

FISCAL 2012

Summary of the Adopted Budget



Stephanie Rawlings-Blake, Mayor
City of Baltimore, Maryland



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SUMMARY OF THE ADOPTED BUDGET
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

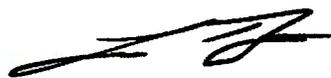
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Baltimore
Maryland**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

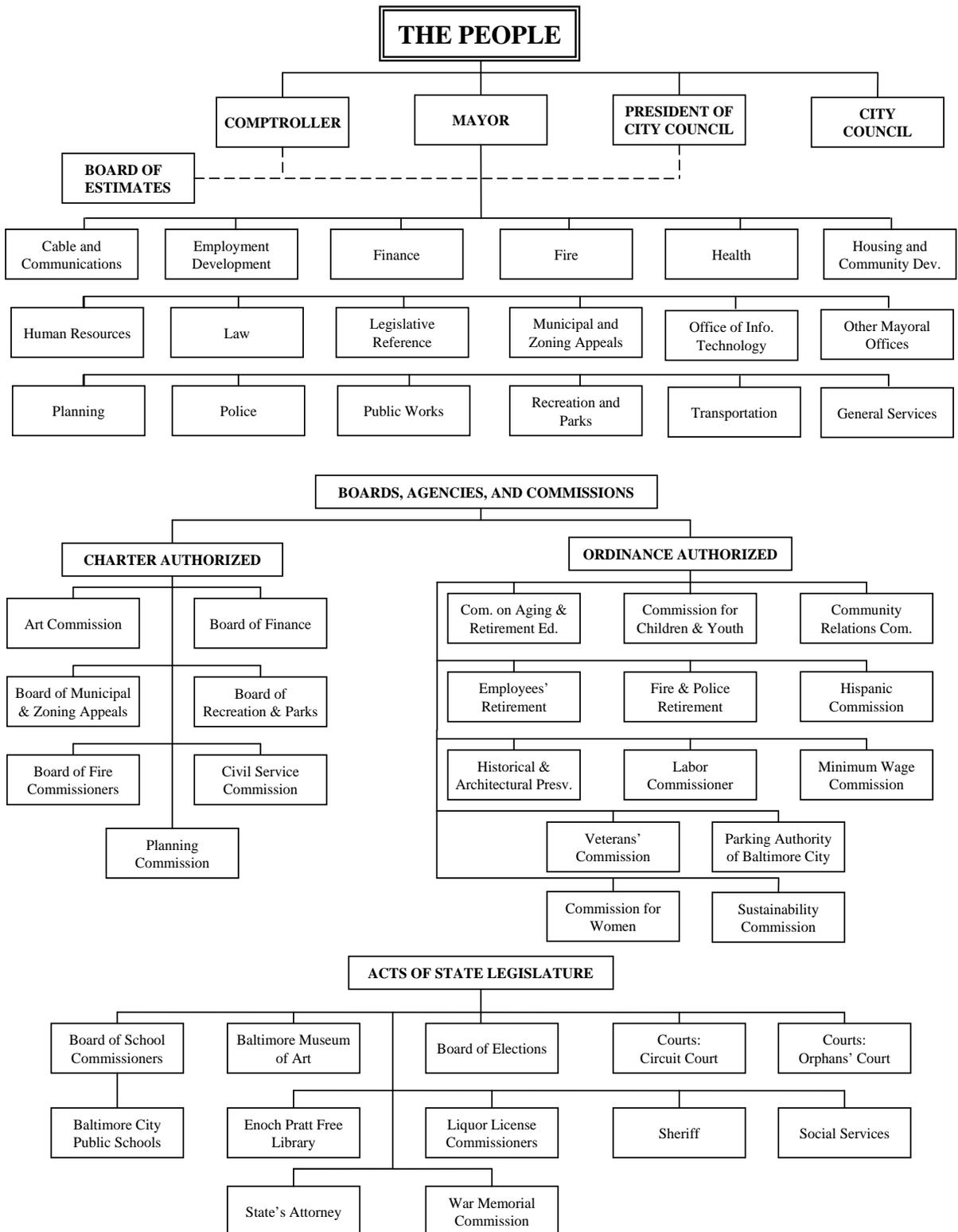
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Fiscal 2012 Summary of the Adopted Budget

Budgetary Environment



MUNICIPAL ORGANIZATION CHART





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

Dear Taxpayer,

Baltimore, like most major American cities, is still feeling the effects of the Great Recession. Lower revenues and rising costs have created large budget shortfalls over the past three fiscal years.

