



CATHERINE E. PUGH
MAYOR

Fiscal 2018 Preliminary Budget Plan

Mayor Catherine E. Pugh
City of Baltimore, Maryland



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Introduction

Fiscal 2018

Preliminary Budget Plan

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FROM	NAME & TITLE	Andrew W. Kleine, Budget Director	CITY of BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	Department of Finance Bureau of the Budget and Management Research		
	SUBJECT	Preliminary Operating and Capital Budget Plan – Fiscal 2018		

TO Honorable President and Members of the Board of Estimates

DATE:

March 29, 2017

Dear Mr. President and Members:

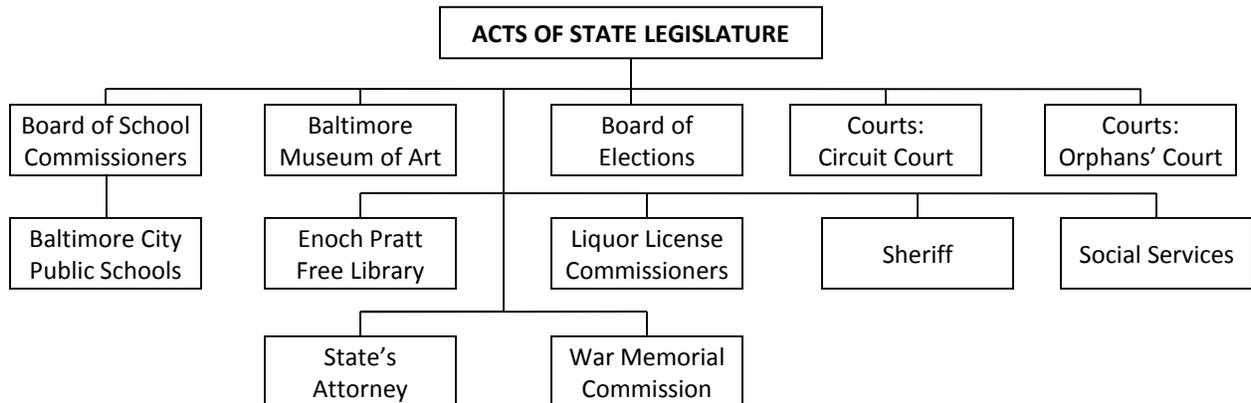
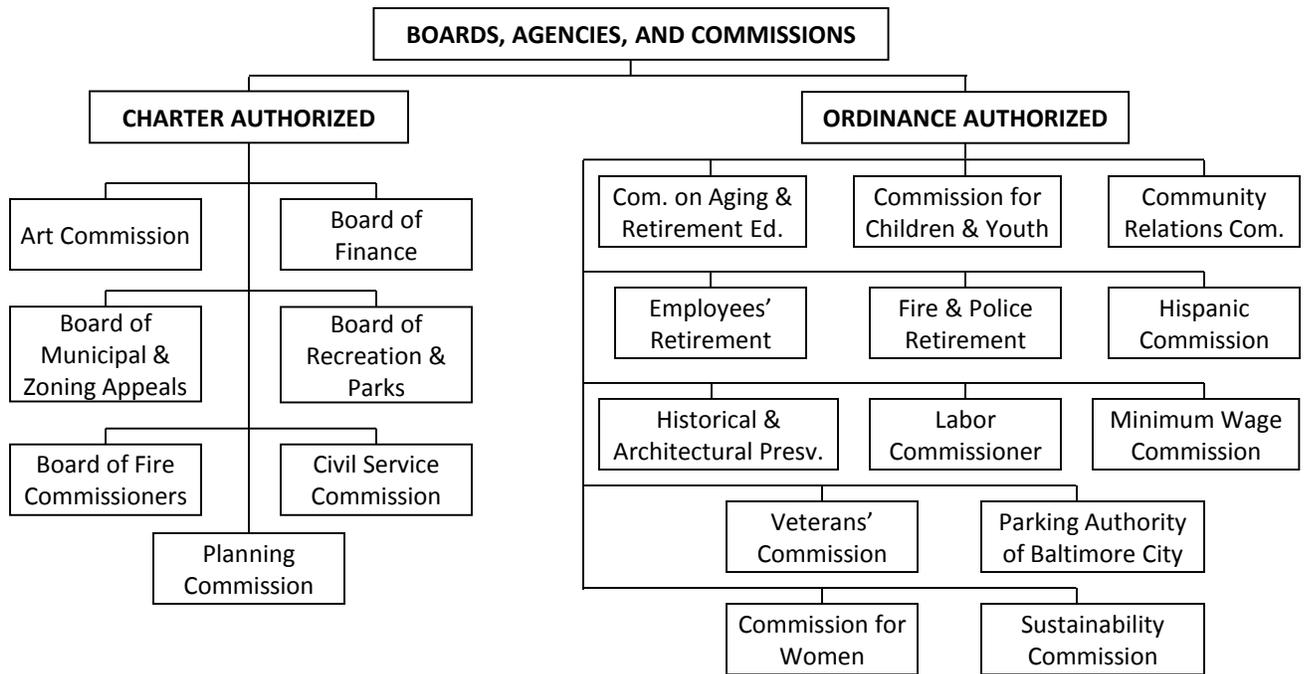
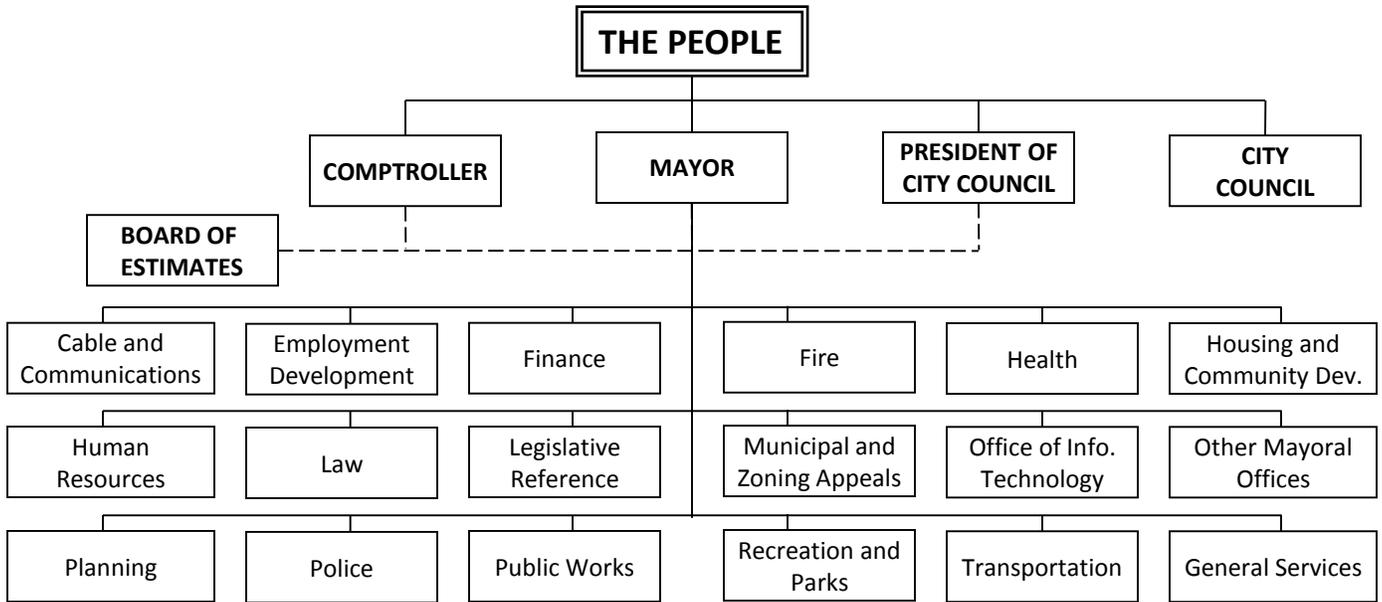
Pursuant to Article VI, Section 4(a) of the Baltimore City Charter, transmitted herewith are the Fiscal 2018 Preliminary Operating and Capital Budget Plans, as prepared by the Department of Finance.

Respectfully submitted,



Andrew Kleine
 Budget Director
 Department of Finance

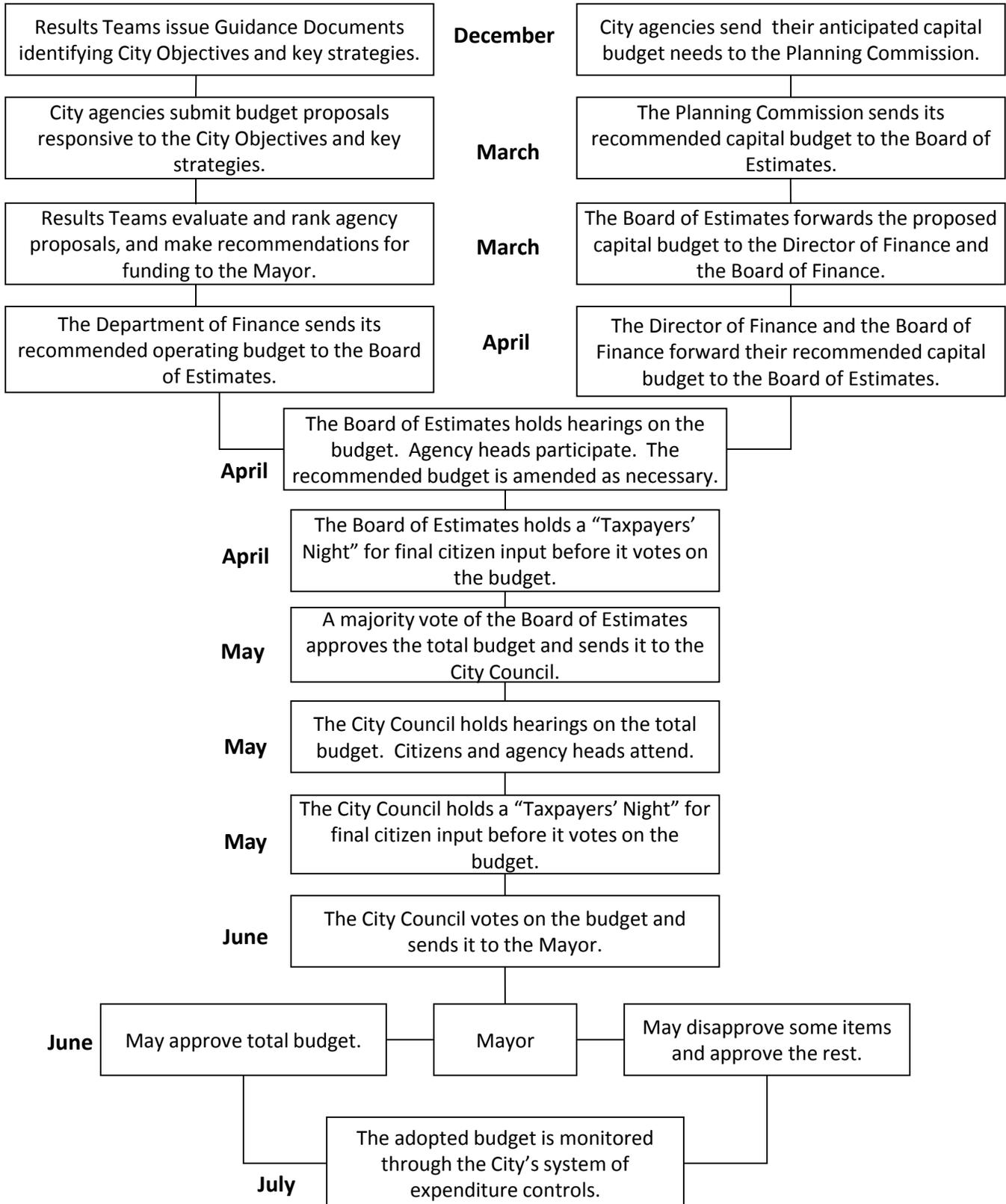
MUNICIPAL ORGANIZATION CHART



The City of Baltimore's Budget Process

Operating Budget

Capital Budget



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The Fiscal 2018 Preliminary Budget Plan recommended by the Department of Finance reflects the priorities of Mayor Catherine E. Pugh and responds to the ongoing fiscal challenges of the City and City Schools. The budget totals \$3.9 billion, including \$2.8 billion for operating expenses and \$1.1 billion for capital investment. The General Fund budget totals \$1.83 billion, a 3.8% increase from the Fiscal 2017 Adopted Budget. The plan includes a major new commitment to City Schools, maintains core City services, continues property tax reduction for homeowners, and targets investments to make the City cleaner and safer.

A Plan that Puts Children First

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

The City provides more than \$350 million of support to City Schools. In the current fiscal year, the City increased its Maintenance of Effort (MOE) payment by \$10.4 million above the state-mandated level, to \$265 million, an amount that includes \$29 million for retiree health benefits and \$18 million for teacher pension costs. The City also contributes more than \$20 million a year to the school modernization fund, provides \$17 million in additional capital project funding, and delivers school health and crossing guard services.

Mayor Pugh has pledged \$90.2 million over three years to help City Schools avoid mass layoffs and stabilize its finances until the Governor and General Assembly can consider changes to school funding formulas recommended by the Kirwan Commission. The Mayor has asked for a matching amount from the State as part of the plan. The Fiscal 2018 installment is \$22.4 million, which will be funded from General Fund balance, a reduced contribution to the Budget Stabilization Reserve, and reductions to the Police Department's budget. Starting in Fiscal 2019, the City's contribution will include a permanent \$10 million MOE increase.

Across all funds, the budget plan invests more in education and youth development than police. Beyond its direct support for schools, the City invests more than \$150 million for children and youth through recreation centers, after-school programs, maternal and child health, job training, libraries, and much more. These investments will increase in Fiscal 2018 with the establishment of the new, voter-approved Children and Youth Fund. By Charter, the Youth Fund will receive \$11.9 million of Property Tax revenue for activities in addition to what was included in the Fiscal 2017 Ordinance of Estimates.

Closing the Budget Gap

The City has made significant progress toward fiscal sustainability over the past four years, but in spite of growing tax revenue and reforms that "bent the curve" on pension and health benefit costs, we still face annual General Fund shortfalls. For Fiscal 2018, the Finance Department projected General Fund revenue

growth of \$56 million (3.1%) versus growth of \$76 million (4.3%) in the cost of maintaining the current level of City services and meeting legal requirements, resulting in a \$20 million gap. An Infographic explaining this budget gap can be found on page 12.

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

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

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

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

Investing in Outcomes

Using Mayor Pugh’s Five Pillars as a guide, the preliminary budget plan was built around the following outcomes:

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

Descriptions of how the budget plan aligns with each of these Priority Outcomes starts on page 31. Some highlights:

Thriving Youth & Families: The budget plan includes \$22.4 million in bridge funding to help stabilize City Schools, the first installment of a three-year, \$90.2 million commitment. The plan provides total operating funding of \$438 million to provide a range of services that support youth and families. In addition to support for City Schools, these services include:

- 41 recreation centers, plus two new centers under construction.
- 22 libraries.
- B’More for Healthy Babies, whose maternal and child health interventions have reduced infant mortality by 38 percent since they started in 2009.

- Youth Opportunity Centers and the YouthWorks Summer Jobs program. YouthWorks will partner with public, private and non-profit organizations to place 8,000 young adults in jobs that prepare them for future employment.
- After school and youth enrichment programs that impact more than 30,000 young people and have been shown to increase school attendance.
- The new Youth Fund will invest in new, evidence-based programs to help children and youth succeed.

Safe Neighborhoods: Total funding for Safe Neighborhoods is \$899 million, which supports police, fire and ambulance services that are among the largest and busiest in America, as well as the State’s Attorney, Sheriff, courts, traffic safety, and crime prevention activities.

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

Healthy Communities: The City’s Community Survey has shown that the City’s cleanliness is a major source of dissatisfaction for residents. The budget plan continues funding for municipal cans, which have reduced rat complaints, as well as 1+1 trash and recycling collection, street and alley cleaning, graffiti removal, and business district cleaning. Total funding for Healthy Communities is \$237 million.

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

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

Vibrant Economy: The new administration is currently working on its economic development strategy. The preliminary budget plan totals \$157 million in funding support for strategies to increase the number of jobs, employment rate, number of visitors, and the diversity of economic sectors in Baltimore in Fiscal 2018. The plan continues the 20 Cents by 2020 Property Tax reduction plan for homeowners. The Targeted Homeowners Tax Credit will reduce the average effective rate to \$2.10 per \$100, a \$0.15 (6.6%) reduction since Fiscal 2012, saving the average homeowner \$300 a year. The plan also includes:

- \$46 million for Visit Baltimore and the Convention Center to enhance Baltimore’s reputation as a travel destination. The Citywide target for annual visitors under this plan is 26.4 million, an increase of 1.2 million over Fiscal 2015.

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

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

The operating budget includes \$794 million for services that support the City’s public infrastructure and boost neighborhood investment, including:

- Maintenance and repair of over 120 playgrounds and 350 outdoor recreational facilities.
- Re-paving 60 lane miles of neighborhood streets.
- Proactive pruning for more than a third of the City’s street trees, which extends tree life and reduces costs of emergency work orders and storm damage.
- Expanded street sweeping and other stormwater management projects that keep tens of thousands of tons of debris out of the Harbor.
- Building eight new miles of bike infrastructure to support the BikeShare program and replace car trips.
- Support for the Vacants to Value program, which will leverage \$30 million in private investment in targeted areas.

High Performing Government One of Mayor Pugh’s Five Pillars is Accountability & Transparency, which are hallmarks of high performing government. The budget plan includes \$142 million for financial, legal, information technology, human resources, and other functions that support the delivery of services to residents. Mayor Pugh has called on those who oversee these functions to be innovative in making their services more cost-effective and helping operating departments do the same. Examples of how support agencies are seeking to innovate include:

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

EXPLAINING THE GAP

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



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OutcomeStat.baltimorecity.gov

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

Overview

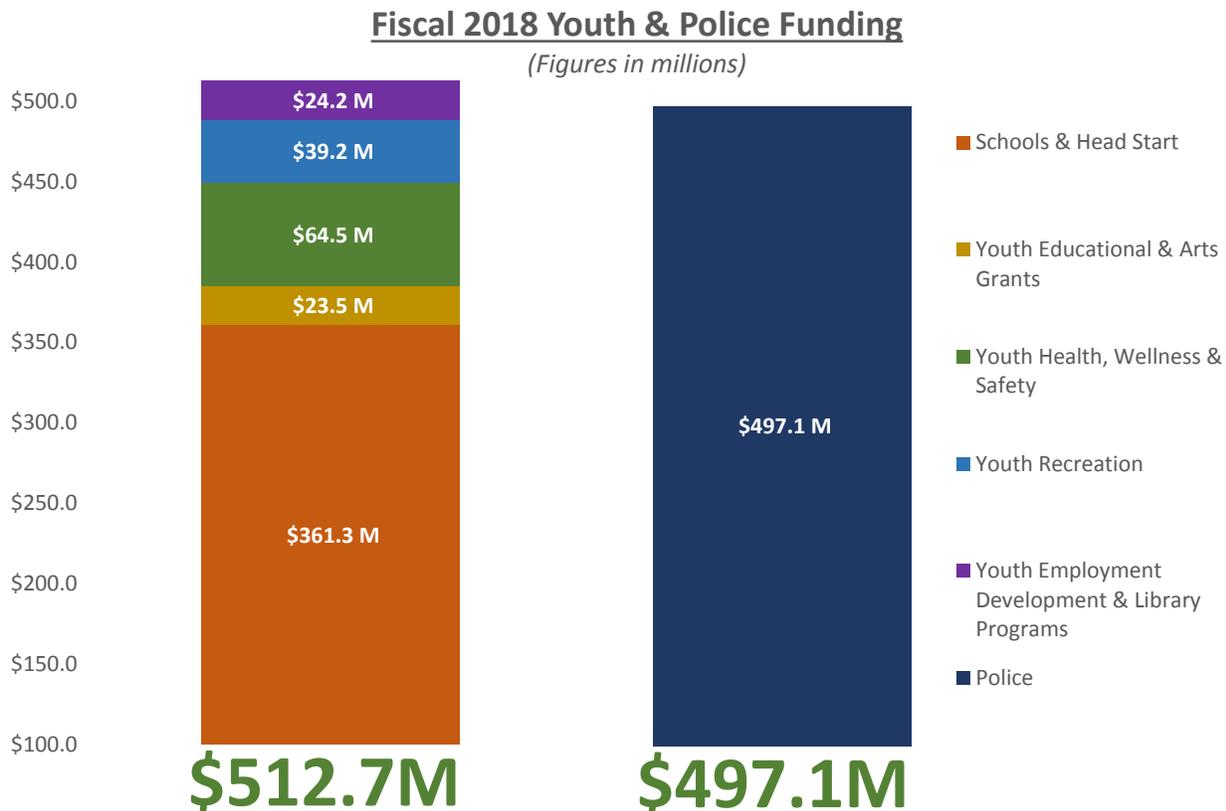
In November 2016, Baltimore City voters approved a charter amendment establishing the Children and Youth Fund.

- The Fund is a continuing, non-lapsing fund, to be used for new programs and services for Baltimore’s youth, or to augment current programs and services. There will be a mandatory annual appropriation to the Fund, and any unspent funds will remain in the Fund.
- The Fund cannot be used to substitute for or replace funding for youth provided in the Fiscal 2017 Ordinance of Estimates, except to fund programs that would be discontinued due to lost grant funding.
- By Ordinance, the Mayor and City Council are to provide oversight, governance, and administration of the Fund.

The Children and Youth Fund Task Force has been established to make recommendations on the Fund’s governance, facilitated by the Council President’s Office. It is scheduled to meet regularly between February and May. The Task Force includes community leaders, youth program services providers, and City government representatives.

Appropriation Calculation

The annual appropriation to the Fund is to be equal to at least \$0.03 on every \$100 of assessed or assessable value of all property in the City of Baltimore, as reported by the State Department of Assessments and Taxation (SDAT) in November 2016. Grants and donations may also be made into the Fund. In Fiscal 2018, the appropriation is \$11.9 million.



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Revenue

Fiscal 2018 **Preliminary Budget Plan**

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Fiscal 2018
Major Revenues Forecast

General Fund

	Fiscal 2016 Actual	Fiscal 2017 Budget	Fiscal 2018 Estimated	Dollar Change	Percent Change
Revenue Category					
Property Taxes	\$827,872,509	\$873,090,348	\$902,689,903	\$29,599,555	3.4%
Income Taxes	345,983,124	317,656,198	350,808,000	33,151,802	10.4%
Highway User Revenues	142,212,569	142,300,081	140,766,857	-1,533,224	-1.1%
State Aid	104,923,612	103,302,831	102,801,931	-500,900	-0.5%
Energy Tax	43,536,740	42,259,000	41,580,756	-678,244	-1.6%
Net Parking Revenue	48,128,993	39,525,585	36,280,849	-3,244,736	-8.2%
Telecommunication Tax	33,836,903	34,070,000	34,063,000	-7,000	0.0%
Recordation & Transfer Tax	91,916,352	64,550,321	67,700,342	3,150,021	4.9%
Hotel Tax	29,630,497	28,419,912	29,152,250	732,338	2.6%
Speed and Red-Light Cameras	155,943	0	7,947,000	7,947,000	100%
Investment Earnings	1,174,481	3,633,000	1,800,000	-1,833,000	-50.5%
Children's Fund	0	0	-11,866,000	-11,866,000	0.0%
All Other	151,048,931	113,974,176	125,775,112	11,800,936	10.4%
Total General Fund Revenue	\$1,820,420,654	\$1,762,781,452	\$1,829,500,000	\$66,718,548	3.8%

Funding sources for the General Fund are anticipated to total \$1.83 billion, an increase of \$66.7 million or 3.8% from the Fiscal 2017 Adopted Budget of \$1.76 billion.

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

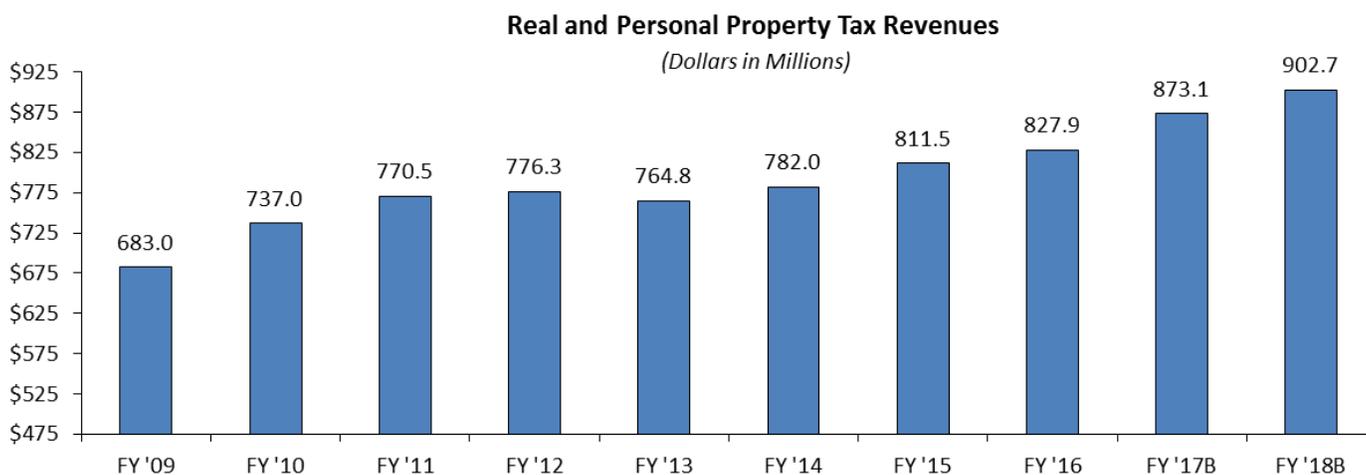
The Fiscal 2018 budget includes the sixth year of the City's 20 Cents by 2020 property tax relief program. The Targeted Homeowners Tax Credit (THTC) now represents an average of 14.8 cents per \$100 of Property Tax rate reduction for owner-occupied properties. This is an estimated average effective rate, and not all homeowners will realize this rate. The precise number for Fiscal 2018 will not be known until late May when the analysis is performed for the tax bills and submitted to Board of Estimates. The THTC is estimated to cost \$26.1 million in Fiscal 2018, \$11.3 million of which is covered by Horseshoe Casino lease payments.

The Fiscal 2018 General Fund forecast shows a net revenue increase of \$66.7 million. Income taxes are estimated to be \$33.2 million higher than the Fiscal 2017 budget estimate. Property taxes, which comprise nearly half of General Fund revenue, are projected to be \$29.6 million higher than the Fiscal 2017 budget estimate, mainly due to the increase in real property assessments and a reduction in the estimated Homestead Tax Credit cost. These increases are partially offset by the General Fund contribution to the newly created Youth Fund and the inclusion of two new property tax credits. The General Fund contribution to the Youth's Fund is \$11.9 million. This transfer value is equivalent to \$0.03 per \$100 of assessable value of all taxable property in the City as reported by the State Department of Assessments and Taxation (SDAT) in November 2016. The two new tax credits are 1) the Supplemental Homeowner's tax credit, a City

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

Property Taxes

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



Real Property Tax yield, prior the adjustments for the 4.0% owner-occupied assessment cap (known as the Homestead Tax Credit or ATC) and all other tax credit and incentive programs, is forecasted to increase \$26.7 million, or 3.3%, from \$800.7 million in Fiscal 2017 to \$827.4 million in Fiscal 2018.

The Real Property tax revenue is partially offset by the availability of the ATC, the THTC, and the wide variety of tax credit and incentive programs offered by the City. Owner occupied residential properties are protected from the impact of assessment increases by the City’s 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 \$1.5 million (4.4%) in Fiscal 2018 to \$33.2 million as the reassessment of residential properties grows below the 4% cap.

