schools</b>			
29	352	Baltimore City Public Schools		
30		General Fund Appropriation. ....	\$	258,212,181
31	<b>M-R: Cable and Communications</b>			
32	876	Media Production		
33		General Fund Appropriation. ....	\$	701,381
34		Special Fund Appropriation. ....	\$	500,000
35	<b>M-R: Civic Promotion</b>			
36	590	Civic Promotion Grants		
37		General Fund Appropriation. ....	\$	468,145

**Council Bill 15-0532**

1	820	Convention Sales and Tourism Marketing		
2		General Fund Appropriation. ....	\$	13,973,885
3	<b>M-R: Conditional Purchase Agreements</b>			
4	129	Conditional Purchase Agreement Payments		
5		General Fund Appropriation. ....	\$	22,066,813
6	<b>M-R: Contingent Fund</b>			
7	121	Contingent Fund		
8		General Fund Appropriation. ....	\$	1,000,000
9	<b>M-R: Convention Center Hotel</b>			
10	535	Convention Center Hotel		
11		General Fund Appropriation. ....	\$	7,325,000
12	<b>M-R: Convention Complex</b>			
13	540	Royal Farms Arena Operations		
14		General Fund Appropriation. ....	\$	592,713
15	855	Convention Center		
16		General Fund Appropriation. ....	\$	12,417,786
17		State Fund Appropriation. ....	\$	6,325,101
18	857	Convention Center Debt Service		
19		Convention Center Bond Fund Appropriation. ....	\$	4,580,088
20	<b>M-R: Debt Service</b>			
21	123	General Debt Service		
22		General Fund Appropriation. ....	\$	88,848,893
23		Special Fund Appropriation. ....	\$	11,300,000
24	<b>M-R: Educational Grants</b>			
25	446	Educational Grants		
26		General Fund Appropriation. ....	\$	7,736,930
27	<b>M-R: Employees' Retirement Contribution</b>			
28	355	Employees' Retirement Contribution		
29		General Fund Appropriation. ....	\$	8,950,000
30	<b>M-R: Environmental Control Board</b>			
31	117	Adjudication of Environmental Citations		
32		General Fund Appropriation. ....	\$	787,844
33	<b>M-R: Health and Welfare Grants</b>			
34	385	Health and Welfare Grants		
35		General Fund Appropriation. ....	\$	1,190,058
36	<b>M-R: Innovation Fund</b>			
37	833	Innovation Fund		
38		General Fund Appropriation. ....	\$	1,326,000

**Council Bill 15-0532**

1	<b>M-R: Miscellaneous General Expenses</b>		
2	122	Miscellaneous General Expenses	
3		General Fund Appropriation. ....	\$ 27,064,856
4	<b>M-R: Office of CitiStat Operations</b>		
5	347	CitiStat Operations	
6		General Fund Appropriation. ....	\$ 1,246,199
7	<b>M-R: Office of Criminal Justice</b>		
8	757	Crime Camera Management	
9		General Fund Appropriation. ....	\$ 1,486,011
10		Special Fund Appropriation.....	\$ 30,000
11	758	Coordination of Public Safety Strategy	
12		General Fund Appropriation. ....	\$ 883,757
13		Federal Fund Appropriation.....	\$ 2,990,637
14		State Fund Appropriation.....	\$ 1,577,199
15		Special Fund Appropriation.....	\$ 424,275
16	<b>M-R: Office of Employment Development</b>		
17	791	BCPS Alternative Options Academy for Youth	
18		State Fund Appropriation.....	\$ 200,176
19	792	Workforce Services for TANF Recipients	
20		Federal Fund Appropriation.....	\$ 3,209,237
21		State Fund Appropriation.....	\$ 537,245
22	793	Employment Enhancement Services for Baltimore City Residents	
23		General Fund Appropriation. ....	\$ 1,347,509
24		Special Fund Appropriation.....	\$ 445,000
25	794	Administration – MOED	
26		General Fund Appropriation. ....	\$ 1,508,639
27		State Fund Appropriation.....	\$ 107,766
28		Special Fund Appropriation.....	\$ 50,000
29	795	Workforce Services for Baltimore Residents	
30		Federal Fund Appropriation.....	\$ 4,501,484
31		State Fund Appropriation.....	\$ 400,000
32		Special Fund Appropriation.....	\$ 200,000
33	796	Workforce Services for Ex-Offenders	
34		General Fund Appropriation. ....	\$ 88,085
35		Federal Fund Appropriation.....	\$ 749,715
36		State Fund Appropriation.....	\$ 749,584
37	797	Workforce Services for Out of School Youth – Youth Opportunity	
38		General Fund Appropriation. ....	\$ 2,911,862
39		Federal Fund Appropriation.....	\$ 396,743
40		State Fund Appropriation.....	\$ 409,452

# Council Bill 15-0532

1	798	Youth Works Summer Job Program		
2		General Fund Appropriation. ....	\$	1,772,101
3		Federal Fund Appropriation. ....	\$	1,100,000
4		State Fund Appropriation. ....	\$	1,360,496
5		Special Fund Appropriation. ....	\$	240,000
6	800	Workforce Services for WIA Funded Youth		
7		Federal Fund Appropriation. ....	\$	2,624,771
8	<b>M-R: Office of Human Services</b>			
9	356	Administration – Human Services		
10		General Fund Appropriation. ....	\$	716,828
11		Federal Fund Appropriation. ....	\$	1,576,268
12		State Fund Appropriation. ....	\$	126,924
13		Special Fund Appropriation. ....	\$	393,750
14	605	Head Start		
15		General Fund Appropriation. ....	\$	575,000
16		Federal Fund Appropriation. ....	\$	7,767,472
17		State Fund Appropriation. ....	\$	785,920
18		Special Fund Appropriation. ....	\$	160,000
19	741	Community Action Centers		
20		General Fund Appropriation. ....	\$	1,346,104
21		Federal Fund Appropriation. ....	\$	863,013
22		State Fund Appropriation. ....	\$	5,812,425
23	893	Homeless Prevention		
24		Federal Fund Appropriation. ....	\$	1,193,514
25		State Fund Appropriation. ....	\$	587,028
26	894	Outreach to the Homeless		
27		Federal Fund Appropriation. ....	\$	3,196,012
28		State Fund Appropriation. ....	\$	359,824
29	895	Temporary Housing for the Homeless		
30		General Fund Appropriation. ....	\$	5,210,053
31		Federal Fund Appropriation. ....	\$	3,890,522
32		State Fund Appropriation. ....	\$	1,489,794
33	896	Permanent Housing for the Homeless		
34		General Fund Appropriation. ....	\$	716,837
35		Federal Fund Appropriation. ....	\$	22,405,079
36		State Fund Appropriation. ....	\$	69,336
37		Special Fund Appropriation. ....	\$	137,101
38	<b>M-R: Office of Information Technology</b>			
39	802	Administration – MOIT		
40		General Fund Appropriation. ....	\$	1,184,030