Baltimore's Fiscal 2012 budget plan closes a \$60 million budget gap while fully funding the city's obligation to public schools, continuing an aggressive plan to hire hundreds of new police officers, providing funding for neighborhood street repair and blight elimination, and maintaining critical city services that our neighborhoods rely on—all without raising any taxes, including property taxes. The property tax rate will remain at \$2.268 per \$100 of assessed valuation, its lowest level since 1972.

Together, we have made fiscal responsibility a new hallmark of City Government by implementing tough pension reforms and healthcare changes and by making Baltimore one of a very few major American cities to use the Outcome Budgeting process to demand better results for each taxpayer dollar spent. Our Outcome Budgeting effort, implemented for the first time last year, was recently praised in *Governing Magazine*, which said our solution to an historic budget crisis "was not the norm." We have also announced a new initiative to develop a 10-Year Financial Plan to address the City's longer-term fiscal challenges.

This is a tough budget with no new taxes. It is also a smart budget plan, because we are investing our resources into clear priorities to achieve the results we want for Baltimore. Through sacrifice and smart budgeting, City Government will tighten its belt to get more value for every tax dollar by doing what families are doing everyday. Together, we are making tough choices about what we can afford and focusing our scarce resources on core priorities: better schools, safer streets, and stronger neighborhoods. By making tough decisions today, we are laying a strong fiscal foundation to ensure that Baltimore's best days are ahead.

Sincerely,

Stephanie Rawlings-Blake
Mayor
Baltimore City

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Budget Overview

Fiscal 2012 is the fourth year of fiscal challenges for Baltimore City as a result of the Great Recession. Combined revenues for the City's General and Motor Vehicle Funds will be the same in Fiscal 2012 as they were in Fiscal 2008, despite \$50 million of revenue enhancements approved in 2010. During the same period, fixed expenses – primarily pension and health care costs – have grown by \$130 million (21%).

In order to confront this chronic gap between revenues and costs, Mayor Rawlings-Blake has worked to more clearly define funding priorities, make city government more innovative and efficient, examine program effectiveness more closely, make tough decisions to cut spending, and diversify the City's revenue stream to avoid property tax increases.

Over the past three years, the City has taken a wide range of actions to balance the budget and maintain core services. The City froze hiring and furloughed employees; reformed the fire and police pension system, reduced overtime spending; shifted to 1+1 trash and recycling collection; consolidated agencies and eliminated duplicative and underperforming services; tightened administrative costs in every agency; charged retirees a share of their prescription drug premium costs; implemented rotating fire company closures; shortened library hours and the swimming pool season; closed PAL centers; cut funding for an array of services, including park maintenance, street lighting, median mowing, cable television, and the 311 call center; and abolished more than 1,000 positions. The City also deferred \$7 million in contributions to the Affordable Housing Fund and reduced Motor Vehicle Fund capital spending from \$60 million to zero.

In planning the Fiscal 2012 budget, the City faced a \$60 million gap; that is, the Finance Department's revenue projections for the General and Motor Vehicle Funds were \$60 million short of the cost to maintain current City services – services already diminished by the cuts made to date. This budget gap resulted from \$75 million in cost increases and only \$15 million in net recurring revenue growth. The key cost drivers are employee and retiree health care (+\$21 million), pension fund contributions (+\$9 million) and two percent cost-of-living adjustments for employees (+\$11 million). On the revenue side, reduced Homestead Tax Credit costs and new speed camera fines are offsetting the impacts of negative property assessment growth and continued loss of highway user revenue due to the struggling economy.