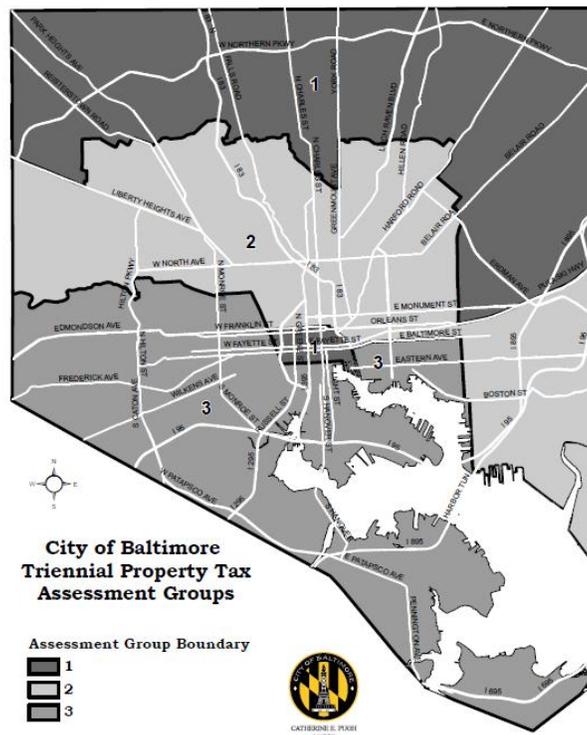
In addition to the ATC and THTC, the Fiscal 2018 estimate includes a total of \$49.2 million in property tax reductions due to the cost of other tax credits and incentive programs. The largest incentive program is the State-mandated Enterprise Zone Tax Credit, estimated at \$28.4 million in Fiscal 2018, 50% of which is reimbursed to the City by the State.

As the following table details, from Fiscal 2006 to Fiscal 2013, tax credit and incentive programs, excluding the ATC, accounted for an annual average cost of \$16.3 million or 2.4% of the real property tax revenues. In Fiscal 2018, these programs will cost \$75.3 million or 9.1% of the estimated real property taxes. Including the ATC, forgone real property tax revenue due to tax credits and incentive programs is estimated at \$108.5 million or 13.1% of this revenue source.

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

Tax Credits	FY 2006-2013 Avg. Cost	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Estimate
Real Property Tax	\$680.9	\$743.3	\$750.7	\$780.2	\$800.7	\$827.4
Targeted Homeowners Tax Credit	(\$0.4)	(\$15.1)	(\$19.5)	(\$22.6)	(\$24.3)	(\$26.1)
Enterprise Zone Tax Credit	(\$5.4)	(\$12.3)	(\$16.5)	(\$14.9)	(\$14.0)	(\$14.2)
Historic Property Tax Credits	(\$5.9)	(\$6.4)	(\$6.8)	(\$7.8)	(\$11.7)	(\$10.9)
Brownfield and Other Tax Credits	(\$1.2)	(\$3.6)	(\$9.3)	(\$7.7)	(\$9.9)	(\$13.5)
Supplemental Homeowner's Tax Credit	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$4.5)
High-Performance Market-Rate Rental Housing Tax Credit	\$0.0	(\$0.0)	(\$0.0)	(\$0.4)	(\$1.0)	(\$3.4)
Newly Constructed Dwellings Tax Credit	(\$3.4)	(\$3.1)	(\$2.8)	(\$2.4)	(\$1.6)	(\$2.3)
Public Safety Officer Tax Credit	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.3)
Total Tax Credits (Excluding Homestead)	(\$16.3)	(\$40.5)	(\$54.9)	(\$55.8)	(\$62.5)	(\$75.3)
Tax Credits as a % of Real Property	2.4%	5.4%	7.3%	7.2%	7.8%	9.1%
Homestead Tax Credit (ATC)	(\$92.4)	(\$65.8)	(\$45.6)	(\$38.2)	(\$34.7)	(\$33.2)
Total Tax Credits (Including ATC)	(\$108.7)	(\$106.3)	(\$100.6)	(\$94.0)	(\$97.3)	(\$108.5)
Tax Credits & ATC as a % of Real Property	16.0%	14.3%	13.4%	12.0%	12.1%	13.1%

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



Tax assessment group areas have been derived from the State of Maryland's assigned assessment group code identified from the City of Baltimore's real property file.

The Group 2 Real Property assessment (effective Fiscal 2018) reflects an annual phase-in value increase of 2.1% with a total triennial assessment growth of 6.2%, below the state-wide average of 8.2% triennial growth. The increase is made up of a 3.5% increase for residential properties and 9.5% increase for commercial properties. The Fiscal 2018

reassessment cycle represents the fourth consecutive year of assessment increases in the City after four consecutive years of declines.

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

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

***Assessment reductions are not phased in**

Source: State Department of Assessments and Taxation

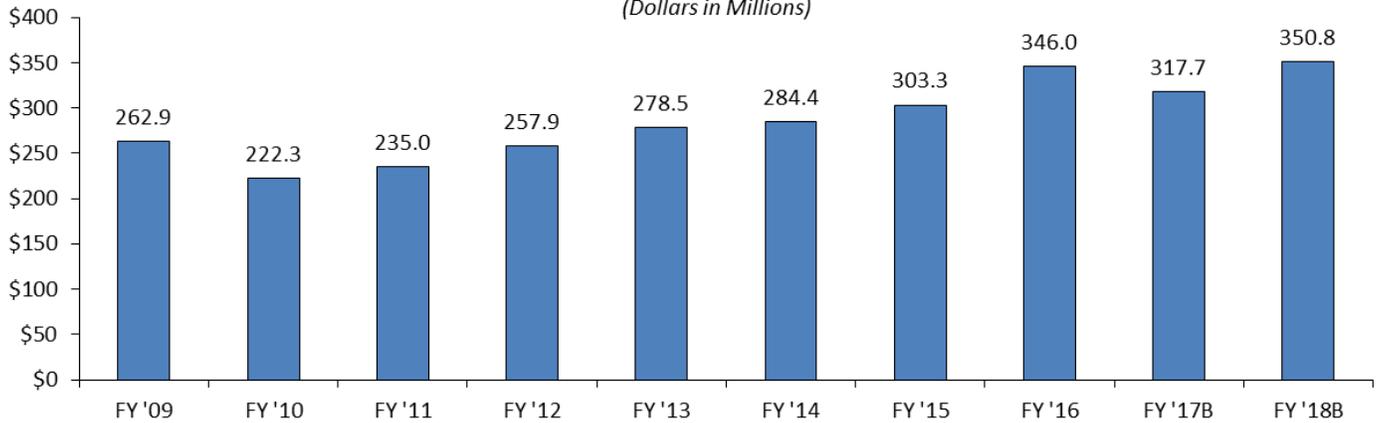
Finally, property taxes also include the total business and public utility personal property taxes, which are estimated to yield \$108.5 million in Fiscal 2018, an increase of 1.2% or \$1.3 million from the Fiscal 2017 budget.

Income Taxes

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

Income Tax Revenue

(Dollars in Millions)

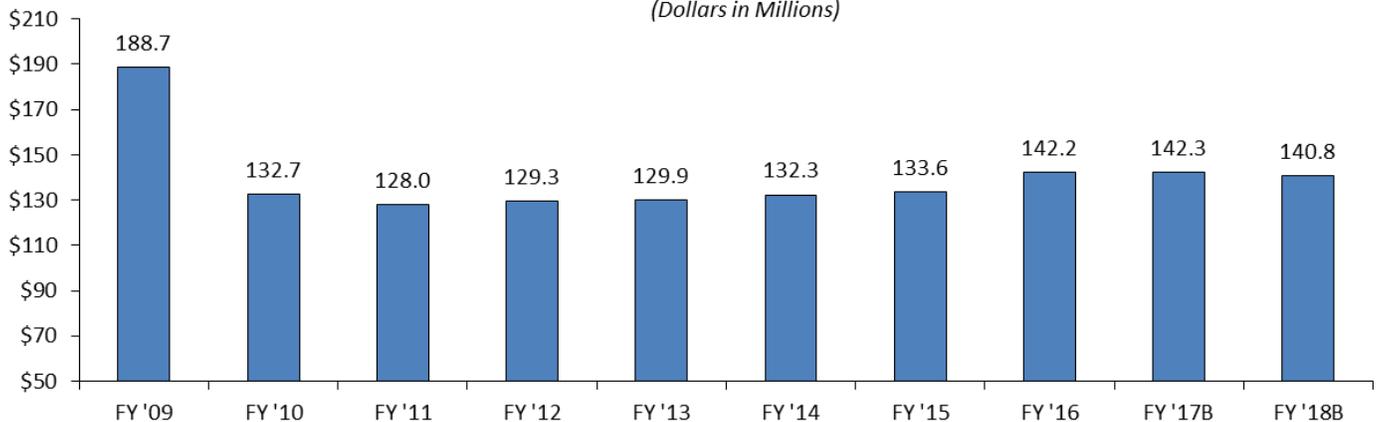


State Highway User Revenue

Highway User Revenues (HUR) is distributed by the State from Gas Tax, Titling Tax and vehicle registration fee revenues. The anticipated HUR for Fiscal 2018 is \$140.8 million, which is \$1.5 million (1.1%) lower than the Fiscal 2017 budget. The City's HUR is still \$86.5 million (38%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift HUR to the State General Fund. The estimated Fiscal 2018 decrease reflects maintaining the City's share of total statewide HUR revenue at 7.7%.

State Highway User Revenues

(Dollars in Millions)

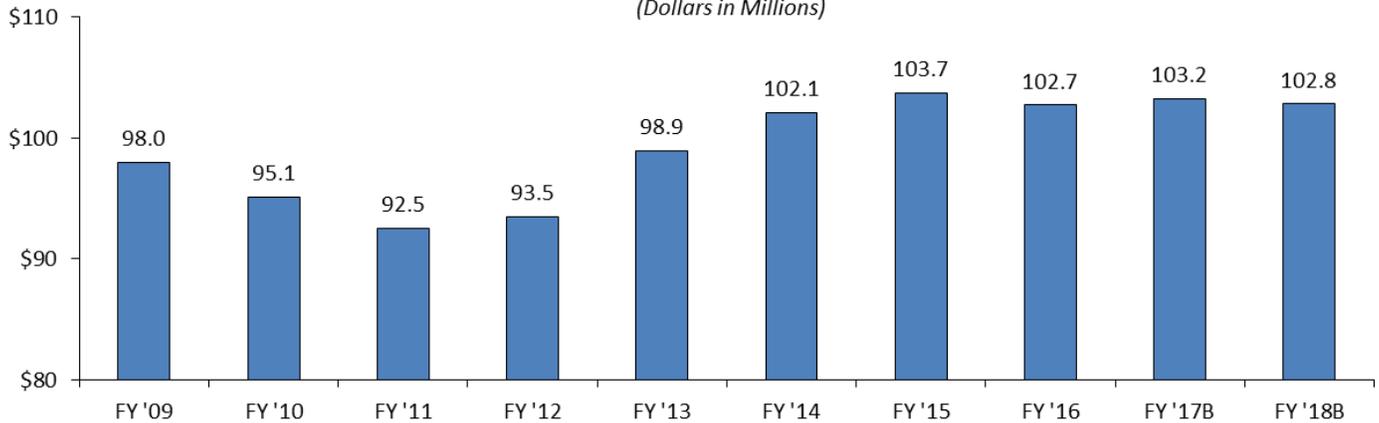


State Aid

State Aid budgeted in the General Fund is projected to decrease by \$0.4 million or 0.4% from the Fiscal 2017 budget. The decrease is mainly explained by the reduction in the Local Health Operations grant of about \$600,000, which is partially offset by the \$200,000 increase in the Library Aid. The Maryland Governor's Budget maintains the Disparity Grant at the same level of Fiscal 2017 Budget of \$78.1 million. The Disparity Grant is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75.0% of the statewide average.

State Aid Revenues - General Fund

(Dollars in Millions)



Speed Cameras and Red Light Violations

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

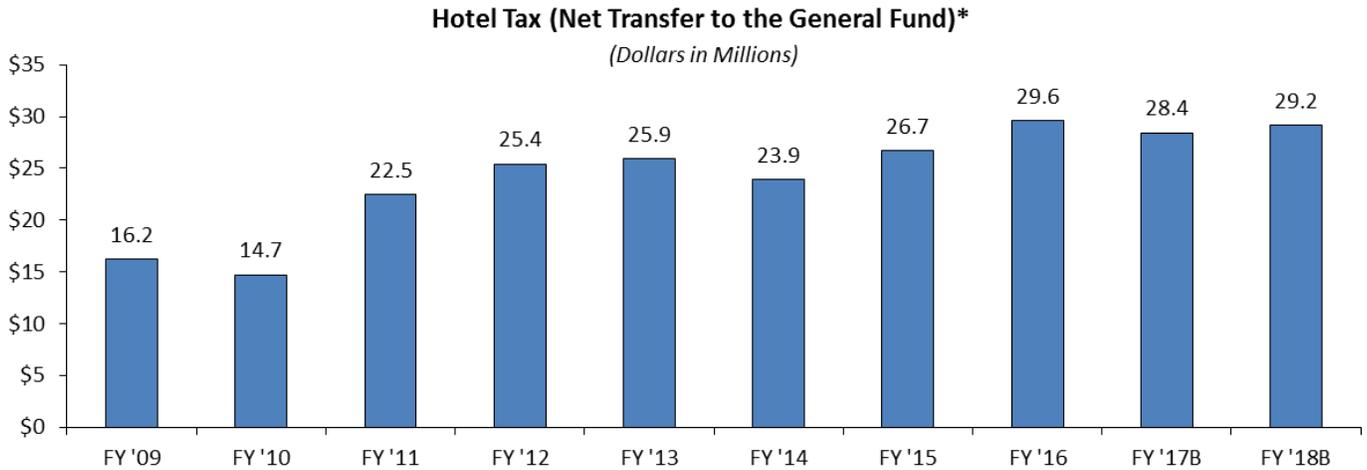
Transfer from the Parking Management Fund

The Fiscal 2018 net revenue transfer from the parking funds is estimated at \$36.3 million, a \$3.2 million reduction from the Fiscal 2017 budget. This reduction is explained by a combined increase in the Parking Enterprise and Parking Management funds expenses of \$2.3 million, and a net reduction in revenues of \$900,000. Revenues in excess of debt service and operating expense requirements of the parking funds are transferred to the General Fund. The Fiscal 2018 debt service appropriation in the Parking Enterprise Fund is estimated to increase \$1.3 million, from \$31.8 million to \$33.2 million, while operating expenses in the Parking Management Fund are anticipated to increase \$900,000, from \$24.8 million in Fiscal 2017 to \$25.6 million in Fiscal 2018. Based on year to date activity, there is an anticipated reduction in the revenues from Parking Fines and Penalties on Parking Fines of \$1.1 million, from \$22.1 million in Fiscal 2017 to \$21.0 million in Fiscal 2018, and receipts from the Parking Tax of about \$867,000. These revenue losses are partially offset by projected increases in Garage Income, Residential Parking Permits and Parking Meters.

Hotel Tax

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

is then compensated with subsequent reductions to the average rate per room. Given that the precise schedule and number of new rooms remains unknown, the projection assumes no additional revenue in the short term.



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

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

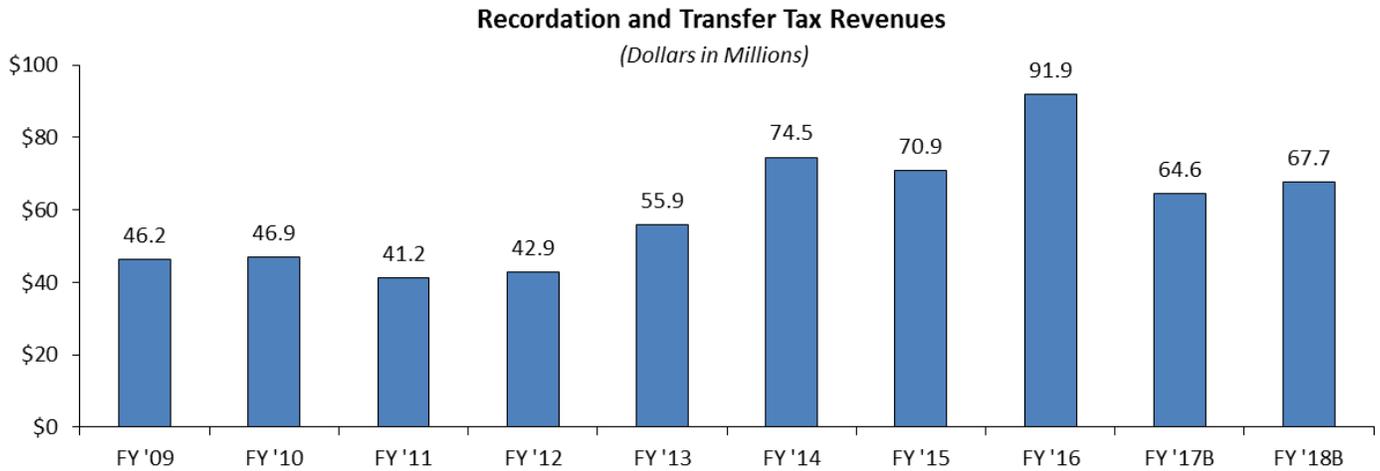
	FY 2016 Actual	FY 2017 Budget	FY 2018 Estimate
Hotel Tax*	\$34,147,258	\$33,000,000	\$33,726,000
Convention Center Debt Service	(\$4,516,761)	(\$4,580,088)	(\$4,573,750)
Visit Baltimore Appropriation	(\$13,954,099)	(\$13,466,100)	(\$14,318,303)
1/3 of Convention Center Deficit	(\$2,108,116)	(\$2,867,379)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

Recordation and Transfer Taxes

The City’s estimated revenue from Recordation and Transfer Taxes is \$67.7 million for Fiscal 2018, an increase of \$3.2 million or 4.9% compared to the Fiscal 2017 budget.

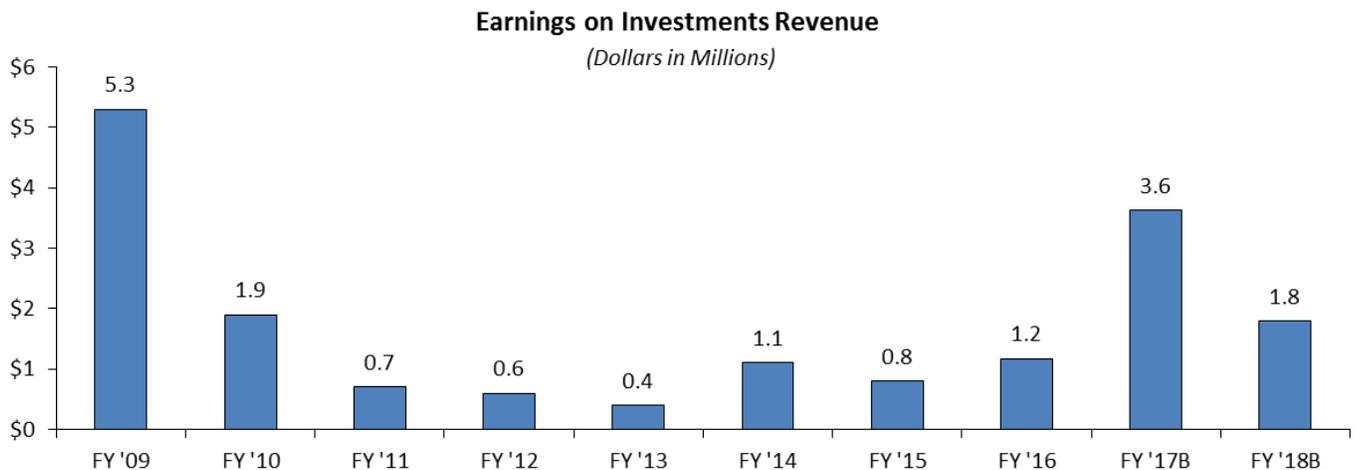
These sources of revenue depend on the number and value of real estate sales and, in the case of the recordation tax, refinancing activity. Daily transaction data collected by the City’s Finance Department as of December 2016 indicates that the average value of properties paying recordation tax has decreased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

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



Earnings on Investments

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



Casino-Video Lottery Terminals and Table Games

The Horseshoe Casino went live in Baltimore at the end of August 2014 and, as a result, the City receives revenue in the form of special fund local impact grants and General Fund ground lease rent payments. The ground lease payment is calculated at either 2.99% of gross gaming revenue or an alternate minimum payment amount determined by the contract, whichever is higher. Based on Fiscal 2017 performance, the Fiscal 2018 estimated lease payment will be the minimum guaranteed payment of \$12.5 million. Of this amount, 90% or \$11.3 million is allocated to the General Fund for property tax relief and 10% or \$1.2 million is dedicated to a special fund for school construction.

The City's special fund local impact grants are generated from Video Lottery Terminal (VLT) or Table Games Revenues and earmarked for specific communities, parks and recreation projects, or the 21st Century Schools Initiative. The City receives 5% of gross table games revenues generated by Horseshoe Casino. This funding must be divided evenly between school construction debt service and parks and recreation projects. The Fiscal 2018 projection for this purpose is \$7.2 million, a \$4.2 million increase over the Fiscal 2017 appropriation of \$3.0 million.

Following the opening of MGM National Harbor in Prince George's County in December 2016, the State adjusted its formula for allocating local impact grants, and now calculates 5.5% of total gross VLT revenue from Maryland Live, Horseshoe, and MGM National Harbor casinos as the starting point for the City's local impact allocation. Of this amount, 18% is budgeted for the City to support the Park Heights and Pimlico Race Track areas. The Fiscal 2018 projection is \$11.1 million, which is nearly double the Fiscal 2017 budgeted appropriation of \$5.6 million.

The remaining 82% of gross VLT revenue is divided among the three aforementioned casino areas and must be spent within a one-mile radius of the Horseshoe Casino; however, a City ordinance now requires that, beginning in Fiscal 2018, 50% of the proceeds must be sent directly to the South Baltimore Gateway Community to support local projects, with the other 50% budgeted for core City services in the casino area such as the Police sub-station, Fire unit, traffic enforcement, sanitation, and employment development. The City expects to receive \$15.0 million in Fiscal 2018, an increase of \$3.4 million over the Fiscal 2017 combined operating and capital budget of \$11.4 million.

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Energy Tax Rate Calculation

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

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

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

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

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

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

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Summary Of Operating Budget Recommendations

Fiscal 2018
Preliminary Budget Plan

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

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

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



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

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

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



<p>Thriving Youth & Families</p> <ul style="list-style-type: none"> Infant Mortality Academic Achievement College & Career Readiness Adult Literacy* 	<p>Safe Neighborhoods</p> <ul style="list-style-type: none"> Shootings Property Crime Perception of Safety Trust in Police* Domestic Violence*
<p>Healthy Communities</p> <ul style="list-style-type: none"> Food Access* Recycling Rate Perception of Cleanliness Air Quality & Energy Use Recreational Opportunities* 	<p>Vibrant Economy</p> <ul style="list-style-type: none"> Number of Jobs Employment Rate Visitors to Baltimore Diversity of Economic Sectors*
<p>Sustainable Infrastructure</p> <ul style="list-style-type: none"> Sustainable Transportation Asset Management* Blight Elimination Neighborhood Investment 	<p>High Performing Government</p> <ul style="list-style-type: none"> Prompt Vendor Payment Customer Service Retaining Quality Employees* Administrative Overhead Cost*

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

Fiscal 2018
Recommended Budget Appropriation Levels

Fiscal 2018	Recommended Amount	Change from Fiscal 2017	Percent Change from Fiscal 2017
Operating Plan	\$2.8 billion	+\$140.8 million	+5.3%
Capital Plan	\$1.1 billion	+\$592.3 million	+113%
Total	\$3.9 billion	\$733.2 million	23.1%

The total Fiscal 2018 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$3.9 billion. This is an increase of \$745.9 million or 23.1% above the Fiscal 2017 Adopted Budget.

The two components of the total recommended appropriation plan are the Operating Budget plan and Capital Budget plan. The Operating plan is recommended at \$2.78 billion, which is an increase of \$140.7 million or 5.3%. The Capital Plan is recommended at \$1.1 billion, which is an increase of \$592.3 million or 113%. More explanation on the Capital Budget plan is available beginning on page 81.

FISCAL 2018
OPERATING AND CAPITAL BUDGET FUND DISTRIBUTION
 Finance Recommendations

Funds	Operating Budget	Capital Budget	Total
General	\$1,808,100,000	\$21,400,000	\$1,829,500,000
Parking Management	\$25,642,970	-	\$25,642,970
Parking Enterprise	\$33,222,138	-	\$33,222,138
Convention Center Bond	\$4,580,088	-	\$4,580,088
Water and Waste Water Utilities	\$462,367,294	\$25,000,000	\$487,367,294
Stormwater Utility	\$29,467,335	\$5,223,000	\$34,690,335
Conduit Enterprise	\$11,746,671	\$20,000,000	\$31,746,671
Loan and Guarantee Enterprise	\$512,743	-	\$512,743
Federal Grants	\$181,355,893	\$49,002,000	\$230,357,893
State Grants	\$111,198,589	\$256,785,000	\$367,983,589
General Obligation Bonds	-	\$65,000,000	\$65,000,000
Special Funds	\$118,506,832	-	\$118,506,832
Revenue Bonds	-	\$436,378,000	\$437,713,000
County Transportation Bonds	-	\$15,000,000	\$15,000,000
Other	-	\$222,523,000	\$222,523,000
Total - All Funds	\$2,786,700,553	\$1,116,311,000	\$3,903,011,553

FISCAL 2018
FINANCE RECOMMENDATIONS BY FUND

	Fiscal 2017 Budget	Fiscal 2018 Budget	Dollar Change	Percent Change
Operating Funds				
Local and State-shared Funds				
<i>General</i>	\$1,747,281,452	\$1,808,100,000	\$60,818,548	3.5%
<i>Parking Management</i>	\$24,775,005	\$25,642,970	\$867,965	3.5%
<i>Convention Center Bond</i>	\$4,580,088	\$4,580,088	\$0	0.0%
Total	\$1,776,636,545	\$1,838,323,058	\$61,686,513	3.5%
Enterprise Funds				
<i>Waste Water Utility</i>	\$249,506,065	\$269,596,071	\$20,090,006	8.1%
<i>Water Utility</i>	\$180,220,616	\$192,771,223	\$12,550,607	7.0%
<i>Stormwater Utility</i>	\$21,602,132	\$29,467,335	\$7,865,203	36.4%
<i>Parking Enterprise</i>	\$31,780,518	\$33,222,138	\$1,441,620	4.5%
<i>Conduit Enterprise</i>	\$16,000,000	\$11,746,671	(\$4,253,329)	-26.6%
<i>Loan and Guarantee Enterprise</i>	\$500,000	\$512,743	\$12,743	2.5%
Total	\$499,609,331	\$537,316,181	\$37,706,850	7.5%
Grant Funds				
<i>Federal</i>	\$168,486,073	\$181,355,893	\$12,869,820	7.6%
<i>State</i>	\$100,506,491	\$111,198,589	\$10,692,098	10.6%
<i>Special</i>	\$100,623,709	\$118,506,832	\$17,883,123	17.8%
Total	\$369,616,273	\$411,061,314	\$41,445,041	11.2%
Total Operating - All Funds	\$2,645,862,149	\$2,786,700,553	\$140,838,404	5.3%
Capital Funds				
Pay-As-You-Go				
<i>General</i>	\$15,500,000	\$21,400,000	\$5,900,000	38.1%
<i>Conduit Enterprise</i>	\$36,000,000	\$20,000,000	(\$16,000,000)	-44.4%
<i>Waste Water Utility</i>	\$10,086,000	\$15,000,000	\$4,914,000	48.7%
<i>Water Utility</i>	\$7,000,000	\$10,000,000	\$3,000,000	42.9%
<i>Stormwater Utility</i>	\$9,769,000	\$5,223,000	(\$4,546,000)	-46.5%
Total	\$78,355,000	\$71,623,000	(\$6,732,000)	-8.6%
Grants				
<i>Federal</i>	\$48,351,000	\$49,002,000	\$651,000	1.3%
<i>State</i>	\$178,859,000	\$256,785,000	\$77,926,000	43.6%
Total	\$227,210,000	\$305,787,000	\$78,577,000	34.6%
Loans and Bonds				
<i>Revenue Bonds</i>	\$47,120,000	\$436,378,000	\$389,258,000	826.1%
<i>General Obligation Bonds</i>	\$65,000,000	\$65,000,000	\$0	0.0%
<i>County Transportation Bonds</i>	\$15,000,000	\$15,000,000	\$0	0.0%
Total	\$127,120,000	\$516,378,000	\$389,258,000	306.2%
All Other	\$91,302,000	\$222,523,000	\$131,221,000	143.7%
Total Capital - All Funds	\$523,987,000	\$1,116,311,000	\$592,324,000	113.0%