# Council Bill 15-0532

1	803	Enterprise Innovation and Application Services		
2		General Fund Appropriation. ....	\$	6,665,120
3	804	Enterprise Unified Call Center		
4		General Fund Appropriation. ....	\$	16,364,981
5		Special Fund Appropriation.....	\$	4,053,622
6	805	Enterprise IT Delivery Services		
7		General Fund Appropriation. ....	\$	5,735,427
8	<b>M-R: Office of Neighborhoods</b>			
9	354	Office of Neighborhoods		
10		General Fund Appropriation. ....	\$	784,024
11	<b>M-R: Office of the Inspector General</b>			
12	836	Inspector General		
13		General Fund Appropriation. ....	\$	741,280
14	<b>M-R: Office of the Labor Commissioner</b>			
15	128	Labor Contract Negotiations and Administration		
16		General Fund Appropriation. ....	\$	775,781
17	<b>M-R: Retirees' Benefits</b>			
18	351	Retirees' Benefits		
19		General Fund Appropriation. ....	\$	55,335,181
20	<b>M-R: Self-Insurance Fund</b>			
21	126	Contribution to Self-Insurance Fund		
22		General Fund Appropriation. ....	\$	23,347,275
23	<b>M-R: TIF Debt Service</b>			
24	124	TIF Debt Service		
25		General Fund Appropriation. ....	\$	11,562,093
26	<b>Municipal and Zoning Appeals</b>			
27	185	Zoning, Tax and Other Appeals		
28		General Fund Appropriation. ....	\$	630,079
29	<b>Office of Civil Rights</b>			
30	656	Wage Investigation and Enforcement		
31		General Fund Appropriation. ....	\$	199,664
32	846	Discrimination Investigations, Resolutions and Conciliations		
33		General Fund Appropriation. ....	\$	848,237
34		Federal Fund Appropriation.....	\$	40,000
35		Special Fund Appropriation.....	\$	10,000
36	848	Police Community Relations		
37		General Fund Appropriation. ....	\$	151,749

# Council Bill 15-0532

1	878	Disabilities Commission		
2		General Fund Appropriation. ....	\$	202,379
3	<b>Planning</b>			
4	761	Development Oversight and Project Support		
5		General Fund Appropriation. ....	\$	1,212,098
6	762	Historic Preservation		
7		General Fund Appropriation. ....	\$	590,948
8		Special Fund Appropriation.....	\$	270,000
9	763	Comprehensive Planning and Resource Management		
10		General Fund Appropriation. ....	\$	1,377,265
11		Federal Fund Appropriation.....	\$	191,287
12		State Fund Appropriation.....	\$	182,070
13		Special Fund Appropriation.....	\$	2,916,540
14	765	Planning for a Sustainable Baltimore		
15		General Fund Appropriation. ....	\$	841,320
16		Federal Fund Appropriation.....	\$	182,070
17		State Fund Appropriation.....	\$	4,070,219
18		Special Fund Appropriation.....	\$	78,030
19	768	Administration – Planning		
20		General Fund Appropriation. ....	\$	851,268
21	<b>Police</b>			
22	621	Administration – Police		
23		General Fund Appropriation. ....	\$	30,905,620
24		Federal Fund Appropriation.....	\$	1,602,739
25		Special Fund Appropriation.....	\$	3,565,420
26	622	Police Patrol		
27		General Fund Appropriation. ....	\$	240,368,907
28		State Fund Appropriation.....	\$	6,005,830
29		Special Fund Appropriation.....	\$	1,615,000
30	623	Crime Investigation		
31		General Fund Appropriation. ....	\$	54,149,017
32		Federal Fund Appropriation.....	\$	102,000
33		State Fund Appropriation.....	\$	2,422,675
34	624	Target Violent Criminals		
35		General Fund Appropriation. ....	\$	40,204,483
36		State Fund Appropriation.....	\$	3,307,029
37		Special Fund Appropriation.....	\$	2,078,780
38	625	SWAT/ESU		
39		General Fund Appropriation. ....	\$	8,436,973

**Council Bill 15-0532**

1	626	Homeland Security – Intelligence		
2		General Fund Appropriation. ....	\$	8,064,622
3		Federal Fund Appropriation. ....	\$	7,562,217
4	628	Police Internal Affairs		
5		General Fund Appropriation. ....	\$	6,262,924
6	632	Manage Police Records and Evidence Control Systems		
7		General Fund Appropriation. ....	\$	8,747,083
8	634	Crowd, Traffic, and Special Events Management		
9		General Fund Appropriation. ....	\$	11,065,902
10		Federal Fund Appropriation. ....	\$	225,000
11	635	Police Recruiting and Training		
12		General Fund Appropriation. ....	\$	14,671,192
13		State Fund Appropriation. ....	\$	510,000
14	637	Special Operations – K-9 and Mounted Unit		
15		General Fund Appropriation. ....	\$	3,846,076
16	638	Marine Unit		
17		General Fund Appropriation. ....	\$	307,358
18	640	Special Operations – Aviation		
19		General Fund Appropriation. ....	\$	5,747,435
20	642	Crime Laboratory		
21		General Fund Appropriation. ....	\$	11,406,199
22		Federal Fund Appropriation. ....	\$	2,251,460
23	<b>Public Works</b>			
24	660	Administration – DPW – SW		
25		General Fund Appropriation. ....	\$	1,409,939
26	661	Public Right-of-Way Cleaning		
27		General Fund Appropriation. ....	\$	18,554,053
28		Special Fund Appropriation. ....	\$	558,674
29		Stormwater Utility Fund Appropriation. ....	\$	2,509,380
30	662	Vacant/Abandoned Property Cleaning and Boarding		
31		General Fund Appropriation. ....	\$	6,863,449
32		Federal Fund Appropriation. ....	\$	1,455,692
33	663	Waste Removal and Recycling		
34		General Fund Appropriation. ....	\$	25,167,904
35	664	Waste Re-Use and Disposal		
36		General Fund Appropriation. ....	\$	20,305,715

**Council Bill 15-0532**

1	670	Administration – DPW – WWW		
2		Wastewater Utility Fund Appropriation. ....	\$	20,496,319
3		Water Utility Fund Appropriation. ....	\$	18,745,631
4	671	Water Management		
5		Water Utility Fund Appropriation. ....	\$	82,311,419
6	672	Water and Wastewater Consumer Services		
7		Stormwater Utility Fund Appropriation.....	\$	1,738,722
8		Wastewater Utility Fund Appropriation. ....	\$	4,238,388
9		Water Utility Fund Appropriation. ....	\$	15,379,126
10	673	Wastewater Management		
11		State Fund Appropriation.....	\$	300,000
12		Wastewater Utility Fund Appropriation. ....	\$	123,268,957
13	674	Surface Water Management		
14		Federal Fund Appropriation.....	\$	50,465
15		State Fund Appropriation.....	\$	200,000
16		Stormwater Utility Fund Appropriation.....	\$	15,911,275
17		Wastewater Utility Fund Appropriation. ....	\$	1,139,314
18		Water Utility Fund Appropriation. ....	\$	523,807
19	675	Engineering and Construction Management – Water and Wastewater		
20		Wastewater Utility Fund Appropriation. ....	\$	86,544,765
21		Water Utility Fund Appropriation. ....	\$	65,467,393
22	676	Administration – DPW		
23		General Fund Appropriation. ....	\$	2,306,448
24	730	Public and Private Energy Performance		
25		Federal Fund Appropriation.....	\$	2,000,000
26		State Fund Appropriation.....	\$	2,000,000
27		Special Fund Appropriation.....	\$	5,000,000
28	<b>Recreation and Parks</b>			
29	644	Administration – Rec and Parks		
30		General Fund Appropriation. ....	\$	4,202,364
31		State Fund Appropriation.....	\$	133,236
32	645	Aquatics		
33		General Fund Appropriation. ....	\$	2,320,643
34	646	Park Maintenance		
35		General Fund Appropriation. ....	\$	9,619,553
36		State Fund Appropriation.....	\$	1,251,652