The adopted budget continues the Mayor's police hiring initiative, fully funds the City's obligation to the public schools, restores capital funding for roads and bridges, provides cost-of-living adjustments to most City employees to offset the impact of temporary employee furloughs, and invests in innovative new ways of doing business – all without any property tax or other tax increases.

Balancing the Fiscal 2012 budget, while protecting priorities, required another round of difficult choices. This budget reflects Outcome Budgeting recommendations to promote efficiency, target service delivery, and allocate funding toward priority services with proven results and away from lower value activities. However, with much of the "low hanging fruit" already plucked, some painful service reductions are unavoidable. These include cutbacks to graffiti removal, animal services, tree maintenance and youth sports. The budget continues employee furloughs at a

reduced level, freezes pay for executives and managers, and tightens health benefit management (see description of health benefit changes below).

Looking beyond Fiscal 2012, Mayor Rawlings-Blake has announced a plan to effectively reduce property tax rates on homeowners by 20 cents over the next eight years. She has also initiated Baltimore's first 10-year fiscal plan, with the goal of managing the City's spending to accommodate property tax reduction, deliver results to citizens in a sustainable way, and continue Baltimore's track record of sound fiscal stewardship.

Health Plan Changes for City Employees and Retirees

Healthcare costs continue to rise at unsustainable levels. In Fiscal 2011, the City's costs for employee and retiree healthcare benefits are \$257 million, or more than 11% of the entire operating budget. These costs have grown 30% since Fiscal 2003, despite a shrinking City workforce and previous cost saving measures.

In order to address these unsustainable costs, Mayor Rawlings-Blake has ordered a top-to-bottom review of all employee health benefits, as part of her 10-year Financial Plan initiative. The review will include a detailed analysis of the City's current health benefit programs for active employees and retirees, including: descriptions of the benefit structure; historical and projected costs in the context of national health care cost trends and the City's overall fiscal environment; and comparisons to neighboring jurisdictions in Maryland. The review also will include a comprehensive actuarial analysis of options for achieving sustainable health benefits, a ten-year cost projection, information about how the options would impact employees, and other relevant considerations.

While the comprehensive review is conducted, Mayor Rawlings-Blake has determined changes to employee and retiree health benefits. These changes are expected to save nearly \$5 million in Fiscal 2012 and \$10 million in Fiscal 2013. The changes will not take effect until January 1, 2012 and are not subject to negotiation with employee unions.

Benefit changes for active and retired employees include:

- ***Prescription co-pay tier adjustments for retirees*** (estimated Fiscal 2012 savings: \$1.3 million). Adjusting the co-pay levels on brand-name drugs while decreasing the generic co-pay, retirees are encouraged to use generic drugs, wherever clinically appropriate.
- ***Reduce the number of Medicare supplemental plan options for retirees from five to two*** (estimated Fiscal 2012 savings: \$1 million). This change will affect only 900 of 21,600 retirees.
- ***Drug Quantity Management*** (estimated Fiscal 2012 savings: \$0.2 million). This program limits the amount of medication that can be dispensed during a given period.
- ***Prescription Drug Prior Authorization with grandfathering*** (estimated Fiscal 2012 savings: \$0.3 Million). Prior authorization programs monitor the use of high cost drugs for inappropriate use.

- *Add a \$100 annual pharmacy deductible for retirees Over Age 65* (estimated Fiscal 2012 savings: \$0.85 million). In addition to co-pays, participants in the City's Medicare Part D Prescription Drug Plan will pay the first \$100 of prescription drug cost annually.
- *Require mandatory pre-certification/enhanced utilization review/case management* (estimated Fiscal 2012 savings: \$0.5 million). Medical case management may include care assessment, a personal interview, and assistance in developing, implementing and coordinating medical care with health care providers.
- *Step Therapy with grandfathering* (estimated Fiscal 2012 savings: \$0.9 million). Step Therapy is a process that requires a person to try one or more lower cost drugs before a higher cost drug in the same class is approved.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Strategic Context for the Budget

This section presents the long-term goals for the City, outlines the Mayor's primary strategies to meet these goals, shows the goals tracked to determine success, and highlights priority Fiscal 2012 funded services to achieve the outcomes. Later in this publication, more specific budget information is presented for City services under each outcome.