FISCAL 2018

FINANCE RECOMMENDATIONS BY FUND

	Fiscal 2017 Budget	Fiscal 2017 Budget	Dollar Change	Percent Change
Total Funds				
Local and State-shared Funds				
General	\$1,762,781,452	\$1,829,500,000	\$66,718,548	3.8%
Parking Management	\$24,775,005	\$25,642,970	\$867,965	3.5%
Convention Center Bond	\$4,580,088	\$4,580,088	\$0	0.0%
Total	\$1,792,136,545	\$1,859,723,058	\$67,586,513	3.8%
Enterprise Funds				
Waste Water Utility	\$259,592,065	\$284,596,071	\$25,004,006	9.6%
Water Utility	\$187,220,616	\$202,771,223	\$15,550,607	8.3%
Stormwater Utility	\$31,371,132	\$34,690,335	\$3,319,203	10.6%
Parking Enterprise	\$31,780,518	\$33,222,138	\$1,441,620	4.5%
Conduit Enterprise	\$52,000,000	\$31,746,671	(\$20,253,329)	-38.9%
Loan and Guarantee Enterprise	\$500,000	\$512,743	\$12,743	2.5%
Total	\$562,464,331	\$587,539,181	\$25,074,850	4.5%
Grant Funds				
Federal	\$216,837,073	\$230,357,893	\$13,520,820	6.2%
State	\$279,365,491	\$367,983,589	\$88,618,098	31.7%
Special	\$100,623,709	\$118,506,832	\$17,883,123	17.8%
Total	\$596,826,273	\$716,848,314	\$120,022,041	20.1%
Loans and Bonds				
Revenue Bonds	\$47,120,000	\$436,378,000	\$389,258,000	826.1%
General Obligation Bonds	\$65,000,000	\$65,000,000	\$0	0.0%
County Transportation Bonds	\$15,000,000	\$15,000,000	\$0	0.0%
Total	\$127,120,000	\$516,378,000	\$389,258,000	306.2%
All Other	\$91,302,000	\$222,523,000	\$131,221,000	143.7%
Total - All Funds	\$3,169,849,149	\$3,903,011,553	\$733,162,404	23.1%

Key results funded in the Fiscal 2018 Recommended Budget:

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

Key budget decisions in Thriving Youth & Families:

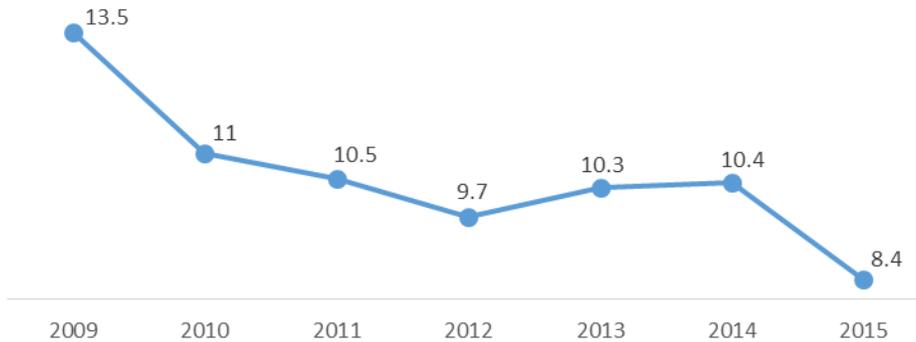
- The City will provide \$90.2 million to City Schools over three years, including a \$10 million Maintenance of Effort increase, to help make up for lost State formula aid and growing costs. This includes \$22.4 million in Fiscal 2018.
- The Children and Youth Fund will dedicate \$11.9 million in funding for new or enhanced youth programs.
- The General Fund maintains base funding of \$6.3 million for Family League of Baltimore City (FLBC) community school and out of school time programming, as well as \$500,000 in Community Development Block Grant (CDBG) funding supporting youth programs.
- Activities funded in Fiscal 2017 through transfers of appropriation – FLBC, Associated Black Charities, Maryland Cooperative Extension, Experience Corps, and the Waverly and Northwood before and after care centers – are eligible for funding from the Children and Youth Fund.

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Federal	34,018,470	35,445,402	37,541,662	2,096,260	6%
General	331,705,796	337,891,377	354,535,305	16,643,928	5%
Special	18,540,773	19,200,806	30,417,317	11,216,511	58%
State	16,352,327	16,767,203	15,601,518	(1,165,685)	-7%
Total	400,617,366	409,304,788	438,095,802	28,791,014	7%

Indicator: Infant Mortality

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



Source: Vital Statistics

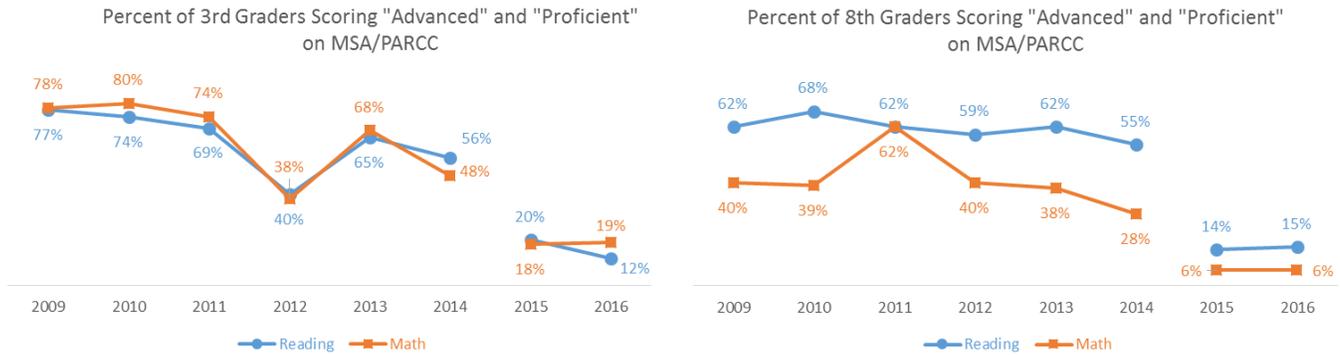
Additional indicators include child food insecurity and the number of systems-involved juveniles.

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

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

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

Indicator: Academic Achievement



Source: Maryland Report Card

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

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

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

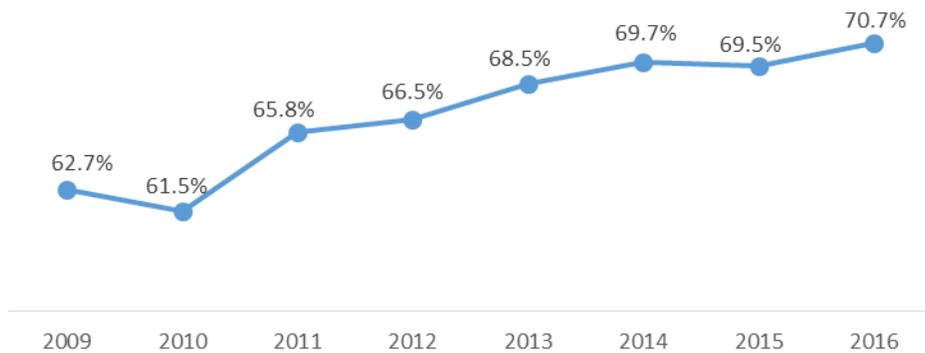
Funding City Schools at \$22.4 million above the Fiscal 2017 level will help bridge City Schools' budget gap caused by decreased State Aid revenue and increasing costs. The City will provide an estimated \$23.9 million for the 21st Century School Modernization Plan. In addition, the Fiscal 2018 Capital Improvement Program provides \$17 million in General Obligation Bond funding to City Schools for school facility improvements. Total City support for City Schools in Fiscal 2018 is expected to be \$353.7 million, which includes \$268 million in Maintenance of Effort funding.

Maintaining current levels of service with a \$2.4 million General Fund appropriation for School Health Services will support 362,000 school health suite visits in Fiscal 2018. The service aims to return 83% of students to the classroom after a health suite visit.

Maintaining base funding of \$6.3 million in General Fund support for Family League of Baltimore City community school and out of school time programming.

Indicator: College & Career Readiness

Baltimore City Public Schools 4-year Adjusted Cohort Graduation Rate



Source: Maryland Report Card, 4-year adjusted cohort

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

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

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

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

This budget also maintains \$1.9 million in General Fund support for the YouthWorks Summer Jobs program, with a goal of placing 12,500 youth in summer jobs. The programs anticipates that 90% of participants will report that they feel more prepared to enter the workforce as a result of their participation in the program. YouthWorks plans to continue expanding the Hire One component of the program, which pairs youth with private-sector employers who pay the wages of their hires. In Fiscal 2017, YouthWorks utilized enhancement funding to purchase laptops and streamline their application process and allow for mobile registration of youth at multiple sites throughout the city.

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Thriving Youth & Families	400,617,366	409,262,056	438,095,802	28,833,746
308 Maternal and Child Health	24,307,556	25,614,507	26,461,604	847,097
General	1,853,606	1,877,343	1,871,509	(5,834)
Federal	19,611,232	20,808,306	21,747,354	939,048
State	1,824,691	1,887,253	1,792,122	(95,131)
Special	1,018,027	1,041,605	1,050,619	9,014
310 School Health Services	16,593,740	17,002,176	16,080,888	(921,288)
General	2,683,130	2,563,235	2,352,464	(210,771)
Federal	477,833	520,728	39,580	(481,148)
State	504,606	504,787	502,171	(2,616)
Special	12,928,171	13,413,426	13,186,673	(226,753)
316 Youth Violence Prevention	3,793,763	3,824,507	2,820,637	(1,003,870)
General	926,756	974,680	971,645	(3,035)
Federal	1,444,632	1,475,428	1,581,406	105,978
State	1,422,375	1,374,399	267,586	(1,106,813)
352 Baltimore City Public Schools	265,412,081	269,682,822	287,812,181	18,129,359
General	265,412,081	269,682,822	287,812,181	18,129,359
385 Health and Welfare Grants	1,213,859	1,244,812	1,244,812	0
General	1,213,859	1,244,812	1,244,812	0
446 Educational Grants	7,204,727	7,341,231	19,707,231	12,366,000
General	7,204,727	7,341,231	7,341,231	0
Federal	0	0	500,000	500,000
Special	0	0	11,866,000	11,866,000
605 Head Start	8,570,171	8,774,074	8,501,377	(272,697)
General	540,000	551,880	510,000	(41,880)
Federal	7,697,187	7,881,884	7,766,894	(114,990)
State	132,984	135,910	224,483	88,573
Special	200,000	204,400	0	(204,400)
616 Juvenile Justice	499,494	510,571	375,738	(134,833)
General	247,128	268,609	208,427	(60,182)
Federal	86,649	89,518	88,974	(544)
State	165,717	152,444	78,337	(74,107)
644 Administration - Rec and Parks	4,222,732	4,504,217	4,599,502	95,285
General	4,086,165	4,364,236	4,459,521	95,285
State	136,567	139,981	139,981	0
645 Aquatics	2,923,399	3,127,220	3,126,602	(618)
General	2,423,399	2,616,220	2,422,781	(193,439)
Special	500,000	511,000	703,821	192,821
647 Youth and Adult Sports	848,858	826,269	826,465	196
General	689,030	661,359	661,555	196
Special	159,828	164,910	164,910	0
648 Community Recreation Centers	14,420,833	14,530,656	14,381,268	(149,388)
General	12,977,807	13,055,883	12,968,327	(87,556)
Federal	276,776	282,865	282,865	0
Special	1,166,250	1,191,908	1,130,076	(61,832)
649 Special Facilities Management - Recreation	1,448,285	1,479,954	1,479,730	(224)
General	37,071	98	0	(98)
Special	1,411,214	1,479,856	1,479,730	(126)
740 Dawson Center	401,789	299,869	360,017	60,148
General	31,620	32,315	32,315	0
Federal	370,169	267,554	327,702	60,148
788 Information Services	35,320,154	36,585,202	35,626,880	(958,322)
General	24,261,873	25,236,464	24,192,789	(1,043,675)
State	10,300,998	10,573,892	10,598,603	24,711
Special	757,283	774,846	835,488	60,642
791 BCPS Alternative Options Academy for Youth	250,000	314,508	232,559	(81,949)
State	250,000	314,508	232,559	(81,949)
794 Administration - MOED	623,549	597,452	650,739	53,287
General	623,549	642,543	650,739	8,196
Federal	0	(45,091)	0	45,091

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Thriving Youth & Families (Continued)	400,617,366	409,262,056	438,095,802	28,833,746
797 Workforce Services for Out of School Youth-Youth Opportunity	3,673,752	3,704,193	3,672,800	(31,393)
General	2,923,978	2,938,457	2,928,616	(9,841)
Federal	495,963	514,059	497,274	(16,785)
State	253,811	251,677	246,910	(4,767)
798 Youth Works Summer Job Program	4,673,725	4,885,756	5,140,514	254,758
General	1,813,147	1,910,349	1,921,748	11,399
Federal	1,100,000	1,124,200	1,700,000	575,800
State	1,360,578	1,432,352	1,518,766	86,414
Special	400,000	418,855	0	(418,855)
800 Workforce Services for WIOA Funded Youth	2,458,029	2,525,951	3,009,613	483,662
Federal	2,458,029	2,525,951	3,009,613	483,662
817 Orphans' Court	487,609	504,286	522,898	18,612
General	487,609	504,286	522,898	18,612
889 Child Support Enforcement	1,269,261	1,381,823	1,461,747	79,924
General	1,269,261	1,381,823	1,461,747	79,924
TOTAL OPERATING BUDGET	400,617,366	409,262,056	438,095,802	28,833,746
LESS INTERNAL SERVICE FUND	0	0	0	0
TOTAL OPERATING APPROPRIATIONS	400,617,366	409,262,056	438,095,802	28,833,746

Key results funded in the Fiscal 2018 Recommended Budget:

- The Baltimore City Police Department (BPD) realized a combined 26% database hit rate for fingerprints, DNA, and ballistics – up from 16% during 2015. BPD surpassed the targets for 2017 and 2018 and is revising these figures.
- The Baltimore City Fire Department (BCFD) responded to 179,326 incidents during 2016. This accounts for 10% growth over the previous year, and nearly 23% growth over the 2012 baseline. The Division responded to 44% of incidents within eight minutes during 2016 and set a target to reach 90% within eight minutes during 2018.
- The Mayor’s Office of Employment Development (MOED) provided services to 409 ex-offenders who also obtained employment during 2016. This marks a five-year high, up from 326 during the previous year, and an increase of nearly 77% from the 2012 baseline of 231. This figure is projected to reach 500 during 2018.
- The Mayor’s Office of Criminal Justice (MOCJ) reported a 40% crime reduction in areas with CitiWatch cameras vs. immediate surrounding areas without cameras during 2016 – up from 27% during 2015 – which nearly matches the 2012 high of 41%. CitiWatch surpassed targets for 2017 and 2018 and is revising these figures.
- The BCFD installed 15,889 fire alarms during 2016 – 263 more than the previous year – and anticipates increasing this figure by 500 devices during 2018.
- Baltimore Gas and Electric (BGE) and the Department of Transportation (DOT) are partnering for B’More Bright. This initiative will ensure strategic installation of 6,000 additional facade, pedestrian, and common area LED lights, as well as conversion of 75,000 existing street lights throughout the City to LED within four years.

Key budget decisions in Safe Neighborhoods:

The Fiscal 2018 budget maintains current funding across all services within the Safe Neighborhoods portfolio, with the exception of adjustments within the Police Department, which is reduced by \$5.5 million for funding for Baltimore City Public Schools. Police Patrol’s adjusted budget of \$266.1 million will be used to continue to increase the number of residents who feel “safe” or “very safe” in their neighborhood through various initiatives. This service funds 1,804 positions.

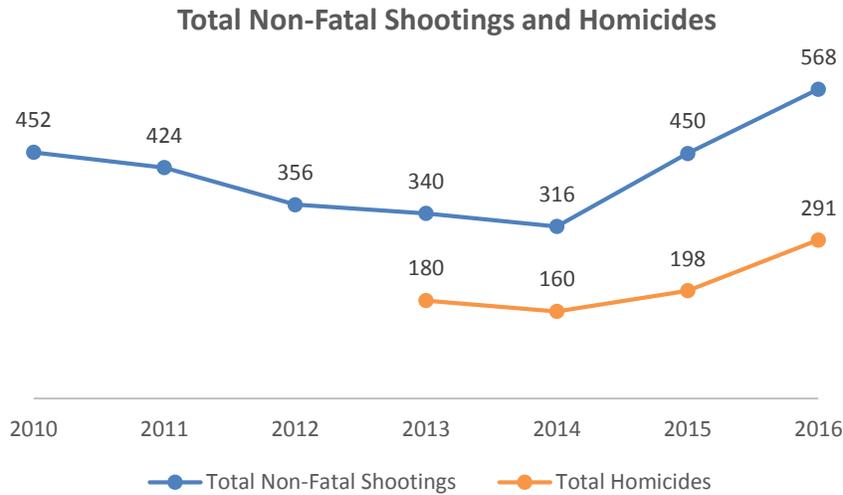
Target Violent Criminals is budgeted at \$43.5 million to continue targeted enforcement on violent individuals and the groups with which these criminals affiliate. This service funds 292 positions. Crime Investigation is budgeted at \$34.6 million to improve the homicide and non-fatal shootings clearance rate citywide, and to grow relationships with partners in this mission. This service funds 219 positions. Fire Suppression and Emergency Rescue is budgeted at \$159.2 million to continue responding to the growing volume of EMS calls as well as providing life-saving services and education. This service funds 1,159 positions.

Additionally, the Fiscal 2018 budget includes \$10.5 million for operating and capital expenditures associated with BPD’s consent agreement with the Department of Justice, with just over \$5.5 million designated for ongoing expenses and about \$5 million for one-time investments. Some highlights include \$2.4 million toward a data warehouse, \$2 million for mobile data computers, \$1.7 million for internal compliance personnel, and \$1.4 million for a contracted monitoring team.

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Federal	26,356,702	27,031,554	22,420,227	(4,611,327)	-17%
General	753,279,690	818,796,627	803,733,213	(15,063,414)	-2%
Special	32,090,120	31,545,766	30,690,870	(854,896)	-3%
State	39,147,756	38,902,774	42,087,337	3,184,563	8%
Total	850,874,268	916,276,721	898,931,647	(17,345,074)	-2%

Indicator: Shootings



Source Baltimore Police Department Crime Data

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

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

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

The Mayor’s Office of Criminal Justice (MOCJ) supports Operation Ceasefire, which takes a data-driven approach to identifying high-risk individuals, and seeks to understand the social network and/or organization within which they operate. Ceasefire collaborates with the BPD to host Call-Ins that provide targeted individuals with two options: take advantage of social services and transition away from criminal activity, or face highly targeted, punitive measures. Clients are then asked to contact support personnel to be connected to services that will help them transition from a life of criminal activity. During 2016 there were five (5) Call-In sessions and 17 percent of targeted individuals sought assistance. Ceasefire plans to host one additional Call-In session during 2018 while maintaining the current level of engagement.

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

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

Indicator: Property Crime

Total Property Crime Per 100,000



Source: Baltimore City Police Department Crime Data

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

<u>Positive Factors:</u>	<u>Negative Factors:</u>
<ul style="list-style-type: none"> Effectiveness of CitiWatch as a crime prevention tool. Employment and recreational opportunities for Baltimore youth, such as YouthWorks. 	<ul style="list-style-type: none"> Resource availability for response to and processing of property crime. Lack of economic opportunity and job availability.

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

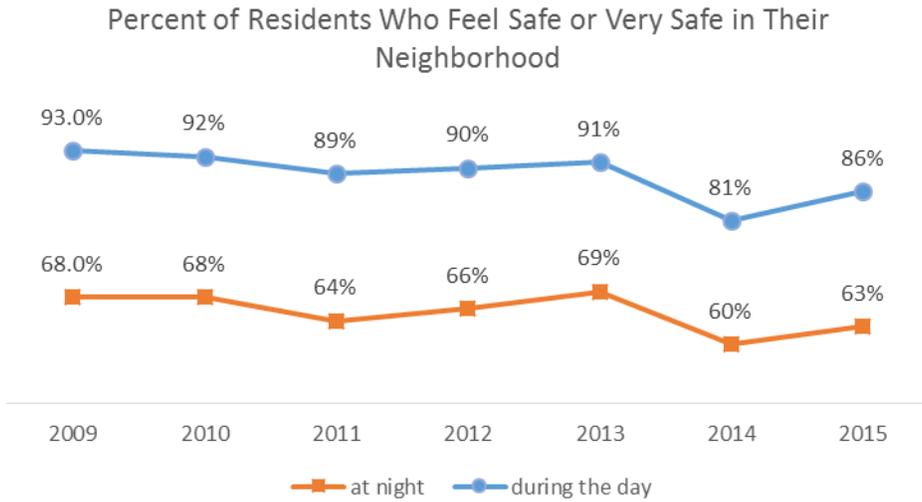
The MOCJ continues the Metro Crime Stoppers (MCS) initiative to address the credible information vacuum that hinders police officers from solving crimes. MCS does this by ensuring anonymity which allows witnesses to feel safe from retaliation when reporting crimes. The agency promotes this service throughout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

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

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

Safe Neighborhoods

Indicator: Citizen Perception of Safety



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

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

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

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

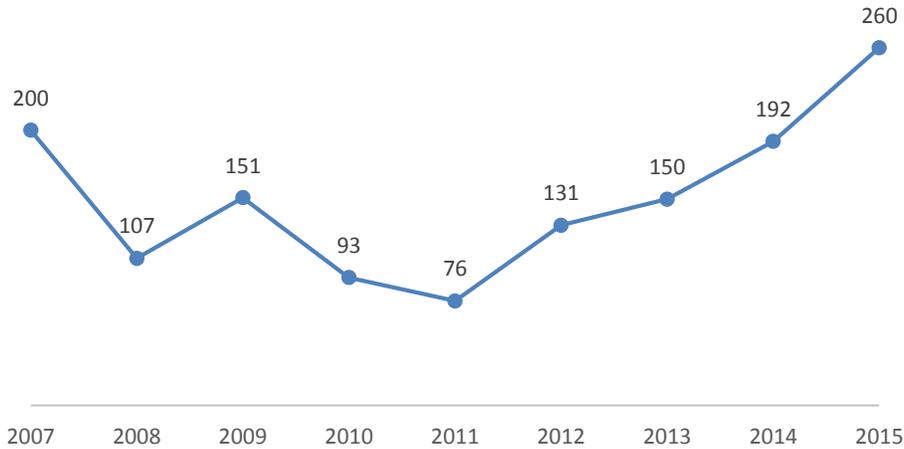
The DOT has nearly completed the installation of 6,000 LED fixtures placed strategically in high crime areas throughout the City, which will enable the agency to reduce the number of maintenance calls for outages and more efficiently illuminate dark streets and corridors. New fixtures will also ensure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

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

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

Indicator: Heroin-Related Deaths

Total Number of Heroin-Related Deaths



Source Maryland Department of Health and Mental Hygiene

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

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

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

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

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

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

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Safe Neighborhoods	850,874,268	916,276,721	898,931,647	(17,345,074)
110 Circuit Court	18,699,204	24,462,054	25,839,519	1,377,465
General	9,934,185	15,348,192	15,352,642	4,450
Federal	2,296,681	2,383,852	2,306,848	(77,004)
State	6,286,214	6,542,189	7,944,233	1,402,044
Special	182,124	187,821	235,796	47,975
115 Prosecution of Criminals	33,784,573	34,656,898	34,702,091	45,193
General	27,154,911	27,778,091	27,609,734	(168,357)
Federal	1,439,329	1,514,246	1,437,640	(76,606)
State	4,828,091	4,994,350	5,254,609	260,259
Special	362,242	370,211	400,108	29,897
307 Substance Abuse and Mental Health	2,259,805	2,309,520	2,297,760	(11,760)
General	1,725,216	1,763,171	1,763,171	0
State	534,589	546,349	534,589	(11,760)
315 Emergency Services - Health	13,205,948	14,286,280	9,895,342	(4,390,938)
General	708,807	1,244,380	691,930	(552,450)
Federal	776,065	846,649	694,479	(152,170)
State	11,314,394	11,642,225	8,164,581	(3,477,644)
Special	406,682	553,026	344,352	(208,674)
500 Street Lighting	19,187,612	22,123,716	23,173,562	1,049,846
General	19,187,612	22,123,716	23,173,562	1,049,846
600 Administration - Fire	10,261,744	10,735,230	10,759,040	23,810
General	8,411,744	8,844,530	8,868,340	23,810
Federal	1,500,000	1,533,000	1,533,000	0
State	350,000	357,700	357,700	0
602 Fire Suppression and Emergency Rescue	150,115,225	159,454,341	159,226,648	(227,693)
General	146,103,710	155,354,573	154,896,308	(458,265)
Federal	2,611,575	2,669,029	2,910,400	241,371
State	1,399,940	1,430,739	1,419,940	(10,799)
608 Emergency Management	976,432	1,994,286	1,033,803	(960,483)
General	676,432	1,687,686	727,203	(960,483)
Federal	300,000	306,600	306,600	0
609 Emergency Medical Services	42,125,222	48,191,281	45,143,641	(3,047,640)
General	20,711,282	27,767,256	26,074,628	(1,692,628)
State	87,940	89,875	83,928	(5,947)
Special	21,326,000	20,334,150	18,985,085	(1,349,065)
610 Fire and Emergency Community Outreach	334,416	346,433	346,248	(185)
General	334,416	346,433	346,248	(185)
612 Fire Investigation	939,593	1,059,479	2,003,615	944,136
General	939,593	1,059,479	2,003,615	944,136
614 Fire Communications and Dispatch	15,546,557	17,497,841	17,891,431	393,590
General	11,105,130	12,968,321	13,389,596	421,275
Special	4,441,427	4,529,520	4,501,835	(27,685)
615 Fire Training and Education	3,959,508	4,768,855	4,763,361	(5,494)
General	3,959,508	4,768,855	4,763,361	(5,494)
617 Victim Services - MOCJ	728,131	784,185	1,801,739	1,017,554
General	124,721	138,286	138,286	0
Federal	73,825	96,731	1,057,102	960,371
State	96,824	106,886	106,351	(535)
Special	432,761	442,282	500,000	57,718
618 Crime Prevention	739,468	754,442	529,142	(225,300)
General	593,196	606,647	335,693	(270,954)
Federal	146,272	147,795	193,449	45,654
621 Administration - Police	40,979,686	49,755,151	56,652,688	6,897,537
General	39,341,563	48,082,492	53,561,459	5,478,967
Federal	1,638,123	1,672,659	2,171,229	498,570
State	0	0	120,000	120,000
Special	0	0	800,000	800,000
622 Police Patrol	256,311,725	272,994,740	266,114,367	(6,880,373)
General	248,993,193	265,409,872	251,455,560	(13,954,312)