# Council Bill 15-0532

1	647	Youth and Adult Sports		
2		General Fund Appropriation. ....	\$	538,284
3		Special Fund Appropriation.....	\$	156,424
4	648	Community Recreation Centers		
5		General Fund Appropriation. ....	\$	13,021,158
6		Special Fund Appropriation.....	\$	134,616
7	649	Special Facilities Management – Recreation		
8		General Fund Appropriation. ....	\$	23,025
9		Special Fund Appropriation.....	\$	1,371,078
10	650	Horticulture		
11		General Fund Appropriation. ....	\$	942,976
12		Special Fund Appropriation.....	\$	496,198
13	651	Recreation for Seniors		
14		General Fund Appropriation. ....	\$	121,493
15		Special Fund Appropriation.....	\$	66,115
16	652	Therapeutic Recreation		
17		General Fund Appropriation. ....	\$	281,730
18	653	Park Programs and Events		
19		Special Fund Appropriation.....	\$	644,539
20	654	Urban Forestry		
21		General Fund Appropriation. ....	\$	3,731,710
22	<b>Sheriff</b>			
23	881	Courthouse Security		
24		General Fund Appropriation. ....	\$	4,199,517
25	882	Deputy Sheriff Enforcement		
26		General Fund Appropriation. ....	\$	10,919,349
27	883	Service of Protective and Peace Orders		
28		General Fund Appropriation. ....	\$	1,770,011
29	884	District Court Sheriff Services		
30		General Fund Appropriation. ....	\$	2,532,333
31	889	Child Support Enforcement		
32		General Fund Appropriation. ....	\$	1,017,524

**Council Bill 15-0532**

1	<b>State's Attorney</b>		
2	115	Prosecution of Criminals	
3		General Fund Appropriation. ....	\$ 26,249,750
4		Federal Fund Appropriation.....	\$ 1,002,117
5		State Fund Appropriation.....	\$ 4,759,396
6		Special Fund Appropriation.....	\$ 208,080
7	781	Administration – State's Attorney	
8		General Fund Appropriation. ....	\$ 4,689,704
9	786	Victim and Witness Services	
10		General Fund Appropriation. ....	\$ 1,499,725
11		Federal Fund Appropriation.....	\$ 248,284
12	<b>Transportation</b>		
13	500	Street Lighting	
14		General Fund Appropriation. ....	\$ 18,100,320
15	548	Conduits	
16		Conduit Enterprise Fund Appropriation. ....	\$ 7,894,757
17	681	Administration – DOT	
18		General Fund Appropriation. ....	\$ 8,279,204
19		Federal Fund Appropriation.....	\$ 510,192
20	682	Parking Management	
21		Parking Enterprise Fund Appropriation.....	\$ 28,750,780
22		Parking Management Fund Appropriation. ....	\$ 9,812,154
23	683	Street Management	
24		General Fund Appropriation. ....	\$ 26,622,201
25		State Fund Appropriation.....	\$ 836,400
26		Special Fund Appropriation.....	\$ 1,217,000
27	684	Traffic Management	
28		General Fund Appropriation. ....	\$ 11,559,956
29		Special Fund Appropriation.....	\$ 720,283
30	685	Special Events Support	
31		General Fund Appropriation. ....	\$ 471,977
32	687	Inner Harbor Services – Transportation	
33		General Fund Appropriation. ....	\$ 925,027
34	688	Snow and Ice Control	
35		General Fund Appropriation. ....	\$ 2,864,399
36	689	Vehicle Impounding and Disposal	
37		General Fund Appropriation. ....	\$ 7,634,293

**Council Bill 15-0532**

1	690	Sustainable Transportation		
2		General Fund Appropriation. ....	\$	4,018,335
3		State Fund Appropriation. ....	\$	2,078,262
4		Special Fund Appropriation. ....	\$	7,196,413
5	691	Public Rights-of-Way Landscape Management		
6		General Fund Appropriation. ....	\$	3,856,516
7	692	Bridge and Culvert Management		
8		General Fund Appropriation. ....	\$	3,321,075
9	693	Parking Enforcement		
10		Parking Management Fund Appropriation. ....	\$	14,631,340
11	694	Survey Control		
12		General Fund Appropriation. ....	\$	744,881
13	695	Dock Master		
14		Special Fund Appropriation. ....	\$	264,661
15	696	Street Cuts Management		
16		General Fund Appropriation. ....	\$	891,633
17	697	Traffic Safety		
18		General Fund Appropriation. ....	\$	7,737,775
19		Federal Fund Appropriation. ....	\$	937,293
20	727	Building Permits and Municipal Consents		
21		General Fund Appropriation. ....	\$	1,668,245
22	729	Real Property Database Management		
23		General Fund Appropriation. ....	\$	725,266
24	735	Special Events		
25		General Fund Appropriation. ....	\$	917,540

**Internal Service Fund Authorization**

**Comptroller, Department of**

**133 Municipal Telephone Exchange**

An internal service fund is hereby authorized to provide for operation of a Municipal Telephone Exchange, the costs of which are to be recovered from using agencies.

**136 Municipal Post Office**

An internal service fund is hereby authorized to provide for operation of a Municipal Post Office, the costs of which are to be recovered from using agencies.

## **Council Bill 15-0532**

### **Finance, Department of**

#### **701 Printing Services**

An internal service fund is hereby authorized to provide for operation of a Municipal Reproduction and Printing Service, the costs of which are to be recovered from using agencies.

#### **707 Risk Management for Employee Injuries**

An internal service fund is hereby authorized to provide for a Self-Insurance Program for administration of the Employee Health Clinic and Employee Safety and Workers' Compensation Claims Processing, the costs of which are to be recovered from the Self-Insurance Fund.

### **General Services, Department of**

#### **189 Fleet Management**

An internal service fund is hereby authorized to provide for operation of a Central Automotive and Mechanical Repair Service, the costs of which are to be recovered from using agencies.

#### **731 Facilities Management**

An internal service fund is hereby authorized to provide for the maintenance of City buildings, the costs of which are to be recovered from using agencies.

### **Human Resources, Department of**

#### **771 Benefits Administration**

An internal service fund is hereby authorized to provide for the operation of the Unemployment Insurance function, the costs of which are to be recovered from contributions from various fund sources.

### **Law, Department of**

#### **860, 861, and 862 Legal Services**

An internal service fund is hereby authorized to provide for a Self-Insurance Program covering Automotive Equipment, Police Animal Liability, Employee Liability, and the administration of Workers' Compensation claims, the costs of which are to be recovered from the Self-Insurance Fund. This internal service fund is allocated across multiple services within the Law Department.

### **Mayorality-Related**

#### **129 Conditional Purchase Agreements Payments**

An internal service fund is hereby authorized to provide for operation of a Central Automotive and Mechanical Repair Service, the costs of which are to be recovered from using agencies.

#### **805 IT Infrastructure Support Services**

An internal service fund is hereby authorized to provide for the operation of the 800 Megahertz emergency response system, the costs of which are to be recovered from using agencies.

#### **805 IT Infrastructure Support Services**

An internal service fund is hereby authorized to provide for the maintenance and replacement of computer hardware and software, the costs of which are to be recovered from using agencies.

**Council Bill 15-0532**

**Public Works, Department of**

**730 Energy Office**

An internal service fund is hereby authorized to provide for an Energy Office to implement and manage technologies to minimize energy usage and maximize opportunities from renewable energy sources, the costs of which are to be recovered from monitoring and management fees from energy projects and from the sale of renewable energy credits.

**B. Capital Budget**

**SECTION 2. AND BE IT FURTHER ORDAINED,** That the Capital Improvement Appropriations herein made are for the following Construction Projects provided that the appropriations will be placed in Construction Reserve accounts at the beginning of the fiscal year and transferred by the Board of Estimates to Construction Accounts as project funds are needed.