The Fiscal 2012 budget plan was built around the Mayor's six Priority Outcomes:

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

Below is a closer look at each of the Priority Outcomes, their related strategies and goals.

BETTER SCHOOLS

The City's Priority Outcome to have ***Better Schools*** represents an investment in Baltimore's greatest asset: our youth. This priority aims to promote:

- Lifelong learning so that individuals can be prepared for careers and remain competitive in an increasingly knowledge and technology driven economy
- Community engagement and partnerships that bring individuals and organizations together in a collaborative and coordinated process
- Quality and consistency, reducing duplication in services to all youth including those who are:
 - disengaged
 - at-risk
 - unstably housed or
 - otherwise vulnerable

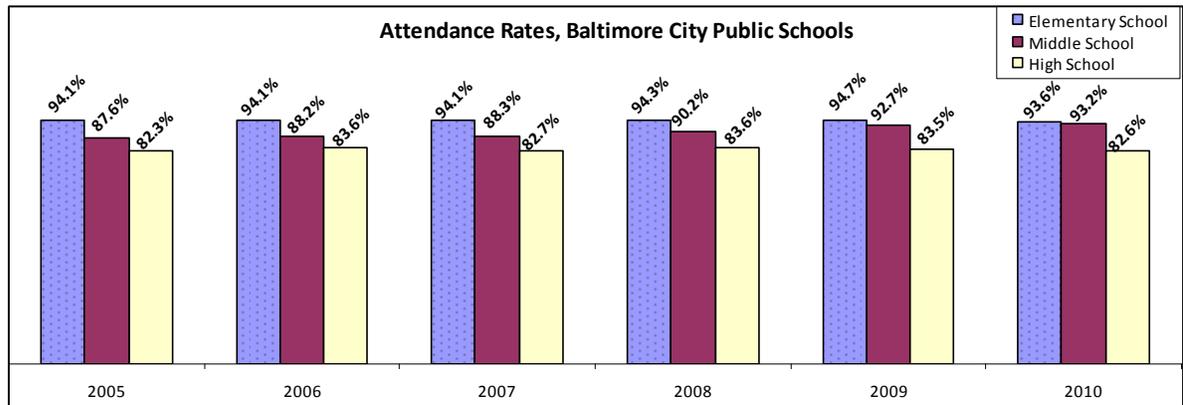
The ***key strategy*** guiding City services for Better Schools is to promote academic success by developing and maintaining effective school-community engagement. This can be accomplished by proven key components, such as:

- Supporting parents/caregivers in their role as a child's first teacher.
- Maintaining community presence in the school environment.
- Supplementing educational opportunities in the community.
- Aligning common core standards.
- Connecting disengaged, at-risk, unstably housed or otherwise vulnerable youth with community and school-based resources.
- Improve quality of health services in schools.

Priority Goals

1. Increase Student Attendance

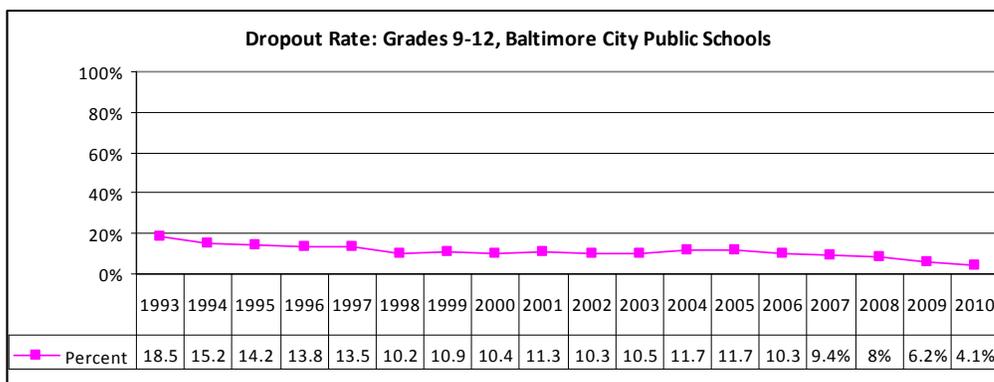
Positive school attendance has been correlated with increased student achievement in the early grades, as well as lower dropout rates and higher graduation rates in secondary grades, thereby contributing to students graduating from high school ready for college and a career. Research also indicates that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