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Safe Neighborhoods (Continued)	850,874,268	916,276,721	898,931,647	(17,345,074)
State	5,594,532	5,740,601	12,829,262	7,088,661
Special	1,724,000	1,844,267	1,829,545	(14,722)
623 Crime Investigation	36,306,243	37,755,337	34,640,009	(3,115,328)
General	33,730,564	35,122,679	34,235,009	(887,670)
Federal	104,550	107,164	80,000	(27,164)
State	2,471,129	2,525,494	325,000	(2,200,494)
624 Target Violent Criminals	43,447,576	43,960,902	43,536,460	(424,442)
General	36,656,644	38,430,556	37,791,271	(639,285)
State	4,670,577	3,364,466	3,579,309	214,843
Special	2,120,355	2,165,880	2,165,880	0
625 SWAT/ESU	9,730,800	9,814,206	9,743,808	(70,398)
General	9,730,800	9,814,206	9,743,808	(70,398)
626 Homeland Security - Intelligence	15,198,561	15,238,246	8,363,180	(6,875,066)
General	7,378,582	7,296,895	6,685,466	(611,429)
Federal	7,819,979	7,941,351	1,677,714	(6,263,637)
627 Emergency Communications	7,822,472	7,917,390	7,696,692	(220,698)
General	7,822,472	7,917,390	7,696,692	(220,698)
628 Police Internal Affairs	9,039,682	9,611,054	9,273,368	(337,686)
General	9,039,682	9,611,054	9,273,368	(337,686)
632 Manage Police Records and Evidence Control Systems	7,810,451	8,093,204	6,936,749	(1,156,455)
General	7,810,451	8,093,204	6,936,749	(1,156,455)
635 Police Recruiting and Training	15,904,099	16,809,887	14,264,761	(2,545,126)
General	15,383,899	16,278,243	14,264,761	(2,013,482)
State	520,200	531,644	0	(531,644)
637 Special Operations - K-9 and Mounted Unit	4,587,249	4,802,737	4,770,211	(32,526)
General	4,587,249	4,802,737	4,770,211	(32,526)
638 Marine Unit	2,049,579	2,142,317	2,086,635	(55,682)
General	2,049,579	2,142,317	2,086,635	(55,682)
640 Special Operations - Aviation	6,117,186	6,177,219	6,279,947	102,728
General	6,117,186	6,177,219	6,279,947	102,728
642 Crime Laboratory	16,330,179	16,734,518	17,428,958	694,440
General	14,000,416	14,344,623	15,678,677	1,334,054
Federal	2,329,763	2,389,895	1,750,281	(639,614)
684 Traffic Management	12,425,870	12,088,092	12,039,183	(48,909)
General	11,801,341	11,449,823	11,400,914	(48,909)
Special	624,529	638,269	638,269	0
689 Vehicle Impounding and Disposal	7,600,611	7,749,963	7,721,493	(28,470)
General	7,600,611	7,749,963	7,721,493	(28,470)
697 Traffic Safety	7,849,908	9,574,523	9,551,184	(23,339)
General	6,854,892	8,563,126	8,542,531	(20,595)
Federal	995,016	1,011,397	1,008,653	(2,744)
752 Community Outreach Services	1,583,985	1,660,099	1,654,807	(5,292)
General	1,373,985	1,445,479	1,444,807	(672)
Special	210,000	214,620	210,000	(4,620)
757 CitiWatch	2,548,438	2,479,248	2,369,683	(109,565)
General	2,292,663	2,217,341	2,217,341	0
Federal	70,775	72,837	72,342	(495)
Special	185,000	189,070	80,000	(109,070)
758 Coordination of Public Safety Strategy - Administration	4,193,135	4,315,562	3,110,732	(1,204,830)
General	626,434	668,564	663,893	(4,671)
Federal	3,246,701	3,319,958	2,401,839	(918,119)
State	245,000	250,390	45,000	(205,390)
Special	75,000	76,650	0	(76,650)
781 Administration - State's Attorney	6,527,788	7,355,766	7,220,051	(135,715)
General	6,527,788	7,355,766	7,220,051	(135,715)
786 Victim and Witness Services	1,549,922	1,626,875	4,021,474	2,394,599
General	1,290,659	1,380,687	1,376,271	(4,416)
Federal	259,263	246,188	2,063,570	1,817,382
State	0	0	581,633	581,633

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Safe Neighborhoods (Continued)	850,874,268	916,276,721	898,931,647	(17,345,074)
796 Workforce Services for Ex-Offenders	1,623,610	1,725,934	1,669,208	(56,726)
General	126,499	173,865	172,925	(940)
Federal	748,785	772,203	755,081	(17,122)
State	748,326	779,866	741,202	(38,664)
848 Police Community Relations	555,998	906,346	608,727	(297,619)
General	555,998	906,346	608,727	(297,619)
851 Liquor License Compliance	977,068	1,164,144	1,158,864	(5,280)
General	977,068	1,164,144	1,158,864	(5,280)
881 Courthouse Security	4,351,821	4,682,483	4,708,554	26,071
General	4,351,821	4,682,483	4,708,554	26,071
882 Deputy Sheriff Enforcement	10,241,619	11,050,443	11,028,345	(22,098)
General	10,241,619	11,050,443	11,028,345	(22,098)
883 Service of Protective and Peace Orders	1,897,499	2,043,718	2,080,294	36,576
General	1,897,499	2,043,718	2,080,294	36,576
884 District Court Sheriff Services	2,448,070	2,621,776	2,794,273	172,497
General	2,448,070	2,621,776	2,794,273	172,497
TOTAL OPERATING BUDGET	850,874,268	916,276,721	898,931,647	(17,345,074)
LESS INTERNAL SERVICE FUND	0	0	0	0
TOTAL OPERATING APPROPRIATIONS	850,874,268	916,276,721	898,931,647	(17,345,074)

Notes:

- The Police Department moved the Property Section from Service 632 (Evidence Control Unit) into Service 642 (Crime Lab), a transfer of about \$1.3M
- The Police Department shifted about \$5.5M from eight (8) services into Service 621 (Administration), mainly personnel management functions
- \$5.4M for Circuit Court's rent was formerly included in the Department of General Services budget
- Growth in State and Federal funds is the result of grants planning across agencies, and reflects an effort to plan at the specific service level

Key results funded in the Fiscal 2018 Recommended Budget:

- The Public Right-of-Way Cleaning service swept 111,625 miles of Baltimore City streets in Fiscal 2016, removing 11,000 tons of waste. The Department of Public Works projects sweeping a total of 130,000 miles in Fiscal 2018 as it expands its Street Sweeping program.
- The Chronic Disease Prevention service connects Baltimore citizens who live in food deserts to fresh, high-quality foods through the Virtual Supermarkets program. Virtual Supermarkets partners with ShopRite, and is now delivering from six additional physical supermarkets since 2015. From the 403 clients served in Fiscal 2016, the Health Department plans to serve 650 Baltimore City residents in Fiscal 2018.
- Recreation & Parks’ Recreation for Seniors and Therapeutic Recreation Services serve citizens aged 50 and above and those with disabilities who otherwise might not have a community available to them. These services saw 7% and 10% increases in participation, respectively, due to an increase in programming. The participation increase in both Senior and Therapeutic Recreation opportunities is expected to continue in Fiscal 2018.
- The Adjudication of Environmental Citations service has significantly cut the average number of days between a request appealing a citation and a hearing from 102 to 56 in Fiscal 2016. The service established a stringent internal review process and used technology to streamline the hearing process. The Fiscal 2018 target is 60 days.
- The Horticulture service maintains the City’s green spaces such as forests, parks, and gardens, and offers programming that has the potential to generate revenue for the City. For example, a total of 27,125 people visited the Rawlings Conservatory in Fiscal 2016, a decrease from prior years due to the unrest in the Mondawmin area, which is two blocks from the Conservatory. The Department of Recreation and Parks projects a rebound to 29,500 visitors in Fiscal 2018.
- The Waste Removal and Recycling service provides household waste and recycling pick up to Baltimore City. The service collected 28,970 tons of recycling in Fiscal 2015 and 28,253 in Fiscal 2016, which were significantly below the target of 34,000 tons. Only 19% of the City’s public waste tonnage is diverted away from the landfill through recycling, far below the 35% goal set by the State. DPW expects to collect 30,000 tons in Fiscal 2018.

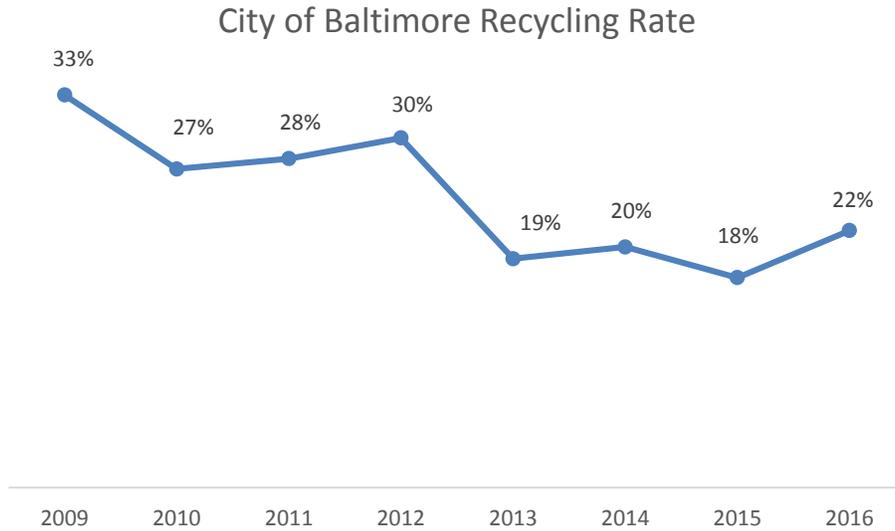
Key budget decisions in Healthy Communities:

- At the proposed level of funding for the Health Department’s Animal Services, two full time positions will be added to solve the staffing inefficiencies revealed by a growing call volume. This addition will significantly reduce overtime spending and further increase the capacity of this high performing service to keep our public safe from health and safety threats.
- The Health Department’s HIV Treatment Services for the Uninsured service will be kept at the same funding level in Fiscal 2017, which will allow the service to continue assisting vulnerable citizens with community HIV tests (18,000 tests to be performed in Fiscal 2018) and needles exchanged (1,300,000 targeted in Fiscal 2018).

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Federal	85,746,367	88,060,676	97,220,646	9,159,970	10%
General	97,893,853	100,464,273	100,253,425	(210,848)	0%
Internal Service	2,262,163	2,343,234	2,164,029	(179,205)	-8%
Special	4,515,408	4,491,782	13,998,506	9,506,724	212%
State	18,706,645	19,172,689	18,545,123	(627,566)	-3%
Stormwater Utility	2,413,930	2,471,142	5,119,514	2,648,372	107%
Total	211,538,366	217,003,796	237,301,243	20,297,447	9%

Indicator: Recycling Rate



Source: Maryland Department of the Environment

The City’s recycling rate is provided by the Maryland Recycling Act, or MRA. MRA data includes private and commercial recycling rates, in addition to the public recycling collected by the Department of Public Works. After 2012, ash from incinerated waste was no longer considered a recyclable material for use as a landfill cover material; this reduced the City’s MRA-defined recycling rate. The City is working with the Maryland Department of the Environment (MDE) to return to using ash as daily cover, which will help to increase landfill capacity.

<u>Positive Factors:</u>	<u>Negative Factors:</u>
<ul style="list-style-type: none"> • Single-stream recycling and 1+1 collections. • City school recycling initiatives. 	<ul style="list-style-type: none"> • Few direct incentives or penalties associated with household recycling. • Gaps in environmental literacy – not knowing what items are recyclable or when recycling takes place.

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

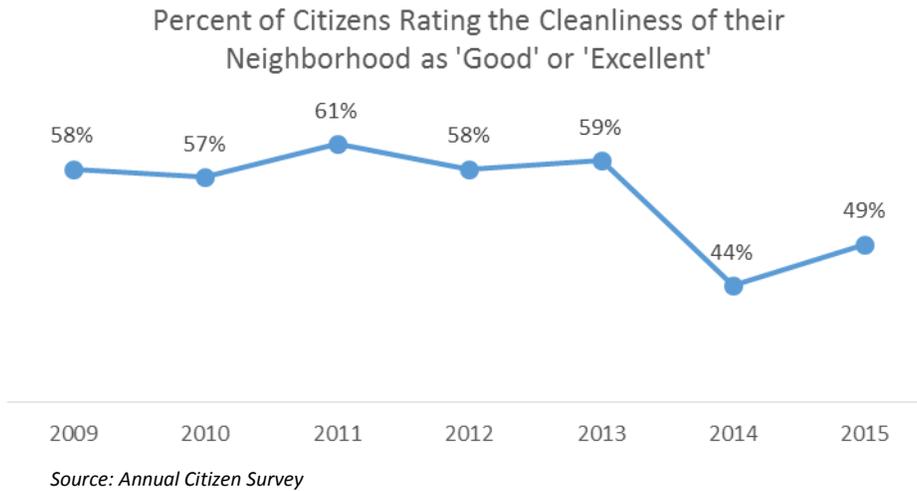
The Environmental Control Board, the Office of Sustainability, and the DPW will work to expand the Clean Corps initiative to promote residential clean-up and provide training on recycling methods.

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

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

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

Indicator: Perception of Cleanliness



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

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

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

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

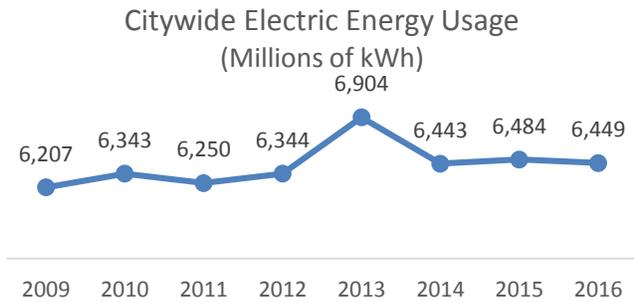
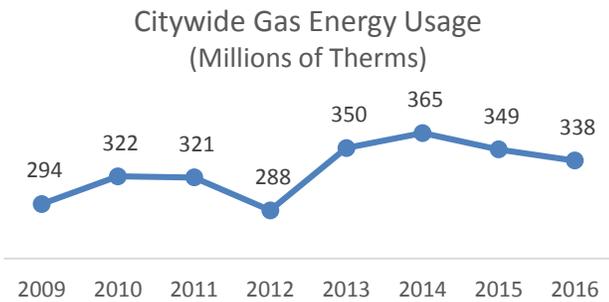
DPW will also implement a “Small Haulers Program” that will offer a new, centrally-located option at the Northwest Transfer Station for them to dispose of commercial waste. This is expected to reduce illegal dumping and decrease illegal use of residential Citizen Drop-off centers.

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

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

In 2015, DPW expanded Mechanical Street Sweeping to touch every city street on a monthly basis. This budget maintains the expansion by using \$5.1 million in Storm Water Fee revenue to fully fund the Mechanical Street Sweeping operations on an ongoing basis.

Indicator: Citywide Energy Use



Source: Baltimore Gas & Electric

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

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

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

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

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

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

Indicator: Recreational Opportunities



Source: Baltimore City Department of Recreation and Parks

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

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

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

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

BCRP will receive an estimated \$3.5 million from table games revenue in Fiscal 2018 with \$2 million dedicated to the Cherry Hill Recreation Center project. The remaining funds will provide additional, and in some cases new, recreation services at various locations throughout the City. Specifically, \$200,000 will introduce new park programs (e.g., biking, kayaking, rowing and environmental education), \$100,000 will be allocated to Conservation Jobs Corps (CJC) summer jobs programs in collaboration with the Maryland State Department of Natural Resources, \$600,000 will expand programming in the City’s seven Recreation Districts, and \$500,000 will support the City’s aquatics programs.

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

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Healthy Communities	211,538,366	217,003,796	237,301,243	20,297,447
117 Adjudication of Environmental Citations	962,655	998,726	1,014,779	16,053
General	962,655	998,726	1,014,779	16,053
303 Clinical Services	8,212,069	8,427,939	8,681,727	253,788
General	5,265,849	5,183,335	5,398,879	215,544
Federal	2,023,607	2,301,045	2,162,221	(138,824)
State	761,007	778,398	958,909	180,511
Special	161,606	165,161	161,718	(3,443)
311 Health Services for Seniors	4,093,609	4,134,258	3,443,656	(690,602)
Federal	4,093,609	4,134,258	3,443,656	(690,602)
356 Administration - Human Services	5,174,187	5,676,040	5,272,010	(404,030)
General	1,043,103	1,094,054	1,075,495	(18,559)
Federal	3,074,759	3,507,538	3,505,372	(2,166)
State	110,503	113,266	113,266	0
Special	945,822	961,182	577,877	(383,305)
593 Community Support Projects	7,916,709	7,604,342	7,964,934	360,592
Federal	7,916,709	7,604,342	7,964,934	360,592
650 Horticulture	1,826,699	1,910,462	1,904,116	(6,346)
General	1,272,275	1,327,995	1,322,262	(5,733)
Special	554,424	582,467	581,854	(613)
651 Recreation for Seniors	122,933	107,703	143,901	36,198
General	122,933	107,703	107,901	198
Special	0	0	36,000	36,000
652 Therapeutic Recreation	413,580	427,957	427,826	(131)
General	413,580	427,957	427,826	(131)
653 Park Programs & Events	678,469	700,963	1,047,638	346,675
State	0	0	306,600	306,600
Special	678,469	700,963	741,038	40,075
660 Administration - DPW - SW	1,476,356	1,479,276	1,506,375	27,099
General	1,476,356	1,479,276	1,506,375	27,099
661 Public Right-of-Way Cleaning	20,379,772	20,719,466	21,935,349	1,215,883
General	17,372,627	17,796,786	16,422,925	(1,373,861)
Special	593,215	451,538	392,910	(58,628)
Stormwater Utility	2,413,930	2,471,142	5,119,514	2,648,372
663 Waste Removal and Recycling	26,886,421	27,736,698	28,255,593	518,895
General	26,886,421	27,736,698	28,255,593	518,895
664 Waste Re-Use and Disposal	20,119,005	21,154,004	21,783,904	629,900
General	20,119,005	21,154,004	21,783,904	629,900
715 Administration - Health	9,801,581	9,829,463	9,207,293	(622,170)
General	4,699,514	4,600,643	4,038,121	(562,522)
Federal	3,121,200	3,189,866	3,189,866	0
State	1,040,400	1,063,289	1,063,289	0
Special	940,467	975,665	916,017	(59,648)
716 Animal Services	3,031,573	3,189,602	3,308,491	118,889
General	3,031,573	3,189,602	3,308,491	118,889
717 Environmental Inspection Services	3,403,339	3,394,188	3,299,977	(94,211)
General	3,371,919	3,362,077	3,268,557	(93,520)
Special	31,420	32,111	31,420	(691)
718 Chronic Disease Prevention	1,294,245	1,345,854	1,427,853	81,999
General	418,846	421,884	420,367	(1,517)
Federal	0	0	22,000	22,000
State	760,399	806,440	985,486	179,046
Special	115,000	117,530	0	(117,530)
720 HIV Treatment Services for the Uninsured	33,962,716	35,200,179	41,633,422	6,433,243
General	1,196,603	1,227,948	1,225,345	(2,603)
Federal	27,544,382	28,605,353	36,409,502	7,804,149
State	5,221,731	5,366,878	3,998,575	(1,368,303)
721 Senior Centers	2,182,703	2,157,204	2,010,560	(146,644)
General	807,397	824,415	823,511	(904)
Federal	1,239,496	1,193,937	1,091,540	(102,397)

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Healthy Communities (Continued)	211,538,366	217,003,796	237,301,243	20,297,447
State	135,810	138,852	38,400	(100,452)
Special	0	0	57,109	57,109
722 Administration - CARE	571,674	507,730	1,197,805	690,075
General	375,797	361,919	991,156	629,237
Federal	195,877	145,811	206,649	60,838
723 Advocacy for Seniors	2,142,302	2,225,208	2,250,300	25,092
General	101,289	104,279	104,729	450
Federal	182,305	187,936	154,897	(33,039)
State	1,858,708	1,932,843	1,808,537	(124,306)
Special	0	150	182,137	181,987
724 Direct Care and Support Planning	1,872,945	1,868,828	1,981,851	113,023
Federal	136,753	139,762	136,753	(3,009)
State	1,736,192	1,729,066	1,773,098	44,032
Special	0	0	72,000	72,000
725 Community Services for Seniors	3,942,280	4,042,587	4,035,932	(6,655)
General	145,176	148,370	190,607	42,237
Federal	2,580,895	2,651,251	2,535,469	(115,782)
State	936,762	957,371	979,425	22,054
Special	279,447	285,595	330,431	44,836
730 Public and Private Energy Performance	2,262,163	2,343,234	14,164,029	11,820,795
Federal	0	0	2,000,000	2,000,000
State	0	0	300,000	300,000
Special	0	0	9,700,000	9,700,000
Internal Service	2,262,163	2,343,234	2,164,029	(179,205)
754 Summer Food Service Program	3,547,207	3,631,205	3,564,457	(66,748)
State	3,547,207	3,631,205	3,564,457	(66,748)
893 Homeless Prevention and Support Services for the Homeless	1,820,831	1,860,890	1,860,890	0
Federal	1,148,157	1,173,417	1,173,417	0
State	672,674	687,473	687,473	0
894 Outreach to the Homeless	3,873,090	3,958,297	4,179,904	221,607
General	174,286	178,120	399,727	221,607
Federal	3,315,618	3,388,560	3,388,560	0
State	383,186	391,617	391,617	0
895 Temporary Housing for the Homeless	13,576,557	13,798,067	13,226,460	(571,607)
General	7,905,475	8,002,222	7,430,615	(571,607)
Federal	4,190,511	4,282,701	4,282,701	0
State	1,480,571	1,513,144	1,513,144	0
896 Permanent Housing for the Homeless	25,990,696	26,573,426	26,570,211	(3,215)
General	731,174	736,260	736,260	0
Federal	24,982,489	25,554,899	25,553,109	(1,790)
State	61,495	62,847	62,847	0
Special	215,538	219,420	217,995	(1,425)
TOTAL OPERATING BUDGET	211,538,366	217,003,796	237,301,243	20,297,447
LESS INTERNAL SERVICE FUND	2,262,163	2,343,234	2,164,029	(179,205)
TOTAL OPERATING APPROPRIATIONS	209,276,203	214,660,562	235,137,214	20,476,652

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Key results funded in the Fiscal 2018 Recommended Budget:

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

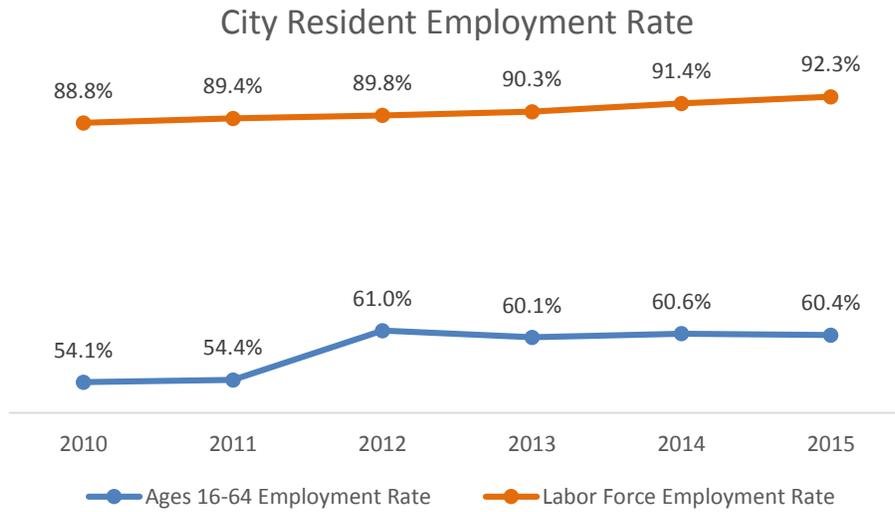
Key budget decisions in Vibrant Economy:

- Fund new Mobile Workforce Centers to bring job placement services directly to underserved communities.
- Fund four services within the Baltimore Development Corporation (BDC) – Retention, Expansion, and Attraction of Businesses; Improve and Promote Retail Districts Beyond Downtown; Emerging Technology Centers; and the Small Business Resource Center – at their current levels to increase the number of businesses that start, stay and expand in Baltimore and to promote Minority Business Enterprise and Women’s Business Enterprise participation.
- Provide \$14.3 million to Visit Baltimore, or 40 percent of the hotel room tax under state law. Visit Baltimore promotes positive perceptions of the city as a preferred tourist and convention destination.
- Fund the Baltimore Convention Center (BCC) at \$18.9 million. The BCC provides space and support services for meetings, trade shows, conventions, and other functions conducted by local and national organizations. BCC has managed to increase events revenue generated despite a decreasing number of events hosted.
- Fund the Baltimore Symphony Orchestra, Baltimore Museum of Art, Walter’s Art Gallery, Maryland Zoo in Baltimore, Baltimore Office of Promotion and the Arts, and the Bromo Seltzer Arts Tower at the current levels for Fiscal 2018. These organizations continue to attract new visitors to Baltimore and offer a diverse range of creative programming citywide that has put Baltimore’s artistic communities on the national and international map.

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Convention Center Bond	4,580,088	4,573,750	4,580,088	6,338	0%
Federal	10,054,361	10,179,749	9,658,062	(521,687)	-5%
General	66,886,766	69,442,174	69,851,405	409,231	1%
Parking Enterprise	31,780,518	34,661,258	33,222,138	(1,439,120)	-4%
Parking Management	24,775,005	25,624,425	25,642,970	18,545	0%
Special	1,917,983	2,036,372	2,604,729	568,357	28%
State	11,659,788	11,860,805	11,657,880	(202,925)	-2%
Total	151,654,509	158,378,533	157,217,272	(1,161,261)	-1%

Indicator: Employment Rate



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

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

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

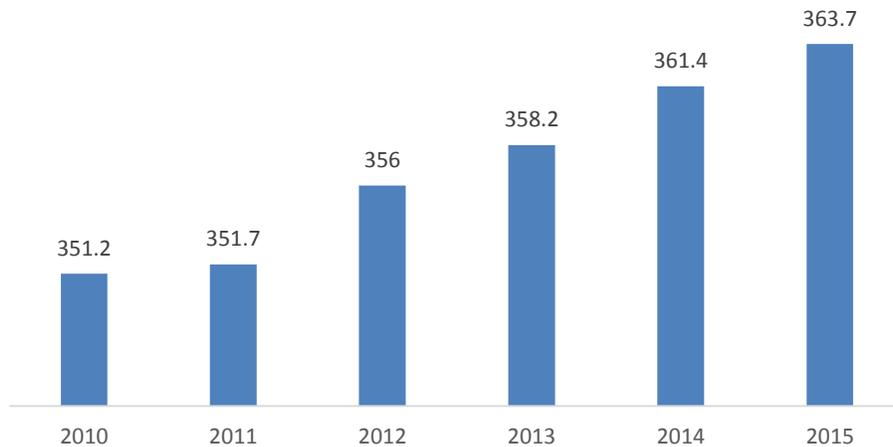
The Fiscal 2018 recommended budget invests in numerous services and programs that will support the Employment Rate indicator:

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

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

Indicator: Jobs in Baltimore

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



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

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

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

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

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

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

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

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

Indicator: Visitors to Baltimore



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

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

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

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

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

The Baltimore Convention Center (BCC) works in conjunction with Visit Baltimore and is a major driver of economic activity for the city. The BCC operates at a deficit, of which the city covers one-third and the state covers two-thirds. The Center’s net cost to the city is estimated to be \$18.9 million in Fiscal 2018, but it has increased total tax revenue generated through events from \$16 million to \$22 million over the past two years.

The Baltimore National Heritage Area (BNHA) is funded at the current level (\$249,000). Efforts by BNHA to promote and enhance Baltimore’s cultural and historical legacy make Baltimore more visitor-friendly.