**Baltimore City School System**

**417-212 Systemic Improvements**

General Obligation Bond Appropriation. . . . . \$ 10,000,000

**418-001 Graceland Park-O'Donnell Heights PK-8 #240**

General Obligation Bond Appropriation. . . . . \$ 3,500,000

**418-003 Holabird ES/MS #229**

General Obligation Bond Appropriation. . . . . \$ 3,500,000

**Baltimore Development Corporation**

**601-013 Citywide Facade Improvements**

General Obligation Bond Appropriation. . . . . \$ 350,000

**601-022 Westside Historic Property Stabilization**

General Obligation Bond Appropriation. . . . . \$ 500,000

**601-033 Liberty Heights Corridor Improvements**

General Obligation Bond Appropriation. . . . . \$ 750,000

**601-052 Inner Harbor – Rash Field**

General Obligation Bond Appropriation. . . . . \$ 1,000,000

**601-053 Inner Harbor – Infrastructure**

General Obligation Bond Appropriation. . . . . \$ 500,000

**601-058 Jonestown**

General Obligation Bond Appropriation. . . . . \$ 200,000

**601-060 Business Park Upgrades**

General Obligation Bond Appropriation. . . . . \$ 250,000

**Council Bill 15-0532**

1	<b>601-061 Infrastructure Upgrades: Russell, Bayard, Worcester,</b>		
2	<b>Warner</b>		
3	State Fund Appropriation.....	\$	2,000,000
4	<b>601-063 Lexington Market</b>		
5	General Obligation Bond Appropriation.....	\$	1,000,000
6	<b>601-064 Innovation Fund</b>		
7	General Obligation Bond Appropriation.....	\$	1,000,000
8	<b>601-066 Greenmount, Eager to 28<sup>th</sup> (527-009)</b>		
9	General Obligation Bond Appropriation.....	\$	200,000
10	<b>601-068 East North Avenue Corridor Plan</b>		
11	General Obligation Bond Appropriation.....	\$	100,000
12	General Fund Appropriation.....	\$	60,000
13	<b>601-860 Industrial and Commercial Financing</b>		
14	General Obligation Bond Appropriation.....	\$	750,000
15	<b>Downtown Partnership of Baltimore</b>		
16	<b>607-001 Pratt Street Phase II</b>		
17	General Obligation Bond Appropriation.....	\$	750,000
18	State Fund Appropriation.....	\$	1,000,000
19	<b>Enoch Pratt Free Library</b>		
20	<b>197-038 Central Library Renovation</b>		
21	General Obligation Bond Appropriation.....	\$	2,750,000
22	State Fund Appropriation.....	\$	16,850,000
23	<b>197-089 Forest Park Library Renovation</b>		
24	General Obligation Bond Appropriation.....	\$	250,000
25	<b>Department of Finance</b>		
26	<b>146-001 Technology Improvements</b>		
27	General Fund Appropriation.....	\$	4,000,000
28	<b>Department of General Services</b>		
29	<b>197-014 401 E. Fayette Mechanical/Electrical/</b>		
30	<b>Plumbing Assessment and Design</b>		
31	General Obligation Bond Appropriation.....	\$	825,000
32	<b>197-048 Courthouse East – Roof Replacement</b>		
33	General Obligation Bond Appropriation.....	\$	615,000

# **Council Bill 15-0532**

1	<b>197-061 Engine 5 Roof and Boiler Replacement</b>		
2	General Obligation Bond Appropriation. ....	\$	330,000
3	<b>197-063 Engine 36 Electrical Upgrades</b>		
4	General Obligation Bond Appropriation. ....	\$	500,000
5	<b>197-065 Engine 51 Renovation</b>		
6	General Obligation Bond Appropriation. ....	\$	70,000
7	<b>197-083 Convention Center Roof - Waterproofing</b>		
8	Other Fund Appropriation. ....	\$	1,600,000
9	<b>197-084 Bromo Arts Tower Facade Restoration</b>		
10	General Obligation Bond Appropriation. ....	\$	500,000
11	<b>197-085 Carroll Mansion ADA Upgrades</b>		
12	General Obligation Bond Appropriation. ....	\$	50,000
13	<b>197-086 Peale Museum Restoration</b>		
14	General Obligation Bond Appropriation. ....	\$	250,000
15	<b>197-088 Shot Tower Stairway</b>		
16	General Obligation Bond Appropriation. ....	\$	150,000
17	<b>197-096 Reisterstown Rd. Library Parking (457-001)</b>		
18	State Fund Appropriation.. ....	\$	(215,000)
19	<b>197-098 Clarence Mitchell Courthouse Roof Replacement</b>		
20	General Obligation Bond Appropriation. ....	\$	250,000
21	<b>197-104 Elevator Replacement at 4 S. Frederick St.</b>		
22	General Fund Appropriation. ....	\$	100,000
23	<b>197-108 Engine 31 Boiler Replacement</b>		
24	General Obligation Bond Appropriation. ....	\$	80,000
25	<b>197-117 Convention Center Annual Capital Contribution</b>		
26	General Obligation Bond Appropriation. ....	\$	200,000
27	State Fund Appropriation.. ....	\$	200,000
28	<b>197-118 2300 Maryland Ave. Cornice and Gutter</b>		
29	General Obligation Bond Appropriation. ....	\$	750,000
30	<b>197-124 Peale Museum Roof Replacement</b>		
31	General Obligation Bond Appropriation. ....	\$	70,000
32	<b>197-129 Animal Control and BARCS Relocation Study</b>		
33	General Fund Appropriation. ....	\$	50,000

**Council Bill 15-0532**

1	<b>197-131 Oil Tank Remediation</b>		
2	General Fund Appropriation. ....	\$	100,000
3	<b>197-413 Mitchell Courthouse Elevator Upgrades</b>		
4	General Obligation Bond Appropriation. ....	\$	1,025,000
5	<b>197-932 Eastern Health Clinic</b>		
6	General Obligation Bond Appropriation. ....	\$	3,000,000
7	<b>197-933 Historic Public Buildings</b>		
8	General Fund Appropriation. ....	\$	100,000
9	<b>Housing and Community Development</b>		
10	<b>588-002 Urgent Needs – Stabilization Program</b>		
11	General Obligation Bond Appropriation. ....	\$	200,000
12	General Fund Appropriation. ....	\$	300,000
13	<b>588-005 Urgent Demolition</b>		
14	General Obligation Bond Appropriation. ....	\$	375,000
15	General Fund Appropriation. ....	\$	200,000
16	<b>588-006 HOME Program</b>		
17	General Fund Appropriation. ....	\$	400,000
18	Federal Fund Appropriation. ....	\$	3,100,000
19	Other Fund Appropriation. ....	\$	4,000,000
20	<b>588-012 Whole Block Demolition</b>		
21	General Obligation Bond Appropriation. ....	\$	6,500,000
22	General Fund Appropriation. ....	\$	1,000,000
23	State Fund Appropriation. ....	\$	2,500,000
24	<b>588-013 Acquisition – Tax Sale</b>		
25	General Obligation Bond Appropriation. ....	\$	50,000
26	<b>588-014 Ground Rent Acquisition</b>		
27	General Obligation Bond Appropriation. ....	\$	50,000
28	<b>588-015 Planning and Development Project Management</b>		
29	General Fund Appropriation. ....	\$	300,000
30	<b>588-017 Citywide Acquisition and Relocation</b>		
31	General Obligation Bond Appropriation. ....	\$	500,000
32	<b>588-018 Anchor Institution Initiative</b>		
33	General Obligation Bond Appropriation. ....	\$	150,000
34	<b>588-019 Baltimore Homeownership Incentive Program</b>		
35	General Fund Appropriation. ....	\$	2,700,000
36	Federal Fund Appropriation. ....	\$	1,500,000