Source: 2010 Maryland State Report Card

2. Decrease the Dropout Rate

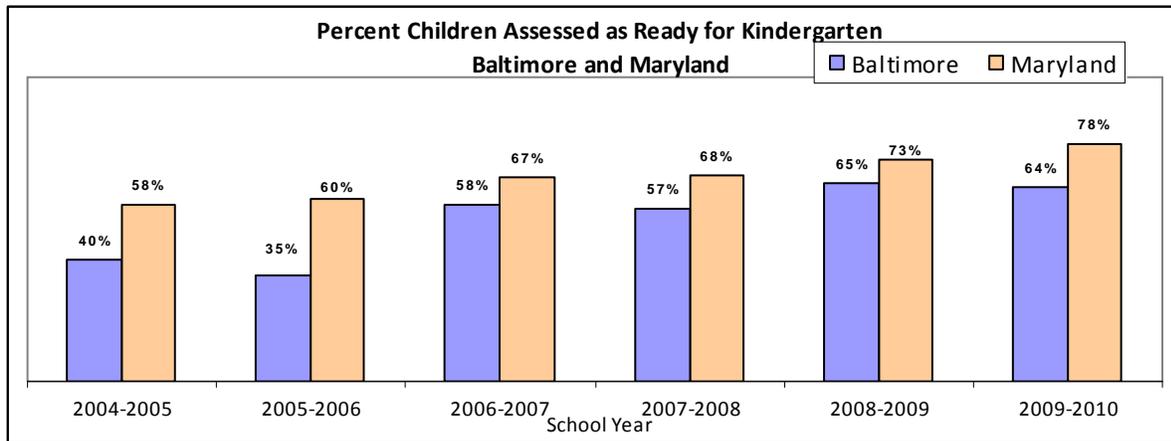
Dropping out of school is not a single event but the culmination of student disengagement and academic underperformance that begins as early as elementary school. In order to prevent or address the factors that contribute to students dropping out of school, both school and community-based interventions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



Source: 2010 Maryland State Report Card

3. Increase Percentage of Children Assessed as Ready for Kindergarten

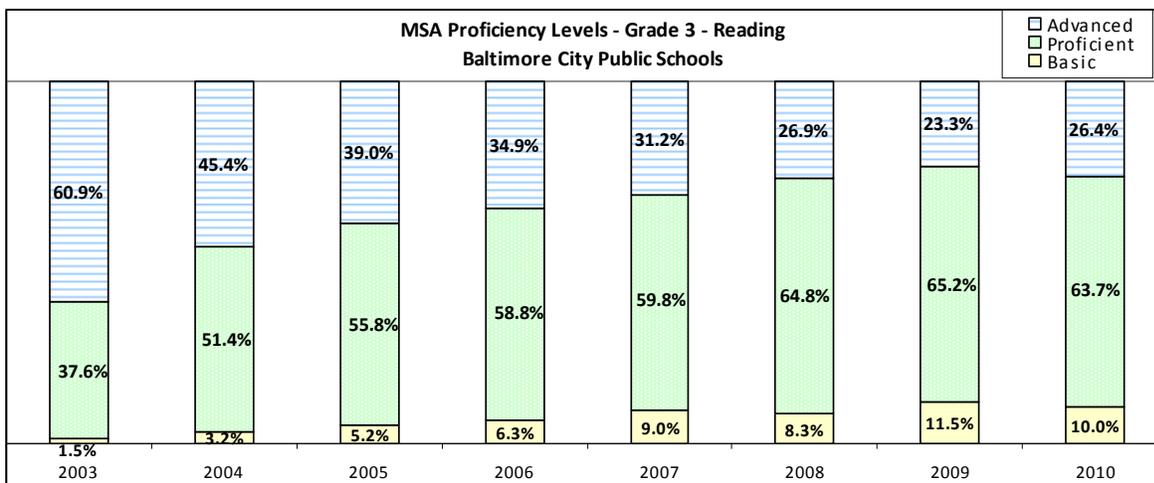
Children with certain levels of social and emotional development, cognition and general knowledge, language development, physical well-being and motor development enter kindergarten ready to learn. They are better able to engage in and benefit from the learning experiences in kindergarten, preparing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