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

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Vibrant Economy	151,654,509	158,378,533	157,217,272	(1,161,261)
493 Art and Culture Grants	5,680,969	5,956,525	5,956,525	0
General	5,680,969	5,956,525	5,956,525	0
535 Convention Center Hotel	7,920,000	9,436,574	7,273,000	(2,163,574)
General	7,920,000	9,436,574	7,273,000	(2,163,574)
540 Royal Farms Arena Operations	500,000	525,650	525,650	0
General	500,000	525,650	525,650	0
590 Civic Promotion Grants	458,148	468,226	468,226	0
General	458,148	468,226	468,226	0
634 Crowd, Traffic, and Special Events Management	9,060,572	9,384,747	9,324,426	(60,321)
General	8,829,947	9,148,356	9,088,035	(60,321)
Federal	230,625	236,391	236,391	0
656 Wage Investigation and Enforcement	224,196	208,531	329,164	120,633
General	224,196	208,531	329,164	120,633
682 Parking Management	41,854,893	45,246,282	43,935,182	(1,311,100)
Parking Management	10,074,375	10,585,024	10,713,044	128,020
Parking Enterprise	31,780,518	34,661,258	33,222,138	(1,439,120)
685 Special Events	1,352,974	1,373,575	1,359,799	(13,776)
General	1,352,974	1,373,575	1,359,799	(13,776)
687 Inner Harbor Services - Transportation	1,352,622	1,424,809	1,414,649	(10,160)
General	1,352,622	1,424,809	1,414,649	(10,160)
693 Parking Enforcement	14,784,630	15,125,501	14,974,926	(150,575)
Parking Management	14,700,630	15,039,401	14,929,926	(109,475)
Special	84,000	86,100	45,000	(41,100)
695 Dock Master	280,783	262,034	259,329	(2,705)
Special	280,783	262,034	259,329	(2,705)
741 Community Action Partnership	6,262,688	6,419,940	7,297,554	877,614
General	776,960	749,499	712,085	(37,414)
Federal	877,543	905,330	963,303	57,973
State	4,608,185	4,765,111	5,622,166	857,055
761 Development Oversight and Project Support	1,207,924	1,226,582	1,115,736	(110,846)
General	1,207,924	1,226,582	1,115,736	(110,846)
792 Workforce Services for TANF Recipients	3,446,796	3,560,782	3,294,317	(266,465)
Federal	3,246,796	3,356,382	3,094,317	(262,065)
State	200,000	204,400	200,000	(4,400)
793 Employment Enhancement Services for Baltimore City Residents	1,959,712	2,109,261	2,981,168	871,907
General	1,314,712	1,349,203	2,346,168	996,965
Special	645,000	760,058	635,000	(125,058)
795 Workforce Services for Baltimore Residents	6,258,597	6,284,039	6,093,341	(190,698)
Federal	5,658,597	5,639,948	5,322,353	(317,595)
State	400,000	439,691	570,988	131,297
Special	200,000	204,400	200,000	(4,400)
809 Retention, Expansion, and Attraction of Businesses	1,275,849	1,306,739	1,153,235	(153,504)
General	1,023,849	1,049,195	1,049,195	0
Special	252,000	257,544	104,040	(153,504)
810 Real Estate Development	2,027,220	2,076,845	3,077,253	1,000,408
General	1,823,220	1,868,357	1,868,357	0
Special	204,000	208,488	1,208,896	1,000,408
811 Inner Harbor Coordination	356,663	364,510	364,510	0
General	356,663	364,510	364,510	0
812 Business Support - Small Business Resource Center	476,185	486,661	486,661	0
General	476,185	486,661	486,661	0
813 Technology Development - Emerging Technology Center	831,459	849,751	849,751	0
General	831,459	849,751	849,751	0
814 Improve and Promote Retail Districts Beyond Downtown	1,690,288	1,731,854	1,731,650	(204)
General	1,588,288	1,627,610	1,627,610	0
Special	102,000	104,244	104,040	(204)
820 Convention Sales and Tourism Marketing	13,491,382	13,788,192	14,344,141	555,949
General	13,491,382	13,788,192	14,344,141	555,949

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Vibrant Economy (Continued)	151,654,509	158,378,533	157,217,272	(1,161,261)
824 Events, Art, Culture, and Film	2,419,499	2,472,728	2,367,648	(105,080)
General	2,279,499	2,329,648	2,329,648	0
Special	140,000	143,080	38,000	(105,080)
828 Bromo Seltzer Arts Tower	76,500	85,861	85,861	0
General	76,500	85,861	85,861	0
846 Discrimination Investigations, Resolutions and Conciliations	912,520	959,140	948,403	(10,737)
General	861,520	907,018	896,281	(10,737)
Federal	40,800	41,698	41,698	0
Special	10,200	10,424	10,424	0
850 Liquor Licensing	908,714	1,016,516	1,010,790	(5,726)
General	908,714	1,016,516	1,010,790	(5,726)
855 Convention Center	19,283,874	18,894,228	18,860,532	(33,696)
General	12,832,271	12,442,625	13,595,806	1,153,181
State	6,451,603	6,451,603	5,264,726	(1,186,877)
857 Convention Center Debt Service	4,580,088	4,573,750	4,580,088	6,338
Convention Center Bond	4,580,088	4,573,750	4,580,088	6,338
869 Minority and Women's Business Opportunity Office	718,764	758,700	753,757	(4,943)
General	718,764	758,700	753,757	(4,943)
TOTAL OPERATING BUDGET	151,654,509	158,378,533	157,217,272	(1,161,261)
LESS INTERNAL SERVICE FUND	0	0	0	0
TOTAL OPERATING APPROPRIATIONS	151,654,509	158,378,533	157,217,272	(1,161,261)

Key results funded in the Fiscal 2018 Recommended Budget:

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

Key budget decisions in Sustainable Infrastructure:

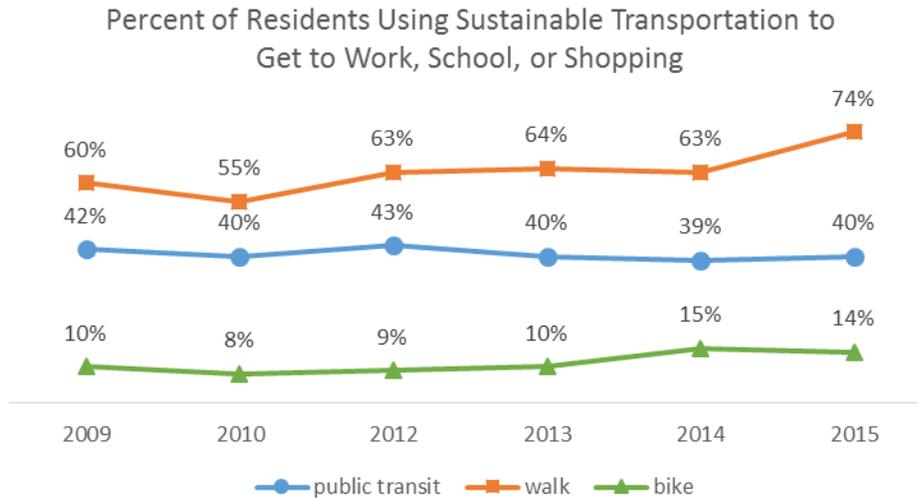
- Invest \$12.8 million in City parklands, allowing current levels of park cleaning and repairs to playgrounds, basketball courts, trails, among other public assets.
- Support current levels of service for the Charm City Circulator with \$15.5 million, \$6 million of which is General Funds.
- Maintain current levels of service (\$5.7 million) for Building and Zoning Inspections and permits to ensure timeliness of construction permit review and zoning inspections.
- Support current levels of service (\$10.5 million) for Vacant Property Cleaning and Boarding, supporting vacant housing maintenance, vacant lot mowing and rat control.
- Details of the Fiscal 2018 Capital Improvement Plan can be found on page 81.

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Conduit Enterprise	16,000,000	16,819,466	11,746,671	(5,072,795)	-30%
Federal	12,010,379	12,432,933	14,207,934	1,775,001	14%
General	153,768,976	158,299,619	159,280,929	981,310	1%
Internal Service	76,385,913	87,450,113	87,163,611	(286,502)	0%
Special	20,279,995	14,151,278	11,969,463	(2,181,815)	-15%
State	14,259,141	14,755,418	22,917,519	8,162,101	55%
Stormwater Utility	19,188,202	21,568,604	24,347,821	2,779,217	13%
Wastewater Utility	249,506,065	252,446,103	269,596,071	17,149,968	7%
Water Utility	180,220,616	183,719,512	192,771,223	9,051,711	5%
Total	741,619,287	761,643,046	794,001,242	32,358,196	4%

Sustainable Infrastructure

Indicator: Sustainable Transportation



Source: Annual Citizen Survey

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

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

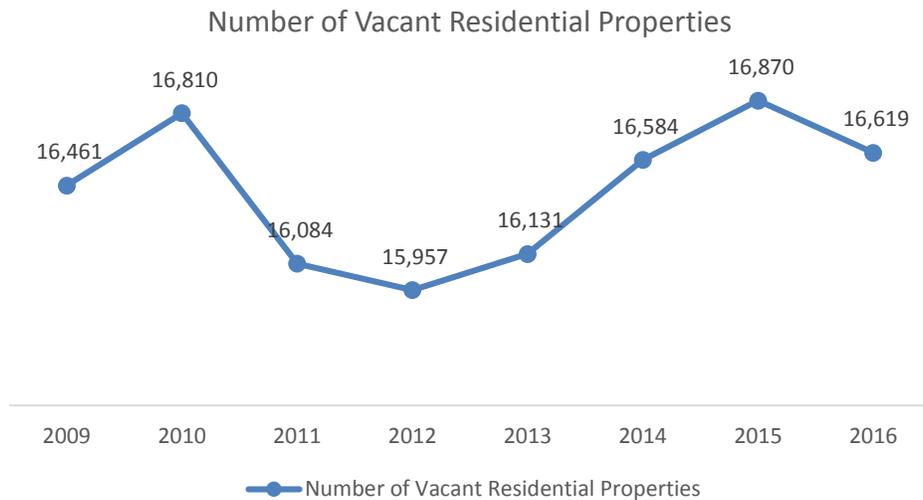
<u>Positive Factors:</u>	<u>Negative Factors:</u>
<ul style="list-style-type: none"> • The Charm City Circulator as a free downtown transportation service. • Baltimore ranks as the 11th most walkable City in America (Walk Score, 2016). 	<ul style="list-style-type: none"> • Public transportation in Baltimore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

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

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

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

Indicator: Blight Elimination



Source: Baltimore City Department of Housing and Community Development

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

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

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

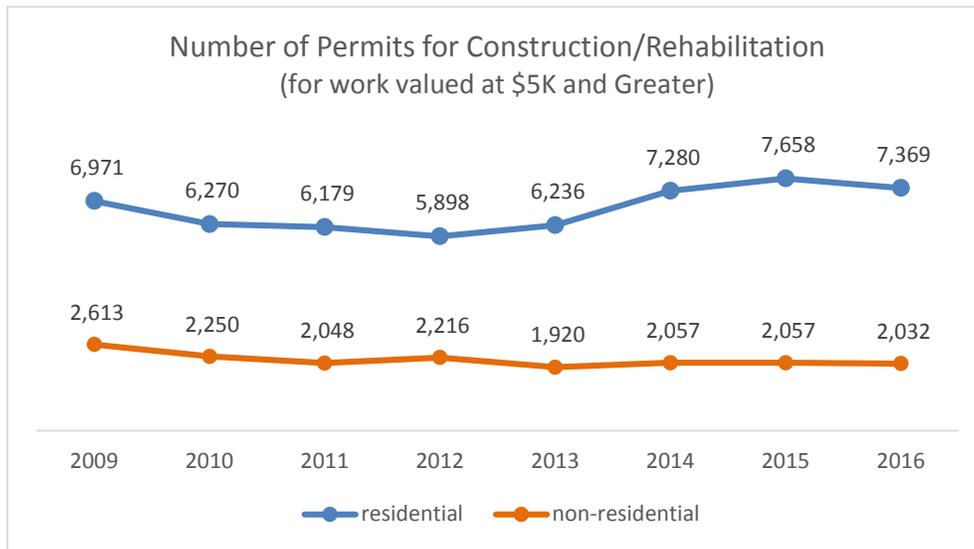
Following the passage of the Affordable Housing Trust Fund in November 2016, this budget sets aside \$3 million in Fiscal 2018 to promote affordable housing development for low-income residents in the City.

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

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

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

Indicator: Neighborhood Investment



Source: Baltimore City Department of Housing and Community Development

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

<u>Positive Factors:</u>	<u>Negative Factors:</u>
<ul style="list-style-type: none"> • Improvements in the building permitting process. • Affordability of Baltimore’s housing market. • Blight elimination programs and housing rehabilitation incentives. 	<ul style="list-style-type: none"> • Tedious permit application/review process in prior years.

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

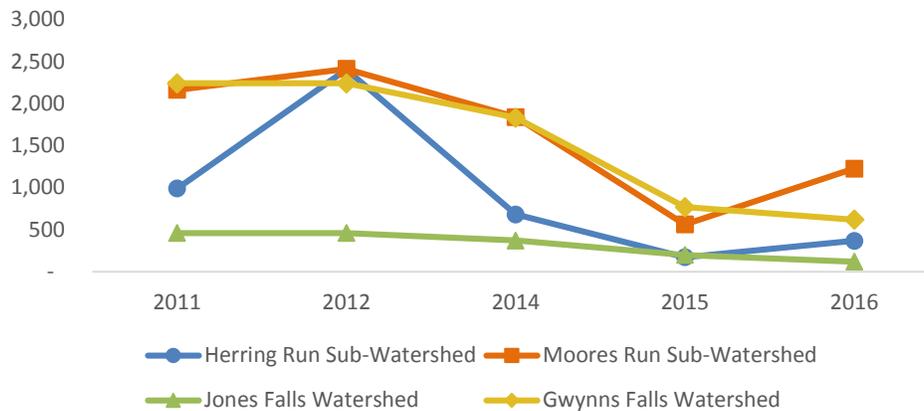
This budget invests over \$5.7 million to maintain current service levels for Building and Zoning Inspections and Permits. This service supports the indicator by ensuring the safety and integrity of new construction and alterations. Furthermore, it reviews permit applications and associated construction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

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

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

Indicator: Water Cleanliness

Average Geometric Mean for E.coli in Baltimore City Watersheds



Source: 2016 Baltimore City MS4 Annual Report

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

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

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

DPW is in “Phase I” of the \$1.5 billion Wastewater Consent Decree program established in 2002 to upgrade and replace Baltimore’s sewer mains. This involves construction of thirty-four projects that will complete the necessary fixing and cleaning of the City’s sewer mains. Of these, 23 projects (68%) are already completed or in process of award or construction. “Phase I” projects are expected to be completed by January 1, 2021. This budget invests over \$396 million in capital funds and \$269.6 million in operating funds to continue replacement and rehabilitation of waste water sewage systems. This investment will help eliminate sewer overflows and other discharges.

This budget also invests \$29.5 million in operating funds and \$100.8 million in capital funds to support storm water drainage and management infrastructure improvements that will reduce flooding. The funding will also support pollution and erosion control to help restore polluted streams and watersheds to fishable and swimmable conditions.

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Sustainable Infrastructure	741,619,287	621,810,316	794,001,242	172,190,926
132 Real Estate Acquisition and Management	1,073,980	1,124,029	1,117,134	(6,895)
General	1,073,980	1,124,029	1,117,134	(6,895)
185 Zoning, Tax and Other Appeals	650,514	621,322	617,327	(3,995)
General	650,514	621,322	617,327	(3,995)
189 Fleet Management	59,429,632	63,077,868	62,904,159	(173,709)
Internal Service	59,429,632	63,077,868	62,904,159	(173,709)
305 Healthy Homes	2,360,798	2,408,794	2,648,465	239,671
General	969,429	973,258	969,578	(3,680)
Federal	1,222,159	1,268,859	1,373,731	104,872
Special	169,210	166,677	305,156	138,479
548 Conduits	16,000,000	16,819,466	11,746,671	(5,072,795)
Conduit Enterprise	16,000,000	16,819,466	11,746,671	(5,072,795)
611 Fire Code Enforcement	5,042,521	5,389,343	5,365,953	(23,390)
General	4,715,443	5,055,069	5,031,679	(23,390)
Federal	157,078	160,534	160,534	0
State	170,000	173,740	173,740	0
613 Fire Facilities Maintenance and Replacement	20,795,503	20,315,803	20,606,215	290,412
General	16,468,978	15,907,848	15,721,606	(186,242)
Federal	2,975,168	3,026,868	3,250,168	223,300
State	1,091,257	1,115,265	1,368,619	253,354
Special	260,100	265,822	265,822	0
646 Park Maintenance	12,562,017	13,280,417	12,759,950	(520,467)
General	10,582,080	11,229,704	10,693,039	(536,665)
State	1,279,937	1,335,313	1,716,911	381,598
Special	700,000	715,400	350,000	(365,400)
654 Urban Forestry	4,491,310	4,999,564	5,580,476	580,912
General	4,391,310	4,897,364	4,880,476	(16,888)
State	0	0	700,000	700,000
Special	100,000	102,200	0	(102,200)
662 Vacant/Abandoned Property Cleaning and Boarding	8,325,900	9,238,637	10,512,849	1,274,212
General	6,898,751	7,780,091	9,085,700	1,305,609
Federal	1,427,149	1,458,546	1,427,149	(31,397)
670 Administration - DPW - WWW	39,650,241	41,030,349	43,589,680	2,559,331
Wastewater Utility	21,617,945	22,300,068	23,958,392	1,658,324
Water Utility	18,032,296	18,730,281	19,631,288	901,007
671 Water Management	84,659,542	85,148,646	86,180,360	1,031,714
Water Utility	84,659,542	85,148,646	86,180,360	1,031,714
672 Water and Wastewater Consumer Services	21,609,626	23,420,396	30,696,791	7,276,395
Wastewater Utility	4,602,058	4,790,272	8,476,191	3,685,919
Water Utility	14,891,070	16,467,063	18,844,601	2,377,538
Stormwater Utility	2,116,498	2,163,061	3,375,999	1,212,938
673 Wastewater Management	129,579,836	131,154,174	135,957,613	4,803,439
Wastewater Utility	129,273,836	130,841,442	135,644,881	4,803,439
State	306,000	312,732	312,732	0
674 Surface Water Management	19,849,530	22,288,906	23,578,197	1,289,291
Wastewater Utility	1,592,506	1,601,530	1,641,018	39,488
Water Utility	485,320	566,433	565,357	(1,076)
Federal	200,000	204,400	100,000	(104,400)
State	500,000	511,000	300,000	(211,000)
Stormwater Utility	17,071,704	19,405,543	20,971,822	1,566,279
675 Engineering and Construction Management - Water and Wastewater	154,572,108	155,719,880	167,425,206	11,705,326
Wastewater Utility	92,419,720	92,912,791	99,875,589	6,962,798
Water Utility	62,152,388	62,807,089	67,549,617	4,742,528
676 Administration - DPW	2,803,833	2,888,735	2,727,939	(160,796)
General	2,803,833	2,888,735	2,727,939	(160,796)
681 Administration - DOT	9,449,950	10,399,845	10,359,251	(40,594)
General	8,929,554	9,868,000	9,827,406	(40,594)
Federal	520,396	531,845	531,845	0
683 Street Management	31,736,764	33,567,498	32,058,573	(1,508,925)

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Sustainable Infrastructure (Continued)	741,619,287	621,810,316	794,001,242	172,190,926
General	29,666,636	31,451,827	31,186,676	(265,151)
State	853,128	871,897	871,897	0
Special	1,217,000	1,243,774	0	(1,243,774)
688 Snow and Ice Control	6,341,931	5,135,872	6,550,000	1,414,128
General	6,341,931	5,135,872	6,550,000	1,414,128
690 Sustainable Transportation	19,554,062	19,455,100	19,562,708	107,608
General	1,036,914	7,020,068	7,011,902	(8,166)
Federal	100,000	102,200	102,200	0
State	3,219,489	3,368,535	3,199,319	(169,216)
Special	15,197,659	8,964,297	9,249,287	284,990
691 Public Rights-of-Way Landscape Management	3,402,284	4,140,927	4,096,306	(44,621)
General	3,402,284	4,140,927	4,096,306	(44,621)
692 Bridge and Culvert Management	3,159,212	3,395,087	3,349,772	(45,315)
General	3,159,212	3,395,087	3,349,772	(45,315)
694 Survey Control	528,866	525,971	515,245	(10,726)
General	528,866	525,971	515,245	(10,726)
696 Street Cuts Management	940,355	974,421	965,832	(8,589)
General	940,355	974,421	965,832	(8,589)
726 Administration - General Services	1,574,341	1,743,342	1,794,223	50,881
General	1,574,341	1,743,342	1,794,223	50,881
727 Real Property Management	2,394,868	2,563,980	2,538,880	(25,100)
General	2,394,868	2,563,980	2,538,880	(25,100)
731 Facilities Management	33,247,977	33,795,056	34,720,406	925,350
General	15,192,484	8,299,416	8,460,954	161,538
Federal	0	0	1,000,000	1,000,000
State	1,099,212	1,123,395	1,000,000	(123,395)
Internal Service	16,956,281	24,372,245	24,259,452	(112,793)
734 Design and Construction/Major Projects Division.	163,511	184,074	90,104	(93,970)
General	163,511	184,074	90,104	(93,970)
737 Administration - HCD	3,757,235	3,896,503	3,712,977	(183,526)
General	2,376,271	2,531,519	2,365,262	(166,257)
Federal	1,380,964	1,364,984	1,347,715	(17,269)
738 Weatherization Services	5,151,018	5,341,448	9,898,985	4,557,537
General	0	0	109,409	109,409
State	5,051,018	5,239,248	9,789,576	4,550,328
Special	100,000	102,200	0	(102,200)
742 Promote Homeownership	274,008	279,757	433,498	153,741
General	187,405	199,327	197,026	(2,301)
Federal	86,603	80,430	96,472	16,042
Special	0	0	140,000	140,000
745 Housing Code Enforcement	14,929,512	15,277,367	15,267,514	(9,853)
General	14,879,512	15,226,267	15,057,514	(168,753)
Federal	0	0	160,000	160,000
Special	50,000	51,100	50,000	(1,100)
747 Register and License Properties and Contractors	636,689	634,369	548,813	(85,556)
General	636,689	634,369	548,813	(85,556)
748 Housing Development Finance and Project Management	642,238	745,565	598,987	(146,578)
Federal	642,238	745,565	598,987	(146,578)
749 Blight Elimination	3,433,445	3,144,616	3,133,603	(11,013)
General	3,433,445	3,144,616	3,133,603	(11,013)
750 Housing Rehabilitation Services	3,301,724	3,491,870	3,840,603	348,733
Federal	2,923,624	3,105,452	3,417,153	311,701
State	378,100	386,418	423,450	37,032
751 Building and Zoning Inspections and Permits	5,729,893	5,708,059	5,706,721	(1,338)
General	5,729,893	5,708,059	5,706,721	(1,338)
762 Historic Preservation	628,470	661,898	1,032,843	370,945
General	628,470	661,898	657,843	(4,055)
Federal	0	0	150,000	150,000
State	0	0	150,000	150,000
Special	0	0	75,000	75,000

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Sustainable Infrastructure (Continued)	741,619,287	621,810,316	794,001,242	172,190,926
763 Comprehensive Planning and Resource Management	4,069,098	4,313,662	3,506,663	(806,999)
General	1,344,923	1,529,555	1,652,080	122,525
Federal	190,000	194,180	241,980	47,800
State	175,000	178,850	200,000	21,150
Special	2,359,175	2,411,077	1,412,603	(998,474)
765 Planning for a Sustainable Baltimore	1,428,610	1,532,064	4,115,943	2,583,879
General	980,759	1,075,238	1,033,073	(42,165)
Federal	185,000	189,070	250,000	60,930
State	136,000	139,025	2,711,275	2,572,250
Special	126,851	128,731	121,595	(7,136)
768 Administration - Planning	922,303	1,018,014	1,017,540	(474)
General	922,303	1,018,014	1,017,540	(474)
815 Live Baltimore	557,991	570,267	570,267	0
General	557,991	570,267	570,267	0
878 Disabilities Commission	206,041	220,085	0	(220,085)
General	206,041	220,085	0	(220,085)
TOTAL OPERATING BUDGET	741,619,287	761,643,046	794,001,242	32,358,196
LESS INTERNAL SERVICE FUND	76,385,913	87,450,113	87,163,611	(286,502)
TOTAL OPERATING APPROPRIATIONS	665,233,374	674,192,933	706,837,631	32,644,698

Key results funded in the Fiscal 2018 Recommended Budget:

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

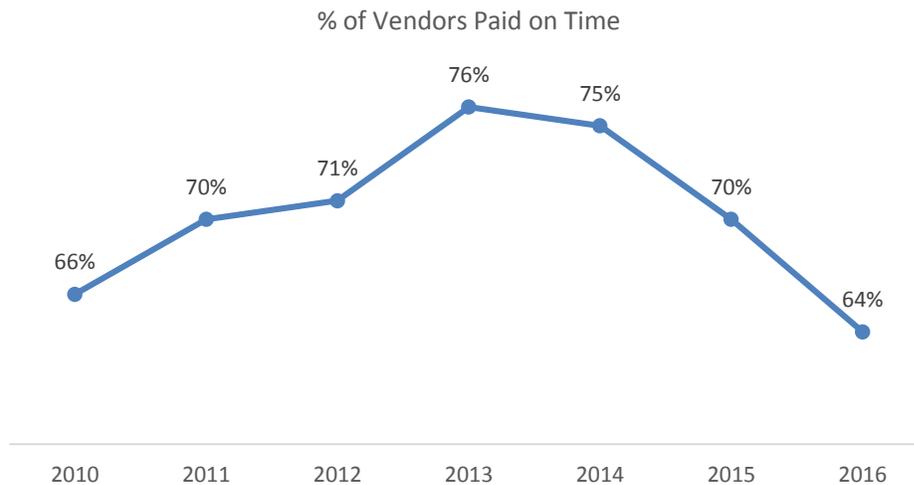
Key budget decisions in High Performing Government:

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

Fiscal 2018 Recommendation Overview

Fund Name	Fiscal 2017 Adopted	Fiscal 2018 CLS	Fiscal 2018 Recommended	Change from CLS	% Change from CLS
Federal	299,794	307,827	307,362	(465)	0%
General	91,990,497	94,108,773	92,491,790	(1,616,983)	-2%
Internal Service	35,240,104	35,740,911	36,659,589	918,678	3%
Loan and Guarantee Enterprise	500,000	514,052	512,743	(1,309)	0%
Special	10,493,430	11,036,962	11,975,947	938,985	9%
State	380,834	389,212	389,212	-	0%
Total	138,904,659	142,097,737	142,336,643	238,906	0%

Indicator: Prompt Vendor Payment



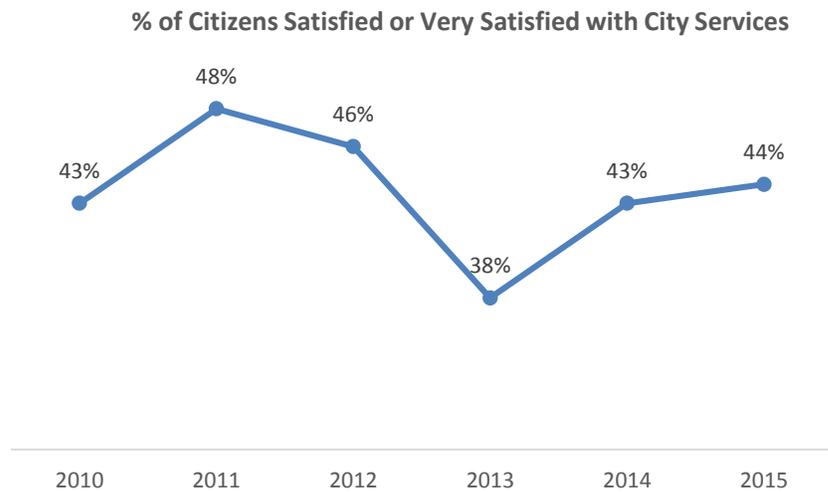
The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. In 2016 there were 126,000 invoices paid, of which 81,000 were paid within 30 days. As shown in the chart above this measure has been trending in the wrong direction since 2013.

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

In addition, the Procurement service will continue providing training to City staff, especially new fiscal officers, as well as vendors on the entire procurement process. Police will keep incorporating the improvements it developed during its Lean event on its own purchasing process. The goal for this improvement was to go from taking eight days to move from receipt to entry into CitiBuy to three days.