**Council Bill 15-0532**

1	<b>588-020 Choice Neighborhoods Contribution</b>	
2	General Fund Appropriation. ....	\$ 300,000
3	<b>588-932 Poppleton Acquisition, Demolition, and Relocation</b>	
4	General Obligation Bond Appropriation. ....	\$ 1,000,000
5	<b>588-935 Healthy Neighborhoods</b>	
6	General Fund Appropriation. ....	\$ 750,000
7	<b>588-962 Northwest Neighborhood Improvements</b>	
8	State Fund Appropriation.. ....	\$ 183,000
9	<b>588-963 Park Heights Redevelopment</b>	
10	State Fund Appropriation.. ....	\$ 1,761,000
11	Other Fund Appropriation. ....	\$ 5,000,000
12	<b>588-967 Johnston Square – East</b>	
13	General Obligation Bond Appropriation. ....	\$ 750,000
14	<b>588-975 Capital Administration</b>	
15	General Fund Appropriation. ....	\$ 600,000
16	<b>588-979 East Baltimore Redevelopment</b>	
17	State Fund Appropriation.. ....	\$ 5,000,000
18	<b>588-983 Demolition of Blighted Structures</b>	
19	General Obligation Bond Appropriation. ....	\$ 2,000,000
20	Federal Fund Appropriation.. ....	\$ 574,000
21	<b>588-985 Housing Development</b>	
22	Federal Fund Appropriation.. ....	\$ 4,000,000
23	Other Fund Appropriation. ....	\$ 2,400,000
24	<b>588-986 Housing Repair Assistance Programs</b>	
25	Federal Fund Appropriation.. ....	\$ 1,00,000
26	<b>588-989 Loan Repayment</b>	
27	Federal Fund Appropriation.. ....	\$ 2,736,000
28	<b>588-996 Stabilization of City Owned Properties</b>	
29	General Obligation Bond Appropriation. ....	\$ 1,000,000
30	<b>Mayor's Office of Information Technology</b>	
31	<b>117-006 Digital Logging Recorder</b>	
32	General Fund Appropriation. ....	\$ 750,000
33	<b>117-007 Upgrade City's Website</b>	
34	General Fund Appropriation. ....	\$ 800,000

**Council Bill 15-0532**

**Mayoralty**

1			
2	<b>127-009 Center Stage 50th Anniversary Renovation</b>		
3	General Obligation Bond Appropriation. ....	\$	50,000
4	<b>127-013 Maryland Zoo – Mansion House Renovation</b>		
5	General Obligation Bond Appropriation. ....	\$	100,000
6	<b>127-014 National Aquarium Chesapeake Bay Exhibition</b>		
7	General Obligation Bond Appropriation. ....	\$	400,000
8	<b>127-017 Chesapeake Shakespeare New Theater</b>		
9	General Obligation Bond Appropriation. ....	\$	100,000
10	<b>127-018 MD Science Center – IMAX Drum Panel Replacement</b>		
11	General Obligation Bond Appropriation. ....	\$	150,000
12	<b>127-020 B &amp; O Restoring America’s First Mile</b>		
13	General Obligation Bond Appropriation. ....	\$	100,000
14	<b>127-021 INSPIRE Plan Implementation</b>		
15	General Obligation Bond Appropriation. ....	\$	2,500,00
16	<b>127-022 Baltimore Museum of Art – Fire Safety</b>		
17	General Obligation Bond Appropriation. ....	\$	200,000
18	State Fund Appropriation. ....	\$	1,000,000
19	<b>127-024 Beacon House Square</b>		
20	General Obligation Bond Appropriation. ....	\$	750,000
21	<b>127-027 Property Acquisition</b>		
22	Other Fund Appropriation. ....	\$	8,300,000
23	<b>127-152 Baltimore City Heritage Area Capital Grants</b>		
24	General Obligation Bond Appropriation. ....	\$	100,000
25	<b>127-769 Creative Alliance – The Patterson Renovations</b>		
26	General Obligation Bond Appropriation. ....	\$	50,000
27	<b>127-783 Lyric Opera House – Building System Replacements</b>		
28	General Obligation Bond Appropriation. ....	\$	50,000
29	<b>127-787 Port Discovery Children’s Museum’s Green Renovation</b>		
30	<b>Project</b>		
31	General Obligation Bond Appropriation. ....	\$	200,000
32	<b>127-795 Capital Project Priorities</b>		
33	General Fund Appropriation. ....	\$	235,000

**Council Bill 15-0532**

**Department of Planning**

<b>188-001 Capital Improvement Program</b>	
General Fund Appropriation. ....	\$ 150,000
<b>188-002 Forest Conservation Program</b>	
Other Fund Appropriation. ....	\$ 100,000
<b>188-004 Critical Area Buffer Offset Program</b>	
Other Fund Appropriation. ....	\$ 175,000
<b>188-005 Critical Area Stormwater Offset Program</b>	
Other Fund Appropriation. ....	\$ 215,000
<b>188-009 Area Master Plans</b>	
General Fund Appropriation. ....	\$ 50,000
<b>188-010 Historic Public Monuments</b>	
General Fund Appropriation. ....	\$ 50,000

**Department of Public Works**

<b>517-032 Northwest Transfer Station Improvements; Roof and Siding Replacement</b>	
General Obligation Bond Appropriation. ....	\$ 2,500,000
<b>520-002 SWC – 7768 Harris Creek Storm Drainage Improvements</b>	
Stormwater Utility Fund Appropriation. ....	\$ 144,000
<b>520-005 Stormwater Mitigation Projects</b>	
Other Fund Appropriation. ....	\$ 400,000
<b>520-007 Gwynns Falls Drainage Improvements</b>	
Stormwater Utility Fund Appropriation. ....	\$ 1,120,000
<b>525-004 Small SWN BMPs</b>	
Stormwater Utility Fund Appropriation. ....	\$ 1,904,000
<b>525-006 Moore's Run Environmental Restoration #1 and #2</b>	
Stormwater Utility Fund Appropriation. ....	\$ 320,000
<b>525-351 East Stony Run Open Channel Improvements Phase I</b>	
Stormwater Utility Fund Appropriation. ....	\$ 635,000
<b>525-405 Citywide Stream Restoration</b>	
Stormwater Utility Fund Appropriation. ....	\$ 1,077,000
<b>525-406 Impervious Removal/Greening</b>	
Stormwater Utility Fund Appropriation. ....	\$ 136,000

**Council Bill 15-0532**

1	<b>525-407 Large Stormwater BMP</b>		
2	Stormwater Utility Fund Appropriation.....	\$	338,000
3	<b>525-449 Baltimore Harbor and Middle Branch Debris Collectors</b>		
4	Stormwater Utility Fund Appropriation.....	\$	161,000
5	<b>525-997 ER-4020 Lower Lower Stony Run Environmental</b>		
6	<b>Restoration</b>		
7	Stormwater Utility Fund Appropriation.....	\$	235,000
8	<b>551-017 Caroline Street, Stony Run, Brooklyn, and Eastern</b>		
9	<b>Avenue Pump Station Renovations</b>		
10	Wastewater Revenue Bond Appropriation. ....	\$	1,075,000
11	County Grant Appropriation. ....	\$	115,000
12	<b>551-018 Interceptor Sewers and Siphon Renewal</b>		
13	Wastewater Revenue Bond Appropriation. ....	\$	1,680,000
14	<b>551-614 Sewer System Rehabilitation Program –</b>		
15	<b>Dundalk Sewershed</b>		
16	Wastewater Revenue Bond Appropriation. ....	\$	4,237,000
17	County Grant Appropriation. ....	\$	3,849,000
18	<b>551-620 Sewer System Rehabilitation Program –</b>		
19	<b>High Level Sewershed</b>		
20	Wastewater Revenue Bond Appropriation. ....	\$	15,330,000
21	Wastewater Utility Fund Appropriation. ....	\$	8,000,000
22	<b>551-622 Sewer System Rehabilitation Program –</b>		
23	<b>Gwynns Falls Sewershed</b>		
24	Wastewater Revenue Bond Appropriation. ....	\$	4,275,000
25	County Grant Appropriation. ....	\$	2,438,000
26	<b>551-624 Sewer System Rehabilitation Program –</b>		
27	<b>Herring Run Sewershed</b>		
28	Wastewater Revenue Bond Appropriation. ....	\$	12,826,000
29	County Grant Appropriation. ....	\$	11,840,000
30	<b>551-626 Sewer System Rehabilitation Program –</b>		
31	<b>Jones Falls Sewershed</b>		
32	Wastewater Revenue Bond Appropriation. ....	\$	7,717,000
33	County Grant Appropriation. ....	\$	3,467,000
34	<b>551-689 Improvements to the Headworks and Wet Weather Flow</b>		
35	<b>Equalization at Back River WWTP</b>		
36	Wastewater Revenue Bond Appropriation. ....	\$	34,023,000
37	County Grant Appropriation. ....	\$	34,023,000
38	<b>551-757 Clinton Street Pump Station Force Main</b>		
39	Wastewater Revenue Bond Appropriation. ....	\$	762,000