Source: 2010 Maryland State Report Card

4. Increase the Percentage of 3rd Graders Reading at the Proficient Level

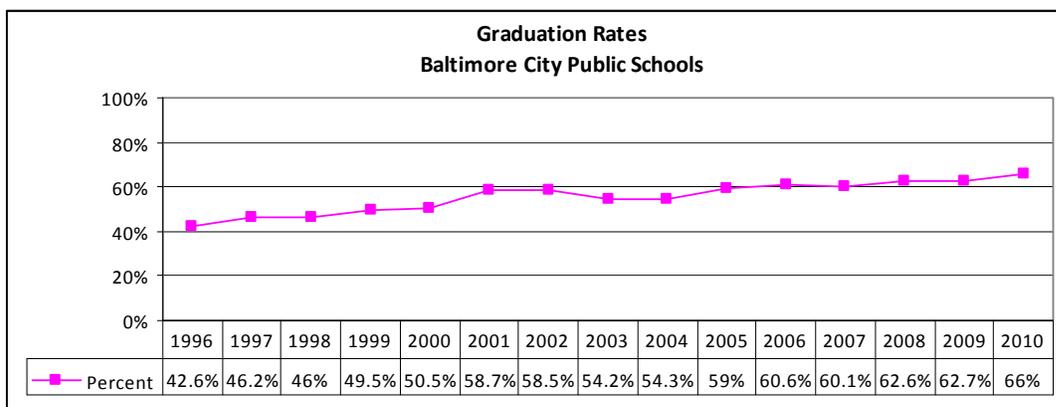
Reading proficiency at the end of the third grade is considered to be a critical benchmark in a child’s development based on the understanding that most children are still learning to read up until the third grade. However, by fourth grade, there is the expectation that children should begin reading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



Source: 2010 Maryland State Report Card

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

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



Source: Baltimore City Public School System

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Better Schools outcome chapter starting on page 56.

- Fully funds the City's commitment to the Baltimore City Public Schools (BCPS). The City's Maintenance of Effort funding level increases by \$1.8 million, to \$201.3 million. City operating support for BCPS totals \$276.9 million, including debt service on capital projects, retiree health benefits, and school crossing guards. The capital budget includes \$16.6 million for school construction and renovation.
- Maintains funding for the Youth Opportunities program so that 600-700 participants will have access to a full range of educational, occupational, and personal support services.
- Provides funding to keep all school-based health centers open, in order to promote wellness and increase student attendance.
- Funds current services operations of the central and all neighborhood branches of Enoch Pratt Free Library to support lifelong learning and assist job seekers.
- Maintains funding for Teach for America, Baltimore City Community College, and the Maryland School for the Blind at Fiscal 2011 levels.
- Eliminates one-time General Fund support for Career Connections for In-School Youth service (FUTURES Works and After School Matters). The program has lost grant funding in recent years, which has impacted its effectiveness. The program will continue to be supported by BCPS grant funding, and the number of students who receive these services will decrease from 420 to 180.

SAFER STREETS

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

Safer Streets encompasses agency actions as diverse as code enforcement, zoning classification, the design of buildings and public spaces, traffic and transit design, outreach to at-risk youth, and offender re-entry services. It also includes core public safety functions such as targeted police deployment and fire safety measures.