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

Indicator: Customer Service



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

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

Citizens are most satisfied with fire protection, libraries, EMS/ambulance services, curb side recycling, and City parks. They are least satisfied with housing code enforcement, recreation centers, street maintenance, and rat control. The survey report can be found on BBMR's website at budget.baltimorecity.gov

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

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
High Performing Government	138,904,659	142,097,737	142,336,643	238,906
100 City Council	6,530,869	7,020,630	7,008,243	(12,387)
General	6,530,869	7,020,630	7,008,243	(12,387)
103 Council Services	711,450	740,670	745,251	4,581
General	711,450	740,670	745,251	4,581
106 Legislative Reference Services	628,895	643,001	639,401	(3,600)
General	628,895	643,001	639,401	(3,600)
107 Archives and Records Management	523,578	539,282	538,724	(558)
General	523,578	539,282	538,724	(558)
125 Executive Direction and Control - Mayoralty	7,069,525	7,270,197	7,382,847	112,650
General	6,274,897	6,447,191	6,532,968	85,777
Federal	299,794	307,827	307,362	(465)
State	380,834	389,212	389,212	0
Special	114,000	125,967	153,305	27,338
128 Labor Contract Negotiations and Administration	802,840	845,568	841,049	(4,519)
General	802,840	845,568	841,049	(4,519)
130 Executive Direction and Control - Comptroller	1,320,137	1,485,025	1,518,948	33,923
General	1,320,137	1,485,025	1,518,948	33,923
131 Audits	4,265,129	4,441,684	4,912,084	470,400
General	4,265,129	4,441,684	4,912,084	470,400
133 Municipal Telephone Exchange	9,371,241	9,424,516	10,329,704	905,188
Internal Service	9,371,241	9,424,516	10,329,704	905,188
136 Municipal Post Office	742,338	753,137	805,269	52,132
Internal Service	742,338	753,137	805,269	52,132
148 Revenue Collection	6,522,421	6,804,299	6,822,180	17,881
General	6,522,421	6,804,299	6,822,180	17,881
150 Treasury and Debt Management	1,060,958	1,092,877	1,087,202	(5,675)
General	1,060,958	1,092,877	1,087,202	(5,675)
152 Employees' Retirement System - Administration	4,895,981	5,098,319	5,076,344	(21,975)
Special	4,895,981	5,098,319	5,076,344	(21,975)
154 Fire and Police Retirement System - Administration	4,841,422	5,141,501	5,120,507	(20,994)
Special	4,841,422	5,141,501	5,120,507	(20,994)
155 Retirement Savings Plan	811,890	815,816	769,361	(46,455)
General	811,890	802,013	0	(802,013)
Special	0	13,803	769,361	755,558
347 CitiStat Operations	708,756	765,220	760,327	(4,893)
General	708,756	765,220	760,327	(4,893)
354 Office of Neighborhoods	806,762	798,114	104,161	(693,953)
General	806,762	798,114	104,161	(693,953)
698 Administration - Finance	1,369,826	1,393,451	1,470,535	77,084
General	1,369,826	1,393,451	1,470,535	77,084
699 Procurement	3,292,822	3,392,962	3,371,095	(21,867)
General	3,292,822	3,392,962	3,371,095	(21,867)
700 Surplus Property Disposal	142,027	146,372	145,430	(942)
Special	142,027	146,372	145,430	(942)
701 Printing Services	3,343,112	3,445,641	3,439,165	(6,476)
Internal Service	3,343,112	3,445,641	3,439,165	(6,476)
702 Accounts Payable	1,175,619	1,134,658	1,129,160	(5,498)
General	1,175,619	1,134,658	1,129,160	(5,498)
703 Payroll	3,448,373	3,532,020	3,523,727	(8,293)
General	3,448,373	3,532,020	3,523,727	(8,293)
704 Accounting	1,794,040	1,840,736	1,697,228	(143,508)
General	1,794,040	1,840,736	1,697,228	(143,508)
705 Loan and Guarantee Program	500,000	514,052	512,743	(1,309)
Loan and Guarantee Enterprise	500,000	514,052	512,743	(1,309)
707 Risk Management for Employee Injuries	8,354,158	8,435,558	8,426,129	(9,429)
Internal Service	8,354,158	8,435,558	8,426,129	(9,429)
708 Operating Budget Management	1,777,032	2,048,016	2,035,596	(12,420)

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
High Performing Government (Continued)	138,904,659	142,097,737	142,336,643	238,906
General	1,777,032	2,048,016	2,035,596	(12,420)
710 Property Tax Billing Integrity and Recovery	1,082,228	1,132,084	1,127,095	(4,989)
General	1,082,228	1,132,084	1,127,095	(4,989)
770 Administration - Human Resources	2,657,697	2,733,784	2,664,708	(69,076)
General	2,657,697	2,733,784	2,664,708	(69,076)
771 Benefits Administration	6,743,564	6,833,408	6,278,962	(554,446)
General	4,413,619	4,504,818	3,951,640	(553,178)
Internal Service	2,329,945	2,328,590	2,327,322	(1,268)
772 Civil Service Management	2,804,942	2,414,428	2,259,547	(154,881)
General	2,804,942	2,414,428	2,259,547	(154,881)
773 COB University	0	10,532	0	(10,532)
General	0	10,532	0	(10,532)
802 Administration - MOIT	1,549,005	1,651,444	1,642,510	(8,934)
General	1,549,005	1,651,444	1,642,510	(8,934)
803 Enterprise Innovation and Application Services	6,893,918	7,173,658	6,799,127	(374,531)
General	6,893,918	7,173,658	6,799,127	(374,531)
804 Enterprise Unified Call Center	5,187,529	5,305,836	5,277,546	(28,290)
General	5,187,529	5,305,836	5,277,546	(28,290)
805 Enterprise IT Delivery Services	14,370,638	14,725,657	15,520,177	794,520
General	6,064,652	6,269,859	6,968,086	698,227
Special	0	0	100,000	100,000
Internal Service	8,305,986	8,455,798	8,452,091	(3,707)
833 Innovation Fund	1,100,000	773,679	773,679	0
General	1,100,000	773,679	773,679	0
836 Inspector General	784,665	792,183	784,308	(7,875)
General	784,665	792,183	784,308	(7,875)
860 Administration - Law	1,104,468	1,262,920	1,386,699	123,779
General	902,103	1,021,515	1,146,806	125,291
Internal Service	202,365	241,405	239,893	(1,512)
861 Controversies	6,914,810	6,538,084	6,451,973	(86,111)
General	4,429,667	3,989,419	3,918,856	(70,563)
Internal Service	2,485,143	2,548,665	2,533,117	(15,548)
862 Transactions	2,541,368	2,622,188	2,497,993	(124,195)
General	2,435,552	2,514,587	2,391,094	(123,493)
Internal Service	105,816	107,601	106,899	(702)
876 Media Production	1,250,732	1,263,051	1,359,906	96,855
General	750,732	752,051	748,906	(3,145)
Special	500,000	511,000	611,000	100,000
899 Fair Conduct of Elections	7,107,894	7,301,479	7,300,003	(1,476)
General	7,107,894	7,301,479	7,300,003	(1,476)
TOTAL OPERATING BUDGET	138,904,659	142,097,737	142,336,643	238,906
LESS INTERNAL SERVICE FUND	35,240,104	35,740,911	36,659,589	918,678
TOTAL OPERATING APPROPRIATIONS	103,664,555	106,356,826	105,677,054	(679,772)

FISCAL 2018

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

Outcome, Service and Fund	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Other	264,541,874	254,248,685	244,803,933	(9,444,752)
121 Contingent Fund	1,000,000	1,000,000	1,000,000	0
General	1,000,000	1,000,000	1,000,000	0
122 Miscellaneous General Expenses	23,998,756	24,218,828	19,869,911	(4,348,917)
General	23,998,756	24,218,828	19,869,911	(4,348,917)
123 General Debt Service	104,814,393	99,202,943	100,666,943	1,464,000
General	92,028,393	86,416,943	83,816,943	(2,600,000)
Special	12,786,000	12,786,000	16,850,000	4,064,000
124 TIF Debt Service	16,844,756	16,188,021	16,187,020	(1,001)
General	16,844,756	16,188,021	16,187,020	(1,001)
126 Contribution to Self-Insurance Fund	19,358,438	20,067,549	20,571,375	503,826
General	19,358,438	20,067,549	20,571,375	503,826
129 Conditional Purchase Agreement Payments	21,236,919	13,643,727	13,664,307	20,580
General	21,236,919	13,664,307	13,664,307	0
Internal Service	0	(20,580)	0	20,580
351 Retirees' Benefits	67,738,097	70,172,329	69,472,659	(699,670)
General	67,738,097	70,172,329	69,472,659	(699,670)
355 Employees' Retirement Contribution	9,550,515	9,755,288	3,371,718	(6,383,570)
General	9,550,515	9,755,288	3,371,718	(6,383,570)
TOTAL OPERATING BUDGET	264,541,874	254,248,685	244,803,933	(9,444,752)
LESS INTERNAL SERVICE FUND	0	(20,580)	0	20,580
TOTAL OPERATING APPROPRIATIONS	264,541,874	254,269,265	244,803,933	(9,465,332)

Summary Of Capital Budget Recommendations

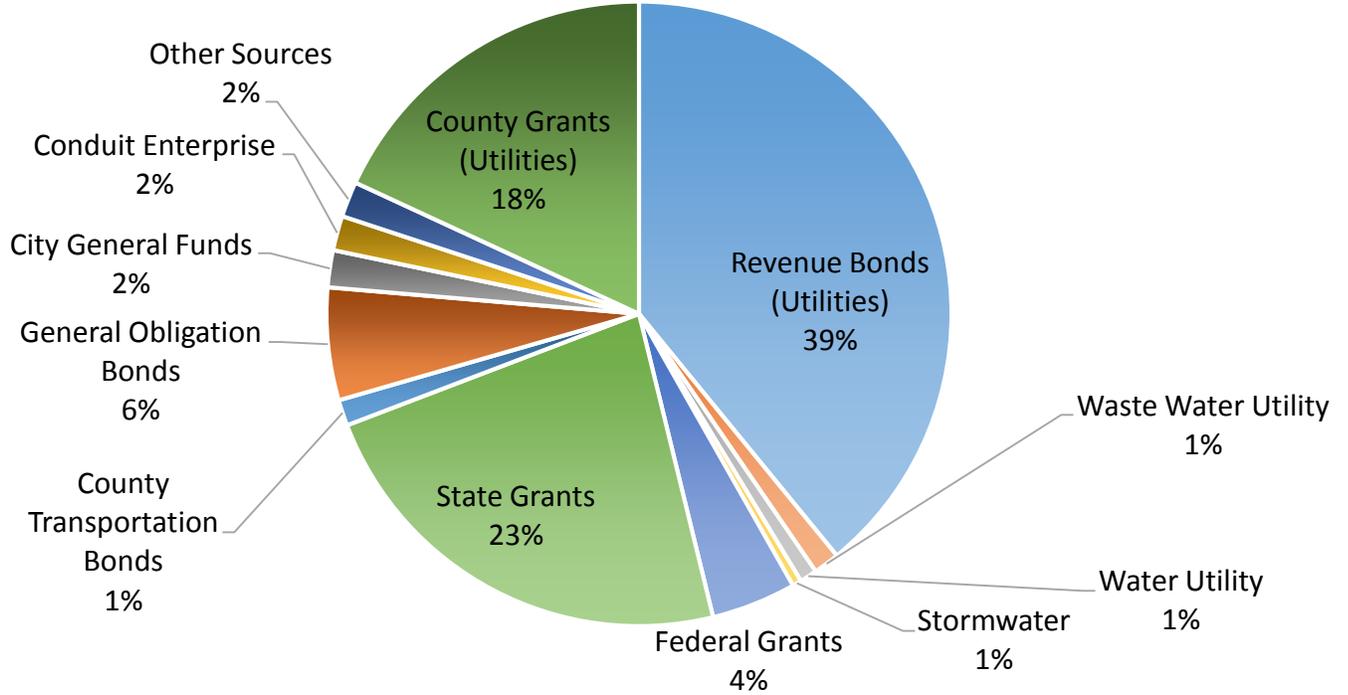
Fiscal 2018
Preliminary Budget Plan

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**FISCAL 2018
CAPITAL BUDGET RECOMMENDATIONS**

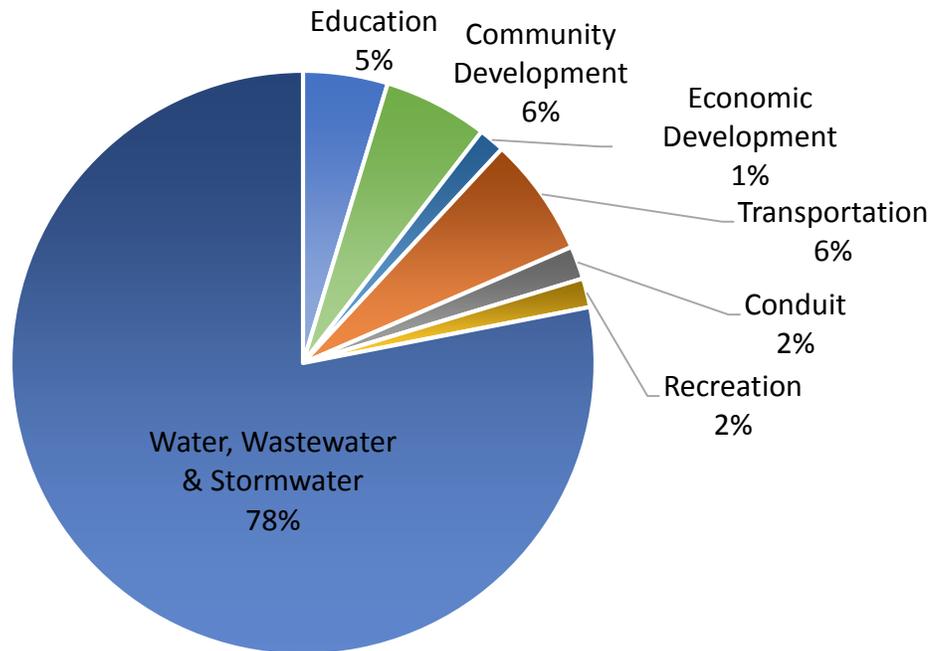
Where the Money Comes From

Total: \$1.12 Billion



How the Money is Used

Total: \$1.12 Billion



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

Recommendations from the General Fund Pay-As-You-Go (PAYGO) total \$21.4 million, an increase of \$5.9 million or 38% above the General Fund Fiscal 2017 level of appropriation.

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

Recommendations for General Obligation Bonds are \$65 million, consistent with the Fiscal 2017 level of appropriation. The recommendation includes:

- \$17 million for renovation and modernization of City school.
- \$22.6 million for community and economic development projects, including an additional \$5.5 million for Whole Block and Blighted Structures demolition.
- \$5.4 million for park and recreation facility improvements.

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

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

Appropriations from Federal and State grants are recommended at \$305.8 million, an increase of \$78.6 million. This increase is primarily the result of increased State funding for Wastewater projects; Federal funding has remained consistent. Federal grants include \$16.5 million for bridge replacement or repair, \$13.7 million for street and highway repairs and reconstruction, \$11.5 million for affordable housing and demolition of blighted structures, \$2.5 million for bicycle and pedestrian improvements, \$3 million for traffic signal improvement and safety, \$1 million for recreational facility improvements, and \$860 thousand in streetscape projects. State grants include \$186.5 million for storm water and waste water grants for pollution and erosion control and sewage system rehabilitation, \$32 million to support renovations at the Central Library, \$17.6 million for housing redevelopment projects, \$10.1 million for park and playground improvements, \$7.5 million for bridge, highway and street repairs and improvements, and \$3 million for blight elimination efforts.

The recommended appropriation from revenue bond funds is \$436.4 million, an increase of \$389.3 million. Projects supported in the Fiscal 2018 recommendation include \$234.5 million to continue replacement and rehabilitation of waste water sewage systems, \$157.3 million for water infrastructure improvements, and \$44.6 million to restore

polluted streams and watersheds to fishable and swimmable conditions. DPW is in “Phase I” of the \$1.5 billion Wastewater Consent Decree program established in 2002 to upgrade and replace Baltimore’s sewer mains. This involves construction of thirty-four projects that will complete the necessary fixing and cleaning of the City’s sewer mains. Of these, 11 projects are already completed and another 12 are currently under construction or being awarded. Another 11 of these projects are currently being designed or advertised. In June 2016, the Back River Headworks project was added to the Consent Decree, as the sewer overflow issue had not been diagnosed when the original consent decree took effect in 2002. The project will correct a 10-mile sewage backup that will reduce more than 80% of the sewer overflow volume in Baltimore. “Phase I” projects are expected to be completed by January 1, 2021.

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

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

General Fund (PAYGO)	\$21,400,000
Utility Funds (PAYGO)	\$30,223,000
Conduit Funds (PAYGO)	\$20,000,000
General Obligation Bonds	\$65,000,000
Federal Grants	\$49,002,000
State Grants	\$256,785,000
Revenue Bonds	\$436,378,000
County Transportation Bonds	\$15,000,000
All Other	\$222,523,000
Total	\$1,116,311,000

FISCAL 2018
PRELIMINARY BUDGET PLAN
 Total Capital Recommendations
 (Dollars in Thousands)

Capital Funds	Fiscal 2017 Budget	Fiscal 2018 Budget	Dollar Change	Percent Change
Pay-As-You-Go				
General	15,500	21,400	5,900	38%
Conduit Enterprise	36,000	20,000	(16,000)	-44%
Waste Water Utility	10,086	15,000	4,914	49%
Water Utility	7,000	10,000	3,000	43%
Stormwater	9,769	5,223	(4,546)	-47%
Total	78,355	71,623	(6,732)	-9%
Grants				
Federal	48,351	49,002	651	1%
State	178,859	256,785	77,926	44%
Total	227,210	305,787	78,577	35%
Loans and Bonds				
Revenue Bonds	47,120	436,378	389,258	826%
General Obligation Bonds	65,000	65,000	-	0%
County Transportation Bonds	15,000	15,000	-	0%
Total	127,120	516,378	389,258	306%
All Other	91,302	222,523	131,221	144%
Total Capital - All Funds	\$523,987	\$1,116,311	\$592,324	113%

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

Agency	General Obligation Bonds	General Funds	Revenue Loans	Utility Funds	Federal Funds	State Funds	County Grants	Other Funds	TOTAL
Baltimore City Public Schools	17,000	0	0	0	0	0	0	0	17,000
Convention Center	500	0	0	0	0	0	0	0	500
Enoch Pratt Free Library	2,250	0	0	0	0	32,028	0	0	34,278
General Services	10,600	0	0	0	0	0	0	4,000	14,600
Housing & Community Development									
Community Development	17,800	6,875	0	0	11,527	19,141	0	7,900	63,243
Economic Development	4,800	2,750	0	0	0	1,500	0	0	9,050
Mayorality-Related									
American Visionary Art Museum	125	0	0	0	0	0	0	0	125
B & O	50	0	0	0	0	0	0	0	50
Baltimore City Heritage Area Capital	100	0	0	0	0	0	0	0	100
Baltimore Museum of Art - Fire Safety	75	0	0	0	0	0	0	0	75
Broadband Infrastructure	500	0	0	0	0	0	0	0	500
Capital Project Priorities	0	150	0	0	0	0	0	0	150
Creative Alliance	100	0	0	0	0	0	0	0	100
Green Network Plan	1,000	0	0	0	0	0	0	0	1,000
INSPIRE Plan Implementation	2,500	0	0	0	0	0	0	0	2,500
Maryland Zoo	100	0	0	0	0	0	0	0	100
MD Science Center	50	0	0	0	0	0	0	0	50
Modell Lyric	125	0	0	0	0	0	0	0	125
National Aquarium	125	0	0	0	0	0	0	0	125
National Great Blacks in Wax Museum	100	0	0	0	0	0	0	0	100
Office of Information Technology	0	1,000	0	0	0	0	0	0	1,000
Reginald F. Lewis Museum Improvements	75	0	0	0	0	0	0	0	75
Star-Spangled Banner Flag House Build	50	0	0	0	0	0	0	0	50
Walters Art Museum	75	0	0	0	0	0	0	0	75
Planning	0	310	0	0	0	0	0	0	310
Police	0	4,400	0	0	0	0	0	0	4,400
Public Works									
Solid Waste	1,500	0	0	0	0	0	0	0	1,500
Storm Water	0	0	10,910	0	0	10,732	0	150	21,792
Pollution/Erosion Control	0	0	33,690	5,223	0	40,092	0	0	79,005
Waste Water/Water	0	0	391,778	25,000	0	135,695	202,038	0	754,511
Recreation and Parks	5,400	1,000	0	0	1,025	10,121	0	0	17,546
Transportation									
Alleys and Footways	0	900	0	0	0	1,000	0	2,900	4,800
Bridges	0	500	0	0	16,460	1,790	0	8,375	27,125
Traffic	0	680	0	0	2,960	394	0	60	4,094
Street Resurfacing	0	110	0	0	0	0	0	11,125	11,235
Streets & Highways	0	2,025	0	0	14,570	4,275	0	580	21,450
Dev. Agencies	0	700	0	0	2,460	17	0	395	3,572
Conduits	0	0	0	0	0	0	0	20,000	20,000
TOTAL BY FUND	\$ 65,000	\$ 21,400	\$ 436,378	\$ 30,223	\$ 49,002	\$ 256,785	\$ 202,038	\$ 55,485	\$ 1,116,311

Detail Tables

Fiscal 2018

Preliminary Budget Plan

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FISCAL 2018

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Board of Elections	7,107,894	7,301,479	7,300,003	(1,476)
899 Fair Conduct of Elections	7,107,894	7,301,479	7,300,003	(1,476)
General	7,107,894	7,301,479	7,300,003	(1,476)
City Council	6,530,869	7,020,630	7,008,243	(12,387)
100 City Council	6,530,869	7,020,630	7,008,243	(12,387)
General	6,530,869	7,020,630	7,008,243	(12,387)
Comptroller	16,772,825	17,228,391	18,683,139	1,454,748
130 Executive Direction and Control - Comptroller	1,320,137	1,485,025	1,518,948	33,923
General	1,320,137	1,485,025	1,518,948	33,923
131 Audits	4,265,129	4,441,684	4,912,084	470,400
General	4,265,129	4,441,684	4,912,084	470,400
132 Real Estate Acquisition and Management	1,073,980	1,124,029	1,117,134	(6,895)
General	1,073,980	1,124,029	1,117,134	(6,895)
133 Municipal Telephone Exchange	9,371,241	9,424,516	10,329,704	905,188
Internal Service	9,371,241	9,424,516	10,329,704	905,188
136 Municipal Post Office	742,338	753,137	805,269	52,132
Internal Service	742,338	753,137	805,269	52,132
Council Services	711,450	740,670	745,251	4,581
103 Council Services	711,450	740,670	745,251	4,581
General	711,450	740,670	745,251	4,581
Courts: Circuit Court	18,699,204	24,462,054	25,839,519	1,377,465
110 Circuit Court	18,699,204	24,462,054	25,839,519	1,377,465
General	9,934,185	15,348,192	15,352,642	4,450
Federal	2,296,681	2,383,852	2,306,848	(77,004)
State	6,286,214	6,542,189	7,944,233	1,402,044
Special	182,124	187,821	235,796	47,975
Courts: Orphans' Court	487,609	504,286	522,898	18,612
817 Orphans' Court	487,609	504,286	522,898	18,612
General	487,609	504,286	522,898	18,612
Employees' Retirement Systems	10,549,293	11,055,636	10,966,212	(89,424)
152 Employees' Retirement System - Administration	4,895,981	5,098,319	5,076,344	(21,975)
Special	4,895,981	5,098,319	5,076,344	(21,975)
154 Fire and Police Retirement System - Administration	4,841,422	5,141,501	5,120,507	(20,994)
Special	4,841,422	5,141,501	5,120,507	(20,994)
155 Retirement Savings Plan	811,890	815,816	769,361	(46,455)
General	811,890	802,013	0	(802,013)
Special	0	13,803	769,361	755,558
Enoch Pratt Free Library	35,320,154	36,585,202	35,626,880	(958,322)
788 Information Services	35,320,154	36,585,202	35,626,880	(958,322)
General	24,261,873	25,236,464	24,192,789	(1,043,675)
State	10,300,998	10,573,892	10,598,603	24,711
Special	757,283	774,846	835,488	60,642
Finance	33,862,616	34,912,726	34,787,285	(125,441)
148 Revenue Collection	6,522,421	6,804,299	6,822,180	17,881
General	6,522,421	6,804,299	6,822,180	17,881
150 Treasury and Debt Management	1,060,958	1,092,877	1,087,202	(5,675)
General	1,060,958	1,092,877	1,087,202	(5,675)
698 Administration - Finance	1,369,826	1,393,451	1,470,535	77,084
General	1,369,826	1,393,451	1,470,535	77,084

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Finance (Continued)	33,862,616	34,912,726	34,787,285	(125,441)
699 Procurement	3,292,822	3,392,962	3,371,095	(21,867)
General	3,292,822	3,392,962	3,371,095	(21,867)
700 Surplus Property Disposal	142,027	146,372	145,430	(942)
Special	142,027	146,372	145,430	(942)
701 Printing Services	3,343,112	3,445,641	3,439,165	(6,476)
Internal Service	3,343,112	3,445,641	3,439,165	(6,476)
702 Accounts Payable	1,175,619	1,134,658	1,129,160	(5,498)
General	1,175,619	1,134,658	1,129,160	(5,498)
703 Payroll	3,448,373	3,532,020	3,523,727	(8,293)
General	3,448,373	3,532,020	3,523,727	(8,293)
704 Accounting	1,794,040	1,840,736	1,697,228	(143,508)
General	1,794,040	1,840,736	1,697,228	(143,508)
705 Loan and Guarantee Program	500,000	514,052	512,743	(1,309)
Loan and Guarantee Enterprise	500,000	514,052	512,743	(1,309)
707 Risk Management for Employee Injuries	8,354,158	8,435,558	8,426,129	(9,429)
Internal Service	8,354,158	8,435,558	8,426,129	(9,429)
708 Operating Budget Management	1,777,032	2,048,016	2,035,596	(12,420)
General	1,777,032	2,048,016	2,035,596	(12,420)
710 Property Tax Billing Integrity and Recovery	1,082,228	1,132,084	1,127,095	(4,989)
General	1,082,228	1,132,084	1,127,095	(4,989)
Fire	250,096,721	269,752,892	267,139,955	(2,612,937)
600 Administration - Fire	10,261,744	10,735,230	10,759,040	23,810
General	8,411,744	8,844,530	8,868,340	23,810
Federal	1,500,000	1,533,000	1,533,000	0
State	350,000	357,700	357,700	0
602 Fire Suppression and Emergency Rescue	150,115,225	159,454,341	159,226,648	(227,693)
General	146,103,710	155,354,573	154,896,308	(458,265)
Federal	2,611,575	2,669,029	2,910,400	241,371
State	1,399,940	1,430,739	1,419,940	(10,799)
608 Emergency Management	976,432	1,994,286	1,033,803	(960,483)
General	676,432	1,687,686	727,203	(960,483)
Federal	300,000	306,600	306,600	0
609 Emergency Medical Services	42,125,222	48,191,281	45,143,641	(3,047,640)
General	20,711,282	27,767,256	26,074,628	(1,692,628)
State	87,940	89,875	83,928	(5,947)
Special	21,326,000	20,334,150	18,985,085	(1,349,065)
610 Fire and Emergency Community Outreach	334,416	346,433	346,248	(185)
General	334,416	346,433	346,248	(185)
611 Fire Code Enforcement	5,042,521	5,389,343	5,365,953	(23,390)
General	4,715,443	5,055,069	5,031,679	(23,390)
Federal	157,078	160,534	160,534	0
State	170,000	173,740	173,740	0
612 Fire Investigation	939,593	1,059,479	2,003,615	944,136
General	939,593	1,059,479	2,003,615	944,136
613 Fire Facilities Maintenance and Replacement	20,795,503	20,315,803	20,606,215	290,412
General	16,468,978	15,907,848	15,721,606	(186,242)
Federal	2,975,168	3,026,868	3,250,168	223,300
State	1,091,257	1,115,265	1,368,619	253,354
Special	260,100	265,822	265,822	0