**Council Bill 15-0532**

1	<b>557-100 Water Infrastructure Rehabilitation</b>		
2	Water Revenue Bond Appropriation. ....	\$	53,000,000
3	Water Utility Fund Appropriation. ....	\$	7,000,000
4	County Grant Appropriation. ....	\$	10,000,000
5	<b>557-158 Earthen Dam Improvement Program</b>		
6	Water Revenue Bond Appropriation. ....	\$	708,000
7	County Grant Appropriation. ....	\$	472,000
8	<b>557-312 Montebello WTP I Improvements WC-1190 and WC-1233</b>		
9	Water Revenue Bond Appropriation. ....	\$	45,061,000
10	County Grant Appropriation. ....	\$	30,041,000
11	<b>557-714 Guilford Finished Water Reservoir Improvements</b>		
12	<b>(WC-1173)</b>		
13	Water Revenue Bond Appropriation. ....	\$	241,000
14	County Grant Appropriation. ....	\$	512,000
15	<b>557-716 Druid Lake Finished Water Reservoir Improvements</b>		
16	Water Revenue Bond Appropriation. ....	\$	74,688,000
17	County Grant Appropriation. ....	\$	64,605,000
18	<b>557-920 Maintenance Building Improvements at Loch Raven Dam</b>		
19	<b>(WC-1183)</b>		
20	Water Revenue Bond Appropriation. ....	\$	7,030,000
21	County Grant Appropriation. ....	\$	4,687,000
22	<b>557-922 Vernon Pump Station Rehabilitation (WC-1229)</b>		
23	Water Revenue Bond Appropriation. ....	\$	488,000
24	County Grant Appropriation. ....	\$	312,000
25	<b>557-924 Pikesville Pump Station Rehabilitation</b>		
26	County Grant Appropriation. ....	\$	12,574,000
27	<b>Department of Recreation and Parks</b>		
28	<b>474-049 Cahill Community Center and Indoor Pool</b>		
29	General Obligation Bond Appropriation. ....	\$	4,035,000
30	General Fund Appropriation. ....	\$	2,365,000
31	State Fund Appropriation. ....	\$	500,000
32	<b>474-054 Roosevelt Skatepark, Phase II</b>		
33	General Obligation Bond Appropriation. ....	\$	125,000
34	State Fund Appropriation. ....	\$	125,000
35	<b>474-057 FY16 Court Resurfacing: Ambrose Kennedy, Solo Gibbs,</b>		
36	<b>and Hilton St.</b>		
37	General Obligation Bond Appropriation. ....	\$	400,000

**Council Bill 15-0532**

1	<b>474-058 FY16 Park and Recreation Facility Signage</b>		
2	General Obligation Bond Appropriation. ....	\$	100,000
3	<b>474-060 FY16 Tree Baltimore Program</b>		
4	General Funds (HUR Eligible) Appropriation.....	\$	400,000
5	<b>474-061 FY16 Baltimore Playground Program: Rosemont, Wyman,</b>		
6	<b>and Riverside Parks</b>		
7	General Obligation Bond Appropriation. ....	\$	200,000
8	<b>474-063 FY16 Maryland Community Parks and Playground</b>		
9	<b>Program</b>		
10	State Fund Appropriation.....	\$	630,000
11	<b>474-064 FY16 Athletic Field Renovation: Riverside, Gwynns Falls,</b>		
12	<b>Carroll, and Patterson Parks</b>		
13	General Obligation Bond Appropriation. ....	\$	500,000
14	State Fund Appropriation.....	\$	1,325,000
15	<b>474-065 Druid Hill Park: Rawlings Conservatory Garden ADA</b>		
16	<b>Improvements and Fencing</b>		
17	General Obligation Bond Appropriation. ....	\$	300,000
18	<b>474-066 FY16 Northwest Park Improvements</b>		
19	State Fund Appropriation.....	\$	432,000
20	<b>474-067 Pimlico Safety Academy Field</b>		
21	State Fund Appropriation.....	\$	232,000
22	<b>474-779 Druid Hill Swimming Pool and Bathhouse Renovation</b>		
23	General Obligation Bond Appropriation. ....	\$	3,500,000
24	State Fund Appropriation.....	\$	239,000
25	<b>Department of Transportation</b>		
26	<b>504-100 Sidewalk Reconstruction</b>		
27	Transportation Revenue Bond Appropriation. ....	\$	300,000
28	Other Fund Appropriation. ....	\$	300,000
29	<b>504-200 Alley Reconstruction</b>		
30	Transportation Revenue Bond Appropriation. ....	\$	400,000
31	Other Fund Appropriation. ....	\$	400,000
32	<b>504-300 Reconstruct Tree Root Damaged Sidewalks</b>		
33	Transportation Revenue Bond Appropriation. ....	\$	900,000
34	<b>506-754 Annual Urgent Needs Bridge Repairs</b>		
35	Transportation Revenue Bond Appropriation. ....	\$	1,000,000

**Council Bill 15-0532**

1	<b>506-760 Hillen Rd./Perring Pkwy. Bridges Over Herring Run</b>		
2	<b>(BC 3504)</b>		
3	Transportation Revenue Bond Appropriation. ....	\$	100,000
4	Federal Fund Appropriation.....	\$	400,000
5	<b>506-762 Radecke Ave. Bridge over Moore's Run (BC 4405)</b>		
6	Federal Fund Appropriation.....	\$	200,000
7	<b>506-766 Sisson Street over CSX</b>		
8	Federal Fund Appropriation.....	\$	200,000
9	General Funds (HUR Eligible) Appropriation.....	\$	50,000
10	<b>508-003 Fulton Street Streetscape (Reconnecting West Baltimore)</b>		
11	Federal Fund Appropriation.....	\$	1,520,000
12	General Funds (HUR Eligible) Appropriation.....	\$	380,000
13	<b>508-013 Falls Road/North Avenue Maintenance Facilities</b>		
14	General Fund (HUR Eligible) Appropriation. ....	\$	340,000
15	<b>508-019 Citywide Bike and Pedestrian Improvements /</b>		
16	<b>Bike Master Plan</b>		
17	Federal Fund Appropriation.....	\$	240,000
18	General Fund (HUR Eligible) Appropriation. ....	\$	60,000
19	<b>508-028 I-83 Joint Repairs Phase II</b>		
20	Federal Fund Appropriation.....	\$	640,000
21	General Fund (HUR Eligible) Appropriation. ....	\$	150,000
22	<b>508-029 Materials and Compliance Testing</b>		
23	General Fund (HUR Eligible) Appropriation. ....	\$	100,000
24	<b>508-034 Reconnecting Charles St. – Mt. Royal – Lanvale St.</b>		
25	Federal Fund Appropriation.....	\$	400,000
26	General Fund (HUR Eligible) Appropriation. ....	\$	100,000
27	<b>508-044 Federal Routes Reconstruction JOC – NE</b>		
28	Federal Fund Appropriation.....	\$	210,000
29	State Fund Appropriation.....	\$	40,000
30	<b>508-056 Citywide System Preservation</b>		
31	Federal Fund Appropriation.....	\$	2,500,000
32	State Fund Appropriation.....	\$	625,000
33	<b>508-059 FY15 Northwest Transportation Improvements</b>		
34	State Fund Appropriation.....	\$	(76,000)