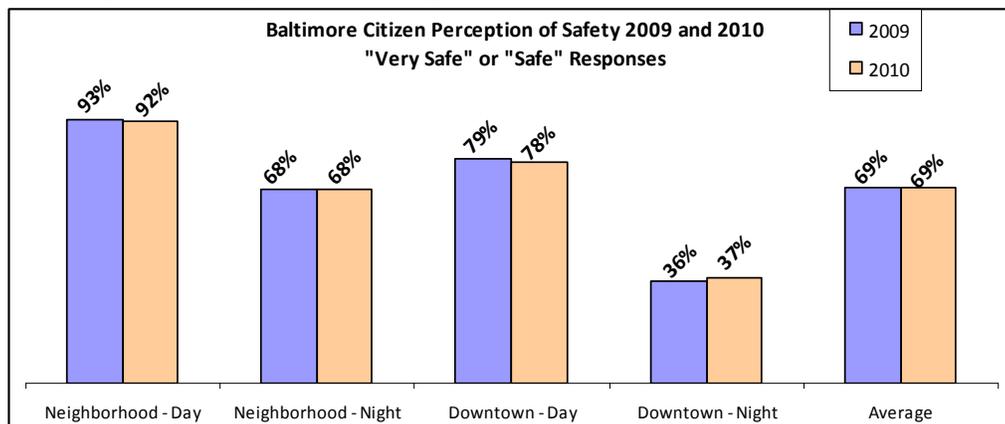
Safer Streets includes immediate emergency response as well as efforts such as adaptive police deployment, criminal investigation, property-based nuisance abatement, and outreach to victims and affected communities.

The *key strategies* guiding City services for a Safer City are as follows:

- Target police patrol, law enforcement, investigation and prosecution on reducing violent crimes, and particularly on reducing crimes involving gun use and juvenile victims.
- Reduce property crime by identifying and strategically addressing contributing factors, which may include substance addiction and offender re-entry.
- Improve Emergency Medical Services outcomes through public education, quality care and appropriate rapid response.
- Improve Fire and Rescue response times by effectively preventing fires, improving our level of preparation, and implementing measures to support rapid and efficient emergency responses.
- Increase the rate at which citizens report feeling safe in neighborhoods and downtown areas by improving police and resident visibility.
- Improve public safety awareness by facilitating partnerships and active engagement between communities, government agencies, and private organizations.

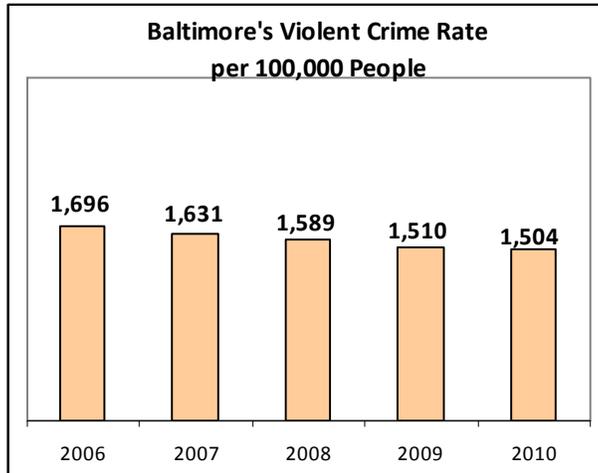
Priority Goals

1. **Increase the percentage of citizens that rate the City safe or very safe.** The 2010 Baltimore Citizen Survey asks citizens to rate the City's safety in their neighborhood and downtown, during the day and at night. The average score for 2010 was 69%.