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Fire (Continued)	250,096,721	269,752,892	267,139,955	(2,612,937)
614 Fire Communications and Dispatch	15,546,557	17,497,841	17,891,431	393,590
General	11,105,130	12,968,321	13,389,596	421,275
Special	4,441,427	4,529,520	4,501,835	(27,685)
615 Fire Training and Education	3,959,508	4,768,855	4,763,361	(5,494)
General	3,959,508	4,768,855	4,763,361	(5,494)
General Services	94,415,461	98,800,340	99,508,892	708,552
189 Fleet Management	59,429,632	63,077,868	62,904,159	(173,709)
Internal Service	59,429,632	63,077,868	62,904,159	(173,709)
726 Administration - General Services	1,574,341	1,743,342	1,794,223	50,881
General	1,574,341	1,743,342	1,794,223	50,881
731 Facilities Management	33,247,977	33,795,056	34,720,406	925,350
General	15,192,484	8,299,416	8,460,954	161,538
Federal	0	0	1,000,000	1,000,000
State	1,099,212	1,123,395	1,000,000	(123,395)
Internal Service	16,956,281	24,372,245	24,259,452	(112,793)
734 Design and Construction/Major Projects Division.	163,511	184,074	90,104	(93,970)
General	163,511	184,074	90,104	(93,970)
Health	137,032,646	141,768,824	142,683,563	914,739
303 Clinical Services	8,212,069	8,427,939	8,681,727	253,788
General	5,265,849	5,183,335	5,398,879	215,544
Federal	2,023,607	2,301,045	2,162,221	(138,824)
State	761,007	778,398	958,909	180,511
Special	161,606	165,161	161,718	(3,443)
305 Healthy Homes	2,360,798	2,408,794	2,648,465	239,671
General	969,429	973,258	969,578	(3,680)
Federal	1,222,159	1,268,859	1,373,731	104,872
Special	169,210	166,677	305,156	138,479
307 Substance Abuse and Mental Health	2,259,805	2,309,520	2,297,760	(11,760)
General	1,725,216	1,763,171	1,763,171	0
State	534,589	546,349	534,589	(11,760)
308 Maternal and Child Health	24,307,556	25,614,507	26,461,604	847,097
General	1,853,606	1,877,343	1,871,509	(5,834)
Federal	19,611,232	20,808,306	21,747,354	939,048
State	1,824,691	1,887,253	1,792,122	(95,131)
Special	1,018,027	1,041,605	1,050,619	9,014
310 School Health Services	16,593,740	17,002,176	16,080,888	(921,288)
General	2,683,130	2,563,235	2,352,464	(210,771)
Federal	477,833	520,728	39,580	(481,148)
State	504,606	504,787	502,171	(2,616)
Special	12,928,171	13,413,426	13,186,673	(226,753)
311 Health Services for Seniors	4,093,609	4,134,258	3,443,656	(690,602)
Federal	4,093,609	4,134,258	3,443,656	(690,602)
315 Emergency Services - Health	13,205,948	14,286,280	9,895,342	(4,390,938)
General	708,807	1,244,380	691,930	(552,450)
Federal	776,065	846,649	694,479	(152,170)
State	11,314,394	11,642,225	8,164,581	(3,477,644)
Special	406,682	553,026	344,352	(208,674)
316 Youth Violence Prevention	3,793,763	3,824,507	2,820,637	(1,003,870)
General	926,756	974,680	971,645	(3,035)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Health (Continued)	137,032,646	141,768,824	142,683,563	914,739
Federal	1,444,632	1,475,428	1,581,406	105,978
State	1,422,375	1,374,399	267,586	(1,106,813)
715 Administration - Health	9,801,581	9,829,463	9,207,293	(622,170)
General	4,699,514	4,600,643	4,038,121	(562,522)
Federal	3,121,200	3,189,866	3,189,866	0
State	1,040,400	1,063,289	1,063,289	0
Special	940,467	975,665	916,017	(59,648)
716 Animal Services	3,031,573	3,189,602	3,308,491	118,889
General	3,031,573	3,189,602	3,308,491	118,889
717 Environmental Inspection Services	3,403,339	3,394,188	3,299,977	(94,211)
General	3,371,919	3,362,077	3,268,557	(93,520)
Special	31,420	32,111	31,420	(691)
718 Chronic Disease Prevention	1,294,245	1,345,854	1,427,853	81,999
General	418,846	421,884	420,367	(1,517)
Federal	0	0	22,000	22,000
State	760,399	806,440	985,486	179,046
Special	115,000	117,530	0	(117,530)
720 HIV Treatment Services for the Uninsured	33,962,716	35,200,179	41,633,422	6,433,243
General	1,196,603	1,227,948	1,225,345	(2,603)
Federal	27,544,382	28,605,353	36,409,502	7,804,149
State	5,221,731	5,366,878	3,998,575	(1,368,303)
721 Senior Centers	2,182,703	2,157,204	2,010,560	(146,644)
General	807,397	824,415	823,511	(904)
Federal	1,239,496	1,193,937	1,091,540	(102,397)
State	135,810	138,852	38,400	(100,452)
Special	0	0	57,109	57,109
722 Administration - CARE	571,674	507,730	1,197,805	690,075
General	375,797	361,919	991,156	629,237
Federal	195,877	145,811	206,649	60,838
723 Advocacy for Seniors	2,142,302	2,225,208	2,250,300	25,092
General	101,289	104,279	104,729	450
Federal	182,305	187,936	154,897	(33,039)
State	1,858,708	1,932,843	1,808,537	(124,306)
Special	0	150	182,137	181,987
724 Direct Care and Support Planning	1,872,945	1,868,828	1,981,851	113,023
Federal	136,753	139,762	136,753	(3,009)
State	1,736,192	1,729,066	1,773,098	44,032
Special	0	0	72,000	72,000
725 Community Services for Seniors	3,942,280	4,042,587	4,035,932	(6,655)
General	145,176	148,370	190,607	42,237
Federal	2,580,895	2,651,251	2,535,469	(115,782)
State	936,762	957,371	979,425	22,054
Special	279,447	285,595	330,431	44,836
Housing and Community Development	58,521,107	59,101,696	64,919,243	5,817,547
593 Community Support Projects	7,916,709	7,604,342	7,964,934	360,592
Federal	7,916,709	7,604,342	7,964,934	360,592
737 Administration - HCD	3,757,235	3,896,503	3,712,977	(183,526)
General	2,376,271	2,531,519	2,365,262	(166,257)
Federal	1,380,964	1,364,984	1,347,715	(17,269)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Housing and Community Development (Continued)	58,521,107	59,101,696	64,919,243	5,817,547
738 Weatherization Services	5,151,018	5,341,448	9,898,985	4,557,537
General	0	0	109,409	109,409
State	5,051,018	5,239,248	9,789,576	4,550,328
Special	100,000	102,200	0	(102,200)
740 Dawson Center	401,789	299,869	360,017	60,148
General	31,620	32,315	32,315	0
Federal	370,169	267,554	327,702	60,148
742 Promote Homeownership	274,008	279,757	433,498	153,741
General	187,405	199,327	197,026	(2,301)
Federal	86,603	80,430	96,472	16,042
Special	0	0	140,000	140,000
745 Housing Code Enforcement	14,929,512	15,277,367	15,267,514	(9,853)
General	14,879,512	15,226,267	15,057,514	(168,753)
Federal	0	0	160,000	160,000
Special	50,000	51,100	50,000	(1,100)
747 Register and License Properties and Contractors	636,689	634,369	548,813	(85,556)
General	636,689	634,369	548,813	(85,556)
748 Housing Development Finance and Project Management	642,238	745,565	598,987	(146,578)
Federal	642,238	745,565	598,987	(146,578)
749 Blight Elimination	3,433,445	3,144,616	3,133,603	(11,013)
General	3,433,445	3,144,616	3,133,603	(11,013)
750 Housing Rehabilitation Services	3,301,724	3,491,870	3,840,603	348,733
Federal	2,923,624	3,105,452	3,417,153	311,701
State	378,100	386,418	423,450	37,032
751 Building and Zoning Inspections and Permits	5,729,893	5,708,059	5,706,721	(1,338)
General	5,729,893	5,708,059	5,706,721	(1,338)
752 Community Outreach Services	1,583,985	1,660,099	1,654,807	(5,292)
General	1,373,985	1,445,479	1,444,807	(672)
Special	210,000	214,620	210,000	(4,620)
754 Summer Food Service Program	3,547,207	3,631,205	3,564,457	(66,748)
State	3,547,207	3,631,205	3,564,457	(66,748)
809 Retention, Expansion, and Attraction of Businesses	1,275,849	1,306,739	1,153,235	(153,504)
General	1,023,849	1,049,195	1,049,195	0
Special	252,000	257,544	104,040	(153,504)
810 Real Estate Development	2,027,220	2,076,845	3,077,253	1,000,408
General	1,823,220	1,868,357	1,868,357	0
Special	204,000	208,488	1,208,896	1,000,408
811 Inner Harbor Coordination	356,663	364,510	364,510	0
General	356,663	364,510	364,510	0
812 Business Support - Small Business Resource Center	476,185	486,661	486,661	0
General	476,185	486,661	486,661	0
813 Technology Development - Emerging Technology Center	831,459	849,751	849,751	0
General	831,459	849,751	849,751	0
814 Improve and Promote Retail Districts Beyond Downtown	1,690,288	1,731,854	1,731,650	(204)
General	1,588,288	1,627,610	1,627,610	0
Special	102,000	104,244	104,040	(204)
815 Live Baltimore	557,991	570,267	570,267	0
General	557,991	570,267	570,267	0
Human Resources	12,206,203	11,992,152	11,203,217	(788,935)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Human Resources (Continued)	12,206,203	11,992,152	11,203,217	(788,935)
770 Administration - Human Resources	2,657,697	2,733,784	2,664,708	(69,076)
General	2,657,697	2,733,784	2,664,708	(69,076)
771 Benefits Administration	6,743,564	6,833,408	6,278,962	(554,446)
General	4,413,619	4,504,818	3,951,640	(553,178)
Internal Service	2,329,945	2,328,590	2,327,322	(1,268)
772 Civil Service Management	2,804,942	2,414,428	2,259,547	(154,881)
General	2,804,942	2,414,428	2,259,547	(154,881)
773 COB University	0	10,532	0	(10,532)
General	0	10,532	0	(10,532)
Law	11,279,410	11,181,892	11,090,422	(91,470)
860 Administration - Law	1,104,468	1,262,920	1,386,699	123,779
General	902,103	1,021,515	1,146,806	125,291
Internal Service	202,365	241,405	239,893	(1,512)
861 Controversies	6,914,810	6,538,084	6,451,973	(86,111)
General	4,429,667	3,989,419	3,918,856	(70,563)
Internal Service	2,485,143	2,548,665	2,533,117	(15,548)
862 Transactions	2,541,368	2,622,188	2,497,993	(124,195)
General	2,435,552	2,514,587	2,391,094	(123,493)
Internal Service	105,816	107,601	106,899	(702)
869 Minority and Women's Business Opportunity Office	718,764	758,700	753,757	(4,943)
General	718,764	758,700	753,757	(4,943)
Legislative Reference	1,152,473	1,182,283	1,178,125	(4,158)
106 Legislative Reference Services	628,895	643,001	639,401	(3,600)
General	628,895	643,001	639,401	(3,600)
107 Archives and Records Management	523,578	539,282	538,724	(558)
General	523,578	539,282	538,724	(558)
Liquor License Board	1,885,782	2,180,660	2,169,654	(11,006)
850 Liquor Licensing	908,714	1,016,516	1,010,790	(5,726)
General	908,714	1,016,516	1,010,790	(5,726)
851 Liquor License Compliance	977,068	1,164,144	1,158,864	(5,280)
General	977,068	1,164,144	1,158,864	(5,280)
Mayoralty	7,069,525	7,270,197	7,382,847	112,650
125 Executive Direction and Control - Mayoralty	7,069,525	7,270,197	7,382,847	112,650
General	6,274,897	6,447,191	6,532,968	85,777
Federal	299,794	307,827	307,362	(465)
State	380,834	389,212	389,212	0
Special	114,000	125,967	153,305	27,338
M-R: Art and Culture	8,176,968	8,515,114	8,410,034	(105,080)
493 Art and Culture Grants	5,680,969	5,956,525	5,956,525	0
General	5,680,969	5,956,525	5,956,525	0
824 Events, Art, Culture, and Film	2,419,499	2,472,728	2,367,648	(105,080)
General	2,279,499	2,329,648	2,329,648	0
Special	140,000	143,080	38,000	(105,080)
828 Bromo Seltzer Arts Tower	76,500	85,861	85,861	0
General	76,500	85,861	85,861	0
M-R: Baltimore City Public Schools	265,412,081	269,682,822	287,812,181	18,129,359
352 Baltimore City Public Schools	265,412,081	269,682,822	287,812,181	18,129,359
General	265,412,081	269,682,822	287,812,181	18,129,359
M-R: Cable and Communications	1,250,732	1,263,051	1,359,906	96,855

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
M-R: Cable and Communications (Continued)	1,250,732	1,263,051	1,359,906	96,855
876 Media Production	1,250,732	1,263,051	1,359,906	96,855
General	750,732	752,051	748,906	(3,145)
Special	500,000	511,000	611,000	100,000
M-R: Civic Promotion	13,949,530	14,256,418	14,812,367	555,949
590 Civic Promotion Grants	458,148	468,226	468,226	0
General	458,148	468,226	468,226	0
820 Convention Sales and Tourism Marketing	13,491,382	13,788,192	14,344,141	555,949
General	13,491,382	13,788,192	14,344,141	555,949
M-R: Conditional Purchase Agreements	21,236,919	13,664,307	13,664,307	0
129 Conditional Purchase Agreement Payments	21,236,919	13,664,307	13,664,307	0
General	21,236,919	13,664,307	13,664,307	0
M-R: Contingent Fund	1,000,000	1,022,000	1,022,000	0
121 Contingent Fund	1,000,000	1,022,000	1,022,000	0
General	1,000,000	1,022,000	1,022,000	0
M-R: Convention Center Hotel	7,920,000	9,436,574	7,273,000	(2,163,574)
535 Convention Center Hotel	7,920,000	9,436,574	7,273,000	(2,163,574)
General	7,920,000	9,436,574	7,273,000	(2,163,574)
M-R: Convention Complex	24,363,962	23,993,628	23,966,270	(27,358)
540 Royal Farms Arena Operations	500,000	525,650	525,650	0
General	500,000	525,650	525,650	0
855 Convention Center	19,283,874	18,894,228	18,860,532	(33,696)
General	12,832,271	12,442,625	13,595,806	1,153,181
State	6,451,603	6,451,603	5,264,726	(1,186,877)
857 Convention Center Debt Service	4,580,088	4,573,750	4,580,088	6,338
Convention Center Bond	4,580,088	4,573,750	4,580,088	6,338
M-R: Debt Service	104,814,393	99,202,943	100,666,943	1,464,000
123 General Debt Service	104,814,393	99,202,943	100,666,943	1,464,000
General	92,028,393	86,416,943	83,816,943	(2,600,000)
Special	12,786,000	12,786,000	16,850,000	4,064,000
M-R: Educational Grants	7,204,727	7,341,231	19,707,231	12,366,000
446 Educational Grants	7,204,727	7,341,231	19,707,231	12,366,000
General	7,204,727	7,341,231	7,341,231	0
Federal	0	0	500,000	500,000
Special	0	0	11,866,000	11,866,000
M-R: Employees' Retirement Contribution	9,550,515	9,755,288	3,371,718	(6,383,570)
355 Employees' Retirement Contribution	9,550,515	9,755,288	3,371,718	(6,383,570)
General	9,550,515	9,755,288	3,371,718	(6,383,570)
M-R: Environmental Control Board	962,655	998,726	1,014,779	16,053
117 Adjudication of Environmental Citations	962,655	998,726	1,014,779	16,053
General	962,655	998,726	1,014,779	16,053
M-R: Health and Welfare Grants	1,213,859	1,244,812	1,244,812	0
385 Health and Welfare Grants	1,213,859	1,244,812	1,244,812	0
General	1,213,859	1,244,812	1,244,812	0
M-R: Innovation Fund	1,100,000	773,679	773,679	0
833 Innovation Fund	1,100,000	773,679	773,679	0
General	1,100,000	773,679	773,679	0
M-R: Miscellaneous General Expenses	23,998,756	24,196,828	19,847,911	(4,348,917)
122 Miscellaneous General Expenses	23,998,756	24,196,828	19,847,911	(4,348,917)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
M-R: Miscellaneous General Expenses (Continued)	23,998,756	24,196,828	19,847,911	(4,348,917)
General	23,998,756	24,196,828	19,847,911	(4,348,917)
M-R: Office of CitiStat Operations	708,756	765,220	760,327	(4,893)
347 CitiStat Operations	708,756	765,220	760,327	(4,893)
General	708,756	765,220	760,327	(4,893)
M-R: Office of Criminal Justice	8,708,666	8,844,008	8,187,034	(656,974)
616 Juvenile Justice	499,494	510,571	375,738	(134,833)
General	247,128	268,609	208,427	(60,182)
Federal	86,649	89,518	88,974	(544)
State	165,717	152,444	78,337	(74,107)
617 Victim Services - MOCJ	728,131	784,185	1,801,739	1,017,554
General	124,721	138,286	138,286	0
Federal	73,825	96,731	1,057,102	960,371
State	96,824	106,886	106,351	(535)
Special	432,761	442,282	500,000	57,718
618 Crime Prevention	739,468	754,442	529,142	(225,300)
General	593,196	606,647	335,693	(270,954)
Federal	146,272	147,795	193,449	45,654
757 CitiWatch	2,548,438	2,479,248	2,369,683	(109,565)
General	2,292,663	2,217,341	2,217,341	0
Federal	70,775	72,837	72,342	(495)
Special	185,000	189,070	80,000	(109,070)
758 Coordination of Public Safety Strategy - Administration	4,193,135	4,315,562	3,110,732	(1,204,830)
General	626,434	668,564	663,893	(4,671)
Federal	3,246,701	3,319,958	2,401,839	(918,119)
State	245,000	250,390	45,000	(205,390)
Special	75,000	76,650	0	(76,650)
M-R: Office of Employment Development	24,967,770	25,707,876	26,744,259	1,036,383
791 BCPS Alternative Options Academy for Youth	250,000	314,508	232,559	(81,949)
State	250,000	314,508	232,559	(81,949)
792 Workforce Services for TANF Recipients	3,446,796	3,560,782	3,294,317	(266,465)
Federal	3,246,796	3,356,382	3,094,317	(262,065)
State	200,000	204,400	200,000	(4,400)
793 Employment Enhancement Services for Baltimore City Residents	1,959,712	2,109,261	2,981,168	871,907
General	1,314,712	1,349,203	2,346,168	996,965
Special	645,000	760,058	635,000	(125,058)
794 Administration - MOED	623,549	597,452	650,739	53,287
General	623,549	642,543	650,739	8,196
Federal	0	(45,091)	0	45,091
795 Workforce Services for Baltimore Residents	6,258,597	6,284,039	6,093,341	(190,698)
Federal	5,658,597	5,639,948	5,322,353	(317,595)
State	400,000	439,691	570,988	131,297
Special	200,000	204,400	200,000	(4,400)
796 Workforce Services for Ex-Offenders	1,623,610	1,725,934	1,669,208	(56,726)
General	126,499	173,865	172,925	(940)
Federal	748,785	772,203	755,081	(17,122)
State	748,326	779,866	741,202	(38,664)
797 Workforce Services for Out of School Youth-Youth Opportunity	3,673,752	3,704,193	3,672,800	(31,393)
General	2,923,978	2,938,457	2,928,616	(9,841)
Federal	495,963	514,059	497,274	(16,785)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
M-R: Office of Employment Development (Continued)	24,967,770	25,707,876	26,744,259	1,036,383
State	253,811	251,677	246,910	(4,767)
798 Youth Works Summer Job Program	4,673,725	4,885,756	5,140,514	254,758
General	1,813,147	1,910,349	1,921,748	11,399
Federal	1,100,000	1,124,200	1,700,000	575,800
State	1,360,578	1,432,352	1,518,766	86,414
Special	400,000	418,855	0	(418,855)
800 Workforce Services for WIOA Funded Youth	2,458,029	2,525,951	3,009,613	483,662
Federal	2,458,029	2,525,951	3,009,613	483,662
M-R: Office of Human Services	65,268,220	67,060,734	66,908,406	(152,328)
356 Administration - Human Services	5,174,187	5,676,040	5,272,010	(404,030)
General	1,043,103	1,094,054	1,075,495	(18,559)
Federal	3,074,759	3,507,538	3,505,372	(2,166)
State	110,503	113,266	113,266	0
Special	945,822	961,182	577,877	(383,305)
605 Head Start	8,570,171	8,774,074	8,501,377	(272,697)
General	540,000	551,880	510,000	(41,880)
Federal	7,697,187	7,881,884	7,766,894	(114,990)
State	132,984	135,910	224,483	88,573
Special	200,000	204,400	0	(204,400)
741 Community Action Partnership	6,262,688	6,419,940	7,297,554	877,614
General	776,960	749,499	712,085	(37,414)
Federal	877,543	905,330	963,303	57,973
State	4,608,185	4,765,111	5,622,166	857,055
893 Homeless Prevention and Support Services for the Homeless	1,820,831	1,860,890	1,860,890	0
Federal	1,148,157	1,173,417	1,173,417	0
State	672,674	687,473	687,473	0
894 Outreach to the Homeless	3,873,090	3,958,297	4,179,904	221,607
General	174,286	178,120	399,727	221,607
Federal	3,315,618	3,388,560	3,388,560	0
State	383,186	391,617	391,617	0
895 Temporary Housing for the Homeless	13,576,557	13,798,067	13,226,460	(571,607)
General	7,905,475	8,002,222	7,430,615	(571,607)
Federal	4,190,511	4,282,701	4,282,701	0
State	1,480,571	1,513,144	1,513,144	0
896 Permanent Housing for the Homeless	25,990,696	26,573,426	26,570,211	(3,215)
General	731,174	736,260	736,260	0
Federal	24,982,489	25,554,899	25,553,109	(1,790)
State	61,495	62,847	62,847	0
Special	215,538	219,420	217,995	(1,425)
M-R: Office of Information Technology	28,001,090	28,856,595	29,239,360	382,765
802 Administration - MOIT	1,549,005	1,651,444	1,642,510	(8,934)
General	1,549,005	1,651,444	1,642,510	(8,934)
803 Enterprise Innovation and Application Services	6,893,918	7,173,658	6,799,127	(374,531)
General	6,893,918	7,173,658	6,799,127	(374,531)
804 Enterprise Unified Call Center	5,187,529	5,305,836	5,277,546	(28,290)
General	5,187,529	5,305,836	5,277,546	(28,290)
805 Enterprise IT Delivery Services	14,370,638	14,725,657	15,520,177	794,520
General	6,064,652	6,269,859	6,968,086	698,227
Special	0	0	100,000	100,000

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
M-R: Office of Information Technology (Continued)	28,001,090	28,856,595	29,239,360	382,765
Internal Service	8,305,986	8,455,798	8,452,091	(3,707)
M-R: Office of Neighborhoods	806,762	798,114	104,161	(693,953)
354 Office of Neighborhoods	806,762	798,114	104,161	(693,953)
General	806,762	798,114	104,161	(693,953)
M-R: Office of the Inspector General	784,665	792,183	784,308	(7,875)
836 Inspector General	784,665	792,183	784,308	(7,875)
General	784,665	792,183	784,308	(7,875)
M-R: Office of the Labor Commissioner	802,840	845,568	841,049	(4,519)
128 Labor Contract Negotiations and Administration	802,840	845,568	841,049	(4,519)
General	802,840	845,568	841,049	(4,519)
M-R: Retirees' Benefits	67,738,097	70,172,329	69,472,659	(699,670)
351 Retirees' Benefits	67,738,097	70,172,329	69,472,659	(699,670)
General	67,738,097	70,172,329	69,472,659	(699,670)
M-R: Self-Insurance Fund	19,358,438	20,067,549	20,571,375	503,826
126 Contribution to Self-Insurance Fund	19,358,438	20,067,549	20,571,375	503,826
General	19,358,438	20,067,549	20,571,375	503,826
M-R: TIF Debt Service	16,844,756	16,188,021	16,187,020	(1,001)
124 TIF Debt Service	16,844,756	16,188,021	16,187,020	(1,001)
General	16,844,756	16,188,021	16,187,020	(1,001)
Municipal and Zoning Appeals	650,514	621,322	617,327	(3,995)
185 Zoning, Tax and Other Appeals	650,514	621,322	617,327	(3,995)
General	650,514	621,322	617,327	(3,995)
Office of Civil Rights	1,898,755	2,294,102	1,886,294	(407,808)
656 Wage Investigation and Enforcement	224,196	208,531	329,164	120,633
General	224,196	208,531	329,164	120,633
846 Discrimination Investigations, Resolutions and Conciliations	912,520	959,140	948,403	(10,737)
General	861,520	907,018	896,281	(10,737)
Federal	40,800	41,698	41,698	0
Special	10,200	10,424	10,424	0
848 Police Community Relations	555,998	906,346	608,727	(297,619)
General	555,998	906,346	608,727	(297,619)
878 Disabilities Commission	206,041	220,085	0	(220,085)
General	206,041	220,085	0	(220,085)
Planning	8,256,405	8,752,220	10,788,725	2,036,505
761 Development Oversight and Project Support	1,207,924	1,226,582	1,115,736	(110,846)
General	1,207,924	1,226,582	1,115,736	(110,846)
762 Historic Preservation	628,470	661,898	1,032,843	370,945
General	628,470	661,898	657,843	(4,055)
Federal	0	0	150,000	150,000
State	0	0	150,000	150,000
Special	0	0	75,000	75,000
763 Comprehensive Planning and Resource Management	4,069,098	4,313,662	3,506,663	(806,999)
General	1,344,923	1,529,555	1,652,080	122,525
Federal	190,000	194,180	241,980	47,800
State	175,000	178,850	200,000	21,150
Special	2,359,175	2,411,077	1,412,603	(998,474)
765 Planning for a Sustainable Baltimore	1,428,610	1,532,064	4,115,943	2,583,879
General	980,759	1,075,238	1,033,073	(42,165)
Federal	185,000	189,070	250,000	60,930

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Planning (Continued)	8,256,405	8,752,220	10,788,725	2,036,505
State	136,000	139,025	2,711,275	2,572,250
Special	126,851	128,731	121,595	(7,136)
768 Administration - Planning	922,303	1,018,014	1,017,540	(474)
General	922,303	1,018,014	1,017,540	(474)
Police	480,696,060	511,191,655	497,112,259	(14,079,396)
621 Administration - Police	40,979,686	49,755,151	56,652,688	6,897,537
General	39,341,563	48,082,492	53,561,459	5,478,967
Federal	1,638,123	1,672,659	2,171,229	498,570
State	0	0	120,000	120,000
Special	0	0	800,000	800,000
622 Police Patrol	256,311,725	272,994,740	266,114,367	(6,880,373)
General	248,993,193	265,409,872	251,455,560	(13,954,312)
State	5,594,532	5,740,601	12,829,262	7,088,661
Special	1,724,000	1,844,267	1,829,545	(14,722)
623 Crime Investigation	36,306,243	37,755,337	34,640,009	(3,115,328)
General	33,730,564	35,122,679	34,235,009	(887,670)
Federal	104,550	107,164	80,000	(27,164)
State	2,471,129	2,525,494	325,000	(2,200,494)
624 Target Violent Criminals	43,447,576	43,960,902	43,536,460	(424,442)
General	36,656,644	38,430,556	37,791,271	(639,285)
State	4,670,577	3,364,466	3,579,309	214,843
Special	2,120,355	2,165,880	2,165,880	0
625 SWAT/ESU	9,730,800	9,814,206	9,743,808	(70,398)
General	9,730,800	9,814,206	9,743,808	(70,398)
626 Homeland Security - Intelligence	15,198,561	15,238,246	8,363,180	(6,875,066)
General	7,378,582	7,296,895	6,685,466	(611,429)
Federal	7,819,979	7,941,351	1,677,714	(6,263,637)
627 Emergency Communications	7,822,472	7,917,390	7,696,692	(220,698)
General	7,822,472	7,917,390	7,696,692	(220,698)
628 Police Internal Affairs	9,039,682	9,611,054	9,273,368	(337,686)
General	9,039,682	9,611,054	9,273,368	(337,686)
632 Manage Police Records and Evidence Control Systems	7,810,451	8,093,204	6,936,749	(1,156,455)
General	7,810,451	8,093,204	6,936,749	(1,156,455)
634 Crowd, Traffic, and Special Events Management	9,060,572	9,384,747	9,324,426	(60,321)
General	8,829,947	9,148,356	9,088,035	(60,321)
Federal	230,625	236,391	236,391	0
635 Police Recruiting and Training	15,904,099	16,809,887	14,264,761	(2,545,126)
General	15,383,899	16,278,243	14,264,761	(2,013,482)
State	520,200	531,644	0	(531,644)
637 Special Operations - K-9 and Mounted Unit	4,587,249	4,802,737	4,770,211	(32,526)
General	4,587,249	4,802,737	4,770,211	(32,526)
638 Marine Unit	2,049,579	2,142,317	2,086,635	(55,682)
General	2,049,579	2,142,317	2,086,635	(55,682)
640 Special Operations - Aviation	6,117,186	6,177,219	6,279,947	102,728
General	6,117,186	6,177,219	6,279,947	102,728
642 Crime Laboratory	16,330,179	16,734,518	17,428,958	694,440
General	14,000,416	14,344,623	15,678,677	1,334,054
Federal	2,329,763	2,389,895	1,750,281	(639,614)
Public Works	532,174,333	544,322,401	588,313,885	43,991,484