**Council Bill 15-0532**

1	<b>508-060 Hanover Street Bridge Multimodal Corridor –</b>		
2	<b>TIGER Award</b>		
3	Federal Fund Appropriation.....	\$	1,100,000
4	General Fund (HUR Eligible) Appropriation. ....	\$	150,000
5	Other Fund Appropriation. ....	\$	600,000
6	<b>508-072 Concrete Roadway Slab Repairs</b>		
7	Transportation Revenue Bond Appropriation. ....	\$	500,000
8	<b>508-378 Capital Program Management Technology Support</b>		
9	General Fund (HUR Eligible) Appropriation. ....	\$	55,000
10	<b>508-398 Martin Luther King Boulevard Intersection Improvement</b>		
11	Federal Fund Appropriation.....	\$	1,200,000
12	General Fund (HUR Eligible) Appropriation. ....	\$	350,000
13	<b>508-465 Curb Repair – Slab Repairs – ADA Ramps Upgrades</b>		
14	<b>Citywide</b>		
15	Federal Fund Appropriation.....	\$	800,000
16	General Fund (HUR Eligible) Appropriation. ....	\$	200,000
17	<b>508-550 Neighborhood Street Resurfacing</b>		
18	<b>(Commercial Ave. Rehabilitation)</b>		
19	General Fund (HUR Eligible) Appropriation. ....	\$	220,000
20	<b>508-641 Feasibility Studies</b>		
21	General Fund (HUR Eligible) Appropriation. ....	\$	50,000
22	<b>509-402 Boston Street Realignment</b>		
23	Federal Fund Appropriation.....	\$	4,800,000
24	Other Fund Appropriation. ....	\$	1,200,000
25	<b>512-077 Signal Construction Program</b>		
26	Transportation Revenue Bond Appropriation. ....	\$	350,000
27	Federal Fund Appropriation.....	\$	1,400,000
28	<b>512-078 Intelligent Transportation System (ITS) Improvements</b>		
29	Transportation Revenue Bond Appropriation. ....	\$	100,000
30	Federal Fund Appropriation.....	\$	400,000
31	<b>512-080 Traffic Safety Improvements Citywide</b>		
32	Transportation Revenue Bond Appropriation. ....	\$	350,000
33	Federal Fund Appropriation.....	\$	1,400,000
34	<b>514-002 Resurfacing JOC – Urgent Needs</b>		
35	Transportation Revenue Bond Appropriation. ....	\$	2,000,000
36	<b>514-214 Resurfacing – Northwest</b>		
37	Transportation Revenue Bond Appropriation. ....	\$	2,000,000

**Council Bill 15-0532**

1	<b>514-215 Resurfacing – Southwest</b>		
2	Transportation Revenue Bond Appropriation. ....	\$	2,000,000
3	<b>514-216 Resurfacing – Southeast</b>		
4	Transportation Revenue Bond Appropriation. ....	\$	2,000,000
5	<b>514-846 Resurfacing – Northeast</b>		
6	Transportation Revenue Bond Appropriation. ....	\$	2,000,000
7	<b>527-008 Belair Rd. – Reconstruction (601-007/508-004)</b>		
8	General Fund (HUR Eligible) Appropriation. ....	\$	725,000
9	<b>527-009 Greenmount Avenue Streetscape (601-010/066)</b>		
10	Federal Fund Appropriation. ....	\$	140,000
11	General Fund (HUR Eligible) Appropriation. ....	\$	35,000
12	<b>527-011 Red Line</b>		
13	General Fund Appropriation. ....	\$	350,000
14	<b>527-0013 Broadway Square (601-029)</b>		
15	General Fund (HUR Eligible) Appropriation. ....	\$	1,175,000
16	<b>527-014 O'Donnell Heights Infrastructure (588-965)</b>		
17	General Fund (HUR Eligible) Appropriation. ....	\$	1,000,000
18	<b>527-037 Gateway Signage</b>		
19	General Fund (HUR Eligible) Appropriation. ....	\$	300,000
20	<b>527-174 Preston Gardens Infrastructure Improvements</b>		
21	Federal Fund Appropriation. ....	\$	1,750,000
22	<b>527-313 Midtown Streetscape/Traffic Improvements</b>		
23	Transportation Revenue Bond Appropriation. ....	\$	1,000,000
24	Federal Fund Appropriation. ....	\$	4,000,000
25	<b>527-323 Key Highway/Inner Harbor Intersection</b>		
26	Federal Fund Appropriation. ....	\$	1,500,000
27	General Fund (HUR Eligible) Appropriation. ....	\$	100,000
28	<b>527-335 EBDI Life Science Park, Phase 1DB, 1C, 2A</b>		
29	(SAFETEA-LU)		
30	Federal Fund Appropriation. ....	\$	4,800,000
31	General Fund (HUR Eligible) Appropriation. ....	\$	50,000
32	<b>527-703 Bayview MARC-Red Line Project</b>		
33	Federal Fund Appropriation. ....	\$	400,000
34	General Fund (HUR Eligible) Appropriation. ....	\$	100,000

**Council Bill 15-0532**

**562-001 Reconstruct Deteriorated Manholes at Various Locations  
Citywide**

Other Fund Appropriation. . . . . \$ 3,000,000

**563-001 Conduit Construction**

Other Fund Appropriation. . . . . \$ 3,000,000

**SECTION 3. AND BE IT FURTHER ORDAINED,** That the amounts set forth in Section 2 above designated deappropriations and enclosed in parentheses shall revert to the surpluses of the respective funds and be available for appropriation by this or subsequent ordinances.

**SECTION 4. AND BE IT FURTHER ORDAINED, That:**

(a) The City reasonably expects to reimburse the expenditures described in Subsection (b) of this Section with the proceeds of one or more obligations (as such term is used in Treas. Reg. Section 1.150-1(b) to be incurred by the City (or any entity controlled by the City within the meaning of Treas. Reg. Section 1.150-1). The City intends that this Section of this Ordinance of Estimates (as this Ordinance of Estimates may be amended from time to time) shall serve as a declaration of the City's reasonable intention to reimburse expenditures as required by Treas. Reg. Section 1.150-2 and any successor regulation.

(b) The City intends that this declaration will cover all reimbursement of expenditures for capital projects or programs approved in the capital budget contained in this Ordinance of Estimates to the extent that the City has appropriated in this Ordinance of Estimates to pay the cost thereof from one or more obligations to be issued by the City (or any entity controlled by the City within the meaning of Treas. Reg. Section 1.150-1). The term "obligation" (as such term is defined in Treas. Reg. Section 1.150(b) and as used in this Section) includes general obligation bonds and notes, revenue bonds and notes, leases, conditional purchase agreements and other obligations of the City (or any entity controlled by the City within the meaning of Treas. Reg. Section 1.150-1).

(c) The maximum anticipated debt expected to be incurred by the City to reimburse the cost of each capital project or program in this Ordinance of Estimates is the applicable appropriation listed in this Ordinance of Estimates from the proceeds of one or more obligations, as such appropriations may be increased or decreased.

**SECTION 5. AND BE IT FURTHER ORDAINED,** That the foregoing appropriations in summary consist of:

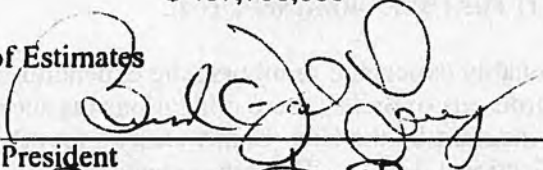
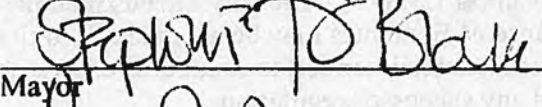
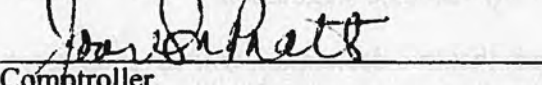
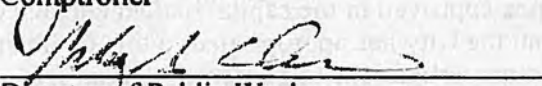
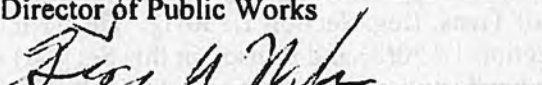
<u>Fund</u>	<u>Operating</u>	<u>Capital</u>	<u>Total</u>
General	\$ 1,699,053,247	\$ 15,710,000	\$ 1,714,763,247
General HUR Eligible	0	6,090,000	6,090,000
Parking Management	24,443,494	0	24,443,494
Convention Center Bond	4,580,088	0	4,580,088
Stormwater Utility	20,159,377	6,070,000	26,229,377
Wastewater Utility	235,687,743	8,000,000	243,687,743
Water Utility	182,427,376	7,000,000	189,427,376
Parking Enterprise	28,750,780	0	28,750,780
Conduit Enterprise	7,894,757	0	7,894,757
Loan and Guarantee Enterprise	500,000	0	500,000

# Council Bill 15-0532

1	Federal Grants	151,306,971	42,910,000	194,216,971
2	State Grants	107,219,055	34,351,000	141,570,055
3	Special	91,613,533	487,766,000*	579,379,533
4	General Obligation Bonds	0	65,000,000	65,000,000
5		\$ 2,553,636,421	\$ 672,897,000	\$ 3,226,533,421

6 \*Consisting of:  
 7 County Grants ..... \$ 178,935,000  
 8 Revenue Bonds. .... 278,141,000  
 9 Other Fund Sources. .... 30,690,000  
 10 \$ 487,766,000

11 Approved by the Board of Estimates

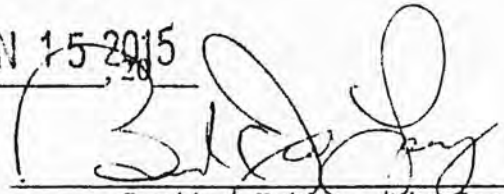
12   
 13 President  
 14   
 15 Mayor  
 16   
 17 Comptroller  
 18   
 19 Director of Public Works  
 20   
 21 City Solicitor

22 BOARD OF ESTIMATES

JUN 15 2015

**Council Bill 15-0532**

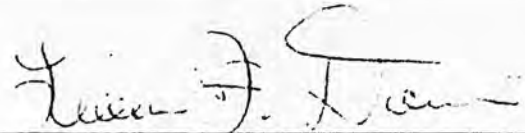
Certified as duly passed this \_\_\_\_\_ day of JUN 15 2015



President, Baltimore City Council

Certified as duly delivered to Her Honor, the Mayor,

this \_\_\_\_\_ day of JUN 15 2015



Chief Clerk

JUN 16 2015

Approved this \_\_\_\_\_ day of \_\_\_\_\_



Mayor, Baltimore City

Approved For Form and Legal Sufficiency

This \_\_\_\_\_ Day of \_\_\_\_\_

Chief Solicitor

**A TRUE COPY**  
**Henry Raymond**  
**Director of Finance**

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FISCAL 2016  
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 responsible by City Charter for submitting a budget request outlining projected costs of operation for the upcoming fiscal year to the Director of Finance and/or Planning Commission, as applicable.

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

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

**ASSESSED VALUATION:** A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

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

**CAPITAL FUND:** A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue and general obligation bond borrowing, state, federal, county, private and other miscellaneous sources.

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

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

**CAPITAL PROJECT:** An improvement to City property, which by policy of the Board of Estimates must meet defined criteria.

**CITISTAT:** An innovative, accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies, based on the ComStat program pioneered in the New York City Police Department by Jack Maple. Monthly budgetary performance reviews for all major agencies are conducted by the Mayor's CitiStat management team with agency heads being held accountable for 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 SERVICES BUDGET:** Estimates of the appropriations needed by each municipal agency for the next ensuing fiscal year. These estimates are formulated in order to maintain the same service level for each particular program, purpose, activity or project included in each agency's budget.

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

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

**FISCAL YEAR:** The time frame to which the annual budget applies. For the City of Baltimore, this period is from July 1 through June 30.

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

**FUND ADJUSTMENT:** Represents an adjustment made to appropriations for permanent full-time salaries and wages when a budgeted position is funded from more than one fund source, e.g. General and Federal Funds.

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

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

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

**INDICATOR:** A measure that represents a quality of life improvement that 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, 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 operation of these garages.

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

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

**PERFORMANCE MEASURES:** Show the results or public benefits of the services provided. The benefits can be in the form of an amount of products or services provided (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
- A Growing Economy
- Innovative Government
- A Cleaner City
- A Healthier City

**RESULTS TEAM:** An interdisciplinary group of six to eight members assigned to a particular Priority Outcome that issues guidance to agencies for submitting budget proposals, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes outcomes, or results, achieved for dollar spent.

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

**SALARY AND WAGE DIFFERENTIAL:** Added compensation received by certain employees when regularly assigned to night or shift work and to certain employees when required to work under various hazardous conditions.

**SALARY AND WAGE SAVINGS:** An adjustment made to appropriations resulting from the number of permanent full-time positions which are either vacant, filled by an employee in a lower pay classification, or through employee turnover within the agency.

**SERVICE:** Replaces program in the budget structure. An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired Outcomes for City residents.

**SERVICE CODE:** A three digit numeric codes used to identify services or programs within an agency.

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

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

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

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

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

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

the annual budget made necessary by a material change in circumstances or new programs which could not be reasonably anticipated at the time of formulation of the Ordinance of Estimates.

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

**TARGET:** Targets are the 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.

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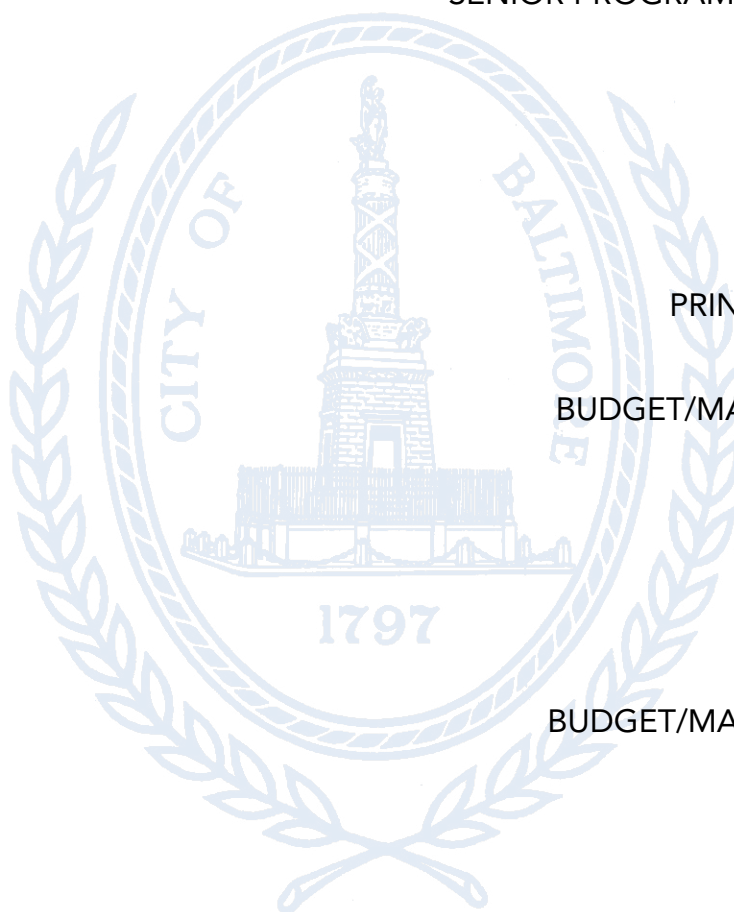
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The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at [www.baltimorecity.gov/budget](http://www.baltimorecity.gov/budget).

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