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Public Works (Continued)	532,174,333	544,322,401	588,313,885	43,991,484
660 Administration - DPW - SW	1,476,356	1,479,276	1,506,375	27,099
General	1,476,356	1,479,276	1,506,375	27,099
661 Public Right-of-Way Cleaning	20,379,772	20,719,466	21,935,349	1,215,883
General	17,372,627	17,796,786	16,422,925	(1,373,861)
Special	593,215	451,538	392,910	(58,628)
Stormwater Utility	2,413,930	2,471,142	5,119,514	2,648,372
662 Vacant/Abandoned Property Cleaning and Boarding	8,325,900	9,238,637	10,512,849	1,274,212
General	6,898,751	7,780,091	9,085,700	1,305,609
Federal	1,427,149	1,458,546	1,427,149	(31,397)
663 Waste Removal and Recycling	26,886,421	27,736,698	28,255,593	518,895
General	26,886,421	27,736,698	28,255,593	518,895
664 Waste Re-Use and Disposal	20,119,005	21,154,004	21,783,904	629,900
General	20,119,005	21,154,004	21,783,904	629,900
670 Administration - DPW - WWW	39,650,241	41,030,349	43,589,680	2,559,331
Water Utility	18,032,296	18,730,281	19,631,288	901,007
Wastewater Utility	21,617,945	22,300,068	23,958,392	1,658,324
671 Water Management	84,659,542	85,148,646	86,180,360	1,031,714
Water Utility	84,659,542	85,148,646	86,180,360	1,031,714
672 Water and Wastewater Consumer Services	21,609,626	23,420,396	30,696,791	7,276,395
Water Utility	14,891,070	16,467,063	18,844,601	2,377,538
Stormwater Utility	2,116,498	2,163,061	3,375,999	1,212,938
Wastewater Utility	4,602,058	4,790,272	8,476,191	3,685,919
673 Wastewater Management	129,579,836	131,154,174	135,957,613	4,803,439
State	306,000	312,732	312,732	0
Wastewater Utility	129,273,836	130,841,442	135,644,881	4,803,439
674 Surface Water Management	19,849,530	22,288,906	23,578,197	1,289,291
Water Utility	485,320	566,433	565,357	(1,076)
Federal	200,000	204,400	100,000	(104,400)
State	500,000	511,000	300,000	(211,000)
Stormwater Utility	17,071,704	19,405,543	20,971,822	1,566,279
Wastewater Utility	1,592,506	1,601,530	1,641,018	39,488
675 Engineering and Construction Management - Water and Wastewater	154,572,108	155,719,880	167,425,206	11,705,326
Water Utility	62,152,388	62,807,089	67,549,617	4,742,528
Wastewater Utility	92,419,720	92,912,791	99,875,589	6,962,798
676 Administration - DPW	2,803,833	2,888,735	2,727,939	(160,796)
General	2,803,833	2,888,735	2,727,939	(160,796)
730 Public and Private Energy Performance	2,262,163	2,343,234	14,164,029	11,820,795
Federal	0	0	2,000,000	2,000,000
State	0	0	300,000	300,000
Special	0	0	9,700,000	9,700,000
Internal Service	2,262,163	2,343,234	2,164,029	(179,205)
Recreation and Parks	43,959,115	45,895,382	46,277,474	382,092
644 Administration - Rec and Parks	4,222,732	4,504,217	4,599,502	95,285
General	4,086,165	4,364,236	4,459,521	95,285
State	136,567	139,981	139,981	0
645 Aquatics	2,923,399	3,127,220	3,126,602	(618)
General	2,423,399	2,616,220	2,422,781	(193,439)
Special	500,000	511,000	703,821	192,821
646 Park Maintenance	12,562,017	13,280,417	12,759,950	(520,467)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Recreation and Parks (Continued)	43,959,115	45,895,382	46,277,474	382,092
General	10,582,080	11,229,704	10,693,039	(536,665)
State	1,279,937	1,335,313	1,716,911	381,598
Special	700,000	715,400	350,000	(365,400)
647 Youth and Adult Sports	848,858	826,269	826,465	196
General	689,030	661,359	661,555	196
Special	159,828	164,910	164,910	0
648 Community Recreation Centers	14,420,833	14,530,656	14,381,268	(149,388)
General	12,977,807	13,055,883	12,968,327	(87,556)
Federal	276,776	282,865	282,865	0
Special	1,166,250	1,191,908	1,130,076	(61,832)
649 Special Facilities Management - Recreation	1,448,285	1,479,954	1,479,730	(224)
General	37,071	98	0	(98)
Special	1,411,214	1,479,856	1,479,730	(126)
650 Horticulture	1,826,699	1,910,462	1,904,116	(6,346)
General	1,272,275	1,327,995	1,322,262	(5,733)
Special	554,424	582,467	581,854	(613)
651 Recreation for Seniors	122,933	107,703	143,901	36,198
General	122,933	107,703	107,901	198
Special	0	0	36,000	36,000
652 Therapeutic Recreation	413,580	427,957	427,826	(131)
General	413,580	427,957	427,826	(131)
653 Park Programs & Events	678,469	700,963	1,047,638	346,675
State	0	0	306,600	306,600
Special	678,469	700,963	741,038	40,075
654 Urban Forestry	4,491,310	4,999,564	5,580,476	580,912
General	4,391,310	4,897,364	4,880,476	(16,888)
State	0	0	700,000	700,000
Special	100,000	102,200	0	(102,200)
Sheriff	20,208,270	21,780,243	22,073,213	292,970
881 Courthouse Security	4,351,821	4,682,483	4,708,554	26,071
General	4,351,821	4,682,483	4,708,554	26,071
882 Deputy Sheriff Enforcement	10,241,619	11,050,443	11,028,345	(22,098)
General	10,241,619	11,050,443	11,028,345	(22,098)
883 Service of Protective and Peace Orders	1,897,499	2,043,718	2,080,294	36,576
General	1,897,499	2,043,718	2,080,294	36,576
884 District Court Sheriff Services	2,448,070	2,621,776	2,794,273	172,497
General	2,448,070	2,621,776	2,794,273	172,497
889 Child Support Enforcement	1,269,261	1,381,823	1,461,747	79,924
General	1,269,261	1,381,823	1,461,747	79,924
State's Attorney	41,862,283	43,639,539	45,943,616	2,304,077
115 Prosecution of Criminals	33,784,573	34,656,898	34,702,091	45,193
General	27,154,911	27,778,091	27,609,734	(168,357)
Federal	1,439,329	1,514,246	1,437,640	(76,606)
State	4,828,091	4,994,350	5,254,609	260,259
Special	362,242	370,211	400,108	29,897
781 Administration - State's Attorney	6,527,788	7,355,766	7,220,051	(135,715)
General	6,527,788	7,355,766	7,220,051	(135,715)
786 Victim and Witness Services	1,549,922	1,626,875	4,021,474	2,394,599
General	1,290,659	1,380,687	1,376,271	(4,416)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
State's Attorney (Continued)	41,862,283	43,639,539	45,943,616	2,304,077
Federal	259,263	246,188	2,063,570	1,817,382
State	0	0	581,633	581,633
Transportation	200,198,195	211,946,662	206,172,545	(5,774,117)
500 Street Lighting	19,187,612	22,123,716	23,173,562	1,049,846
General	19,187,612	22,123,716	23,173,562	1,049,846
548 Conduits	16,000,000	16,819,466	11,746,671	(5,072,795)
Conduit Enterprise	16,000,000	16,819,466	11,746,671	(5,072,795)
681 Administration - DOT	9,449,950	10,399,845	10,359,251	(40,594)
General	8,929,554	9,868,000	9,827,406	(40,594)
Federal	520,396	531,845	531,845	0
682 Parking Management	41,854,893	45,246,282	43,935,182	(1,311,100)
Parking Management	10,074,375	10,585,024	10,713,044	128,020
Parking Enterprise	31,780,518	34,661,258	33,222,138	(1,439,120)
683 Street Management	31,736,764	33,567,498	32,058,573	(1,508,925)
General	29,666,636	31,451,827	31,186,676	(265,151)
State	853,128	871,897	871,897	0
Special	1,217,000	1,243,774	0	(1,243,774)
684 Traffic Management	12,425,870	12,088,092	12,039,183	(48,909)
General	11,801,341	11,449,823	11,400,914	(48,909)
Special	624,529	638,269	638,269	0
685 Special Events	1,352,974	1,373,575	1,359,799	(13,776)
General	1,352,974	1,373,575	1,359,799	(13,776)
687 Inner Harbor Services - Transportation	1,352,622	1,424,809	1,414,649	(10,160)
General	1,352,622	1,424,809	1,414,649	(10,160)
688 Snow and Ice Control	6,341,931	5,135,872	6,550,000	1,414,128
General	6,341,931	5,135,872	6,550,000	1,414,128
689 Vehicle Impounding and Disposal	7,600,611	7,749,963	7,721,493	(28,470)
General	7,600,611	7,749,963	7,721,493	(28,470)
690 Sustainable Transportation	19,554,062	19,455,100	19,562,708	107,608
General	1,036,914	7,020,068	7,011,902	(8,166)
Federal	100,000	102,200	102,200	0
State	3,219,489	3,368,535	3,199,319	(169,216)
Special	15,197,659	8,964,297	9,249,287	284,990
691 Public Rights-of-Way Landscape Management	3,402,284	4,140,927	4,096,306	(44,621)
General	3,402,284	4,140,927	4,096,306	(44,621)
692 Bridge and Culvert Management	3,159,212	3,395,087	3,349,772	(45,315)
General	3,159,212	3,395,087	3,349,772	(45,315)
693 Parking Enforcement	14,784,630	15,125,501	14,974,926	(150,575)
Parking Management	14,700,630	15,039,401	14,929,926	(109,475)
Special	84,000	86,100	45,000	(41,100)
694 Survey Control	528,866	525,971	515,245	(10,726)
General	528,866	525,971	515,245	(10,726)
695 Dock Master	280,783	262,034	259,329	(2,705)
Special	280,783	262,034	259,329	(2,705)
696 Street Cuts Management	940,355	974,421	965,832	(8,589)
General	940,355	974,421	965,832	(8,589)
697 Traffic Safety	7,849,908	9,574,523	9,551,184	(23,339)
General	6,854,892	8,563,126	8,542,531	(20,595)
Federal	995,016	1,011,397	1,008,653	(2,744)

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
Transportation (Continued)	200,198,195	211,946,662	206,172,545	(5,774,117)
727 Real Property Management	2,394,868	2,563,980	2,538,880	(25,100)
General	2,394,868	2,563,980	2,538,880	(25,100)
TOTAL OPERATING BUDGET	2,759,750,329	2,858,931,154	2,912,687,782	53,756,628
LESS INTERNAL SERVICE FUND	113,888,180	125,534,258	125,987,229	452,971
TOTAL OPERATING APPROPRIATIONS	2,645,862,149	2,733,396,896	2,786,700,553	53,303,657

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

AGENCY, SERVICE AND FUND	FISCAL 2017 BUDGET	FISCAL 2018 CLS	FISCAL 2018 BUDGET	CHANGE BUD vs. CLS
SUMMARY BY FUND				
General	1,747,281,452	1,820,443,376	1,808,100,000	(12,343,376)
Parking Management	24,775,005	25,624,425	25,642,970	18,545
Convention Center Bond	4,580,088	4,573,750	4,580,088	6,338
Wastewater Utility	249,506,065	252,446,103	269,596,071	17,149,968
Water Utility	180,220,616	183,719,512	192,771,223	9,051,711
Stormwater Utility	21,602,132	24,039,746	29,467,335	5,427,589
Parking Enterprise	31,780,518	34,661,258	33,222,138	(1,439,120)
Conduit Enterprise	16,000,000	16,819,466	11,746,671	(5,072,795)
Loan and Guarantee Enterprise	500,000	514,052	512,743	(1,309)
Federal	168,486,073	173,458,141	181,355,893	7,897,752
State	100,506,491	101,848,101	111,198,589	9,350,488
Special	100,623,709	95,248,966	118,506,832	23,257,866
TOTAL OPERATING BUDGET	2,645,862,149	2,733,396,896	2,786,700,553	53,303,657
INTERNAL SERVICE FUND BY AGENCY				
Comptroller	10,113,579	10,177,653	11,134,973	957,320
Finance	11,697,270	11,881,199	11,865,294	(15,905)
General Services	76,385,913	87,450,113	87,163,611	(286,502)
Human Resources	2,329,945	2,328,590	2,327,322	(1,268)
Law	2,793,324	2,897,671	2,879,909	(17,762)
M-R: Conditional Purchase Agreements	0	0	0	0
M-R: Office of Information Technology	8,305,986	8,455,798	8,452,091	(3,707)
Public Works	2,262,163	2,343,234	2,164,029	(179,205)
TOTAL INTERNAL SERVICE FUND	113,888,180	125,534,258	125,987,229	452,971

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Finance Recommendations

Agency	Fiscal 2017 Budget	Fiscal 2018	Change
Board of Elections			
<i>General</i>	5	5	0
City Council			
<i>General</i>	68	69	1
Comptroller			
<i>General</i>	67	71	4
<i>Internal Service</i>	34	34	0
Council Services			
<i>General</i>	6	6	0
Courts: Circuit Court			
<i>Federal</i>	13	13	0
<i>General</i>	80	80	0
<i>Special</i>	2	3	1
<i>State</i>	23	26	3
Courts: Orphans' Court			
<i>General</i>	5	5	0
Employees' Retirement Systems			
<i>General</i>	3	0	(3)
<i>Special</i>	72	75	3
Enoch Pratt Free Library			
<i>General</i>	325	325	0
<i>Special</i>	10	10	0
<i>State</i>	54	54	0
Finance			
<i>General</i>	266	263	(3)
<i>Internal Service</i>	31	31	0
<i>Loan and Guarantee</i>	2	2	0
<i>Special</i>	2	2	0
Fire			
<i>General</i>	1,680	1,681	1
<i>Special</i>	51	52	1
General Services			
<i>General</i>	94	77	(17)
<i>Internal Service</i>	294	313	19
Health			
<i>Federal</i>	287	276	(11)
<i>General</i>	172	182	10
<i>Special</i>	235	243	8
<i>State</i>	106	85	(21)

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Finance Recommendations

Agency	Fiscal 2017 Budget	Fiscal 2018	Change
Housing and Community Development			
<i>Federal</i>	53	57	4
<i>General</i>	354	348	(6)
<i>State</i>	25	17	(8)
Human Resources			
<i>General</i>	67	67	0
<i>Internal Service</i>	2	2	0
Law			
<i>General</i>	78	77	(1)
<i>Internal Service</i>	25	25	0
Legislative Reference			
<i>General</i>	6	6	0
Liquor License Board			
<i>General</i>	21	22	1
Mayoralty			
<i>Federal</i>	1	1	0
<i>General</i>	53	55	2
<i>Special</i>	1	1	0
M-R: Cable and Communications			
<i>General</i>	4	4	0
M-R: Convention Complex			
<i>General</i>	151	151	0
M-R: Environmental Control Board			
<i>General</i>	8	8	0
M-R: Office of CitiStat Operations			
<i>General</i>	7	7	0
M-R: Office of Criminal Justice			
<i>Federal</i>	6	6	0
<i>General</i>	6	6	0
<i>State</i>	3	2	(1)
M-R: Office of Employment Development			
<i>Federal</i>	113	106	(7)
<i>General</i>	32	32	0
<i>Special</i>	3	5	2
<i>State</i>	9	7	(2)
M-R: Office of Human Services			
<i>Federal</i>	25	31	6
<i>General</i>	14	15	1
<i>Special</i>	17	17	0
<i>State</i>	47	52	5

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Finance Recommendations

Agency	Fiscal 2017 Budget	Fiscal 2018	Change
M-R: Office of Information Technology			
<i>General</i>	112	117	5
<i>Internal Service</i>	5	5	0
<i>Special</i>	0	0	0
M-R: Office of Neighborhoods			
<i>General</i>	10	2	(8)
M-R: Office of the Inspector General			
<i>General</i>	10	10	0
M-R: Office of the Labor Commissioner			
<i>General</i>	6	6	0
Municipal and Zoning Appeals			
<i>General</i>	10	10	0
Office of Civil Rights			
<i>General</i>	19	18	(1)
Planning			
<i>General</i>	56	56	0
<i>Special</i>	1	1	0
Police			
<i>Federal</i>	18	18	0
<i>General</i>	3,042	3,035	(7)
<i>Special</i>	11	12	1
<i>State</i>	54	54	0
Public Works			
<i>General</i>	790	791	1
<i>Internal Service</i>	9	9	0
<i>Special</i>	9	3	(6)
<i>Stormwater Utility</i>	101	105	4
<i>Wastewater Utility</i>	874	875	1
<i>Water Utility</i>	903	931	28
Recreation and Parks			
<i>Federal</i>	0		0
<i>General</i>	299	299	0
<i>Special</i>	11	11	0
Sheriff			
<i>General</i>	219	219	0
State's Attorney			
<i>Federal</i>	14	12	(2)
<i>General</i>	322	338	16
<i>Special</i>	0	2	2
<i>State</i>	42	56	14

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Finance Recommendations

Agency	Fiscal 2017 Budget	Fiscal 2018	Change
Transportation			
<i>Conduit Enterprise</i>	124	119	(5)
<i>Federal</i>	3	3	0
<i>General</i>	925	926	1
<i>Parking Management</i>	153	153	0
<i>Special</i>	4	4	0
<i>State</i>	1	1	0
TOTAL	13,274	13,310	36

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Finance Recommendations

Summary by Fund	Fiscal 2017 Budget	Fiscal 2018 Budget	Change
Internal Service	400	419	19
State	364	354	(10)
Special	429	441	12
Loan and Guarantee	2	2	0
Parking Management	153	153	0
Stormwater Utility	101	105	4
Wastewater Utility	874	875	1
Water Utility	903	931	28
Conduit Enterprise	124	119	(5)
Federal	533	523	(10)
General	9,392	9,389	(3)
TOTAL	13,275	13,311	36

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

Agency	Fiscal 2018 Total	Fiscal 2018 HUR- Eligible
Transportation		
500 - Street Lighting	\$23,174	\$23,174
681 - Administration & Transportation Planning	\$10,359	\$10,359
683 - Street Management	\$31,187	\$31,187
684 - Traffic Management	\$11,401	\$11,401
685 - Special Events	\$1,360	\$821
688 - Snow and Ice Control	\$6,550	\$6,550
689 - Vehicle Impounding and Disposal	\$7,721	\$7,721
690 - Sustainable Transportation	\$7,012	\$368
691 - Public Rights-of-Way Landscape Management	\$4,096	\$4,096
692 - Bridge and Culvert Management	\$3,350	\$3,350
696 - Street Cuts Management	\$966	\$966
697 - Traffic Safety	\$7,974	\$7,974
Public Works		
661 - Public Right-of-Way Cleaning ¹	\$16,423	\$14,948
676 - Administration and 660 - SW Administration ²	\$4,142	\$1,011
Recreation and Parks		
654 - Urban Forestry ³	\$5,580	\$3,571
Police		
634 - Crowd, Traffic, and Special Events Management	\$9,324	\$9,324
Debt Service	\$16,519	\$16,519
Capital Budget Projects	\$11,940	\$11,940
	\$179,078	\$165,279

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

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

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

Appendix

Fiscal 2018 Preliminary Budget Plan

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Results Teams are at the heart of the Outcome Budgeting process. They spent countless hours evaluating budget proposals to make recommendations to fund City services that best advance the Priority Outcomes. They helped identify more efficient and effective ways to deliver services to residents of Baltimore.

We sincerely thank Results Team participants for their many significant contributions to our Fiscal 2018 budget process and to the City of Baltimore.

<p style="text-align: center;"><u>Thriving Youth & Families</u></p> <p>Chair: John Kirk Budget Analyst: Mira Green CitiStat Analyst: Yousuf Ahmad Members:</p> <ul style="list-style-type: none"> • Shannon Burroughs-Campbell • Jennifer Mange • Ryan Trout • Danny Heller • Marguerite Murray • Martha Holleman, <i>community representative</i> 	<p style="text-align: center;"><u>Safe Neighborhoods</u></p> <p>Chair: Rana DellaRocco Budget Analyst: Matt Rappaport CitiStat Analyst: Mark Conway Members:</p> <ul style="list-style-type: none"> • James Matz • Connor Scott • Elouise Mayne • Andrew Vaught • Ashley Cannon • Samantha Mellerson, <i>community representative</i> • Mark Washington, <i>community representative</i>
<p style="text-align: center;"><u>Healthy Communities</u></p> <p>Chair: Kelly King Budget Analyst: Philip Gear CitiStat Analyst: Arish Narayen Members:</p> <ul style="list-style-type: none"> • Mac Campbell • Nadya Morgan • Jennifer Martin • Sarah Buzogany • Peter Bleich 	<p style="text-align: center;"><u>Vibrant Economy</u></p> <p>Chair: Kim Grove Budget Analyst: Jessica Clarke CitiStat Analyst: Sam Sidh Members:</p> <ul style="list-style-type: none"> • Quinton Herbert • Robert Pipik • Mary Sloat • Nancy Jordan-Howard • Allison Burr-Livingstone • Walter Nolley, <i>community representative</i>
<p style="text-align: center;"><u>Sustainable Infrastructure</u></p> <p>Chair: ChiChi Nyagah-Nash Budget Analyst: Tony Scott CitiStat Analyst: Momen Abukhdeir Members:</p> <ul style="list-style-type: none"> • Jackson Gilman-Forlini • Sara Paraniham • Caitlin Doolin • Shelley Payne Broadnax • Kendall (KT) Jaeger 	<p style="text-align: center;"><u>High Performing Government</u></p> <p>Chair: Alan Robinson Budget Analyst: Jonathan Morancy Members:</p> <ul style="list-style-type: none"> • Patrick Fleming • Michael Schrock • Julie French • Olivia Jacobs-Wright • Tim Dodd

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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 for the system.

CONVENTION CENTER BOND FUND: Established in Fiscal 1995 to budget and account for hotel tax revenues to be dedicated to support the payment of principal and interest associated with City indebtedness to finance one-third of the \$150 million cost of the joint City-State expansion of the Baltimore Convention Center.

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

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

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

FISCAL YEAR: The time frame to which the annual budget applies. For the City of Baltimore, this period is from July 1 through June 30.

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

FUND ADJUSTMENT: Represents an adjustment made to appropriations for permanent full-time salaries and wages when a budgeted position is funded from more than one fund source, e.g. General and Federal Funds.

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

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

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

INDICATOR: A measure that represents a quality of life improvement that the City tracks and is ultimately aiming to improve. The City has 23 measurable Indicators organized within each of the Mayor's seven Priority Outcomes that reflect many of the City's greatest challenges.

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

LOAN AND GUARANTEE ENTERPRISE FUND: Established to budget for the self-supporting program of loans and guarantees administered by the Department of Finance pursuant to policies and procedures approved by the Board of Estimates.

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; or Bureau of Water and Waste Water items of repair, maintenance, or emergency nature costing more than \$250,000.

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

OTHER POST EMPLOYMENT BENEFITS (OPEB): The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB benefits be recorded as accrued liabilities in the annual financial statements of governmental entities. Therefore, an annual contribution to a Post Employment Benefits Trust Fund is required.

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

OUTCOMESTAT: A data-driven decision making tool that aligns resources from all sectors in building and sustaining the best possible quality of life in Baltimore. OutcomeStat aligns strategic planning, program management, and budgeting. It represents a vision for the City that sets meaningful goals and measures its progress.

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

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

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

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

PERFORMANCE MEASURES: Show the results or public benefits of the services provided. The benefits can be in the form of an amount of products or services provided (outputs); reflect the cost per unit of output or outcome (efficiency);

gauge how well a service meets customer expectations (effectiveness); or changes in attitudes, behaviors, knowledge, skills, and conditions as a result of the service (outcome).

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

Permanent Full-Time: Payments to an employee filling a permanent full-time budgeted position for services rendered on a continuing basis.

Permanent Part-Time: Payments to an employee who works less than a full-time schedule on a continuing basis.

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

- 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 ten members assigned to a particular Priority Outcome that issues guidance to agencies for submitting budget proposals, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes outcomes, or results, achieved for dollars spent.

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

SALARY AND WAGE DIFFERENTIAL: Added compensation received by certain employees when regularly assigned to night or shift work and to certain employees when required to work under various hazardous conditions.

SALARY AND WAGE SAVINGS: An adjustment made to appropriations resulting from the number of permanent full-time positions which are either vacant, filled by an employee in a lower pay classification, or through employee turnover within the agency.

SERVICE: Replaces program in the budget structure. An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired Outcomes for City residents.

SERVICE CODE: A three digit numeric codes used to identify services or programs within an agency.

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

SPECIAL FUND: Established to budget for revenues derived from certain state, federal and private governmental grants, and other revenue sources that are restricted to expenditures for specific purposes.

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

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

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

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

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

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

TRANSFERS: Charges or expenditure reimbursements used as follows:

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

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

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

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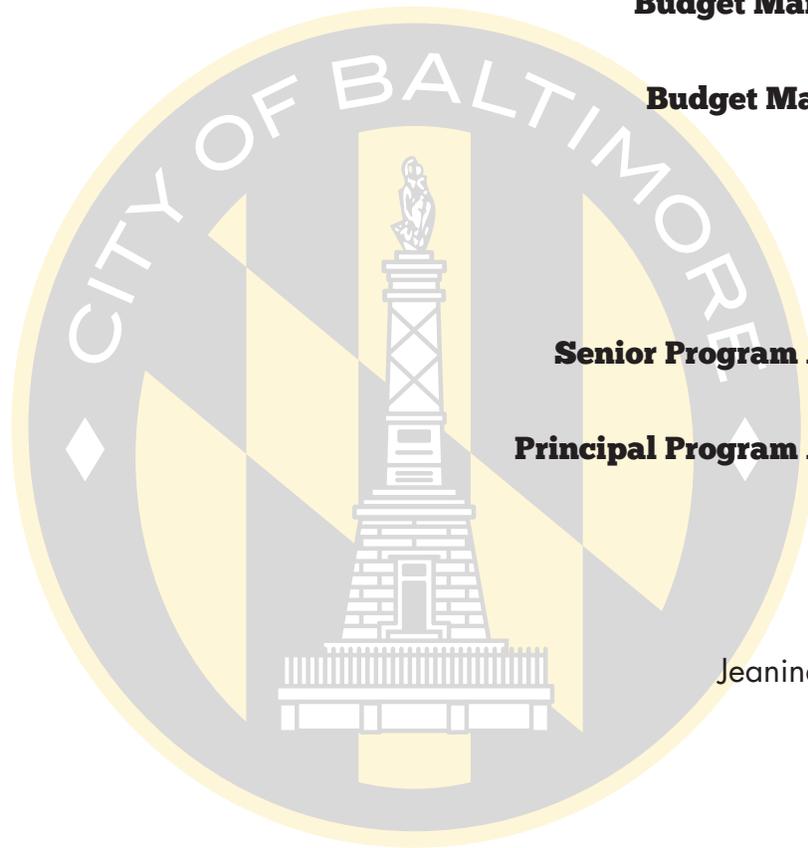
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