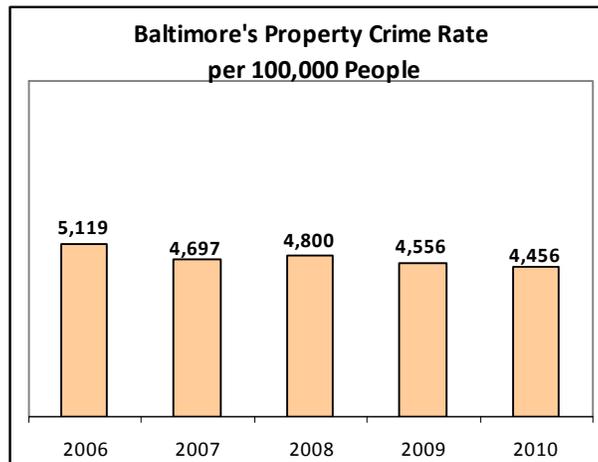
Source: Baltimore Citizen Survey, 2009 and 2010

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



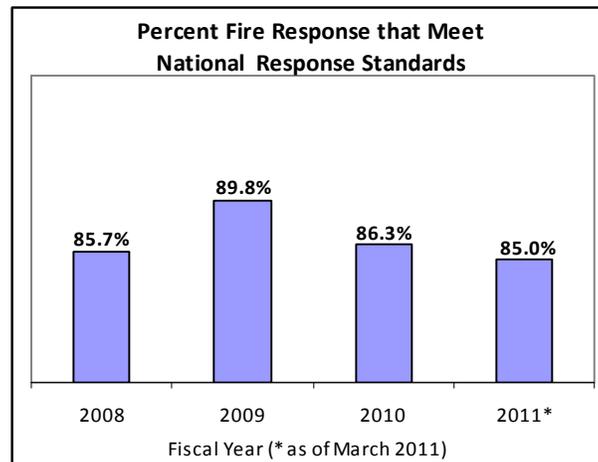
Source: FBI Uniform Crime Rate for Baltimore

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



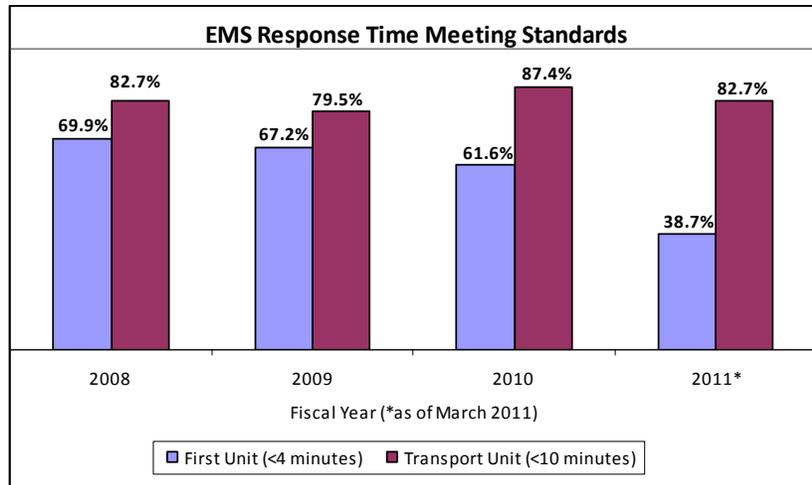
Source: FBI Uniform Crime Rate for Baltimore

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



Source: Baltimore Fire Department

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



Source: Baltimore Fire Department

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Safer Streets outcome chapter starting on page 60.

- Fully funds the Mayor's hiring plan to fill police vacancies.
- Maintains funding for the Fire Department's Suppression service, continuing three rotating closures (down from four in Fiscal 2010) and maintaining current services in all other functions.
- Funds the Operation Safe Kids and Operation Safe Streets youth violence prevention programs, which have proven to reduce shootings in targeted neighborhoods. Participation in the program will increase by ten percent.
- Funds operation of 538 crime cameras, which have been shown to reduce crime by 25% in covered areas.
- Increases funding for the Mayor's Office of Criminal Justice to generate additional external grant support for the City's public safety services.
- Reduces funding for Animal Services, resulting in slower response to lower priority service calls and the need to raise more outside funding to support the animal shelter.

STRONGER NEIGHBORHOODS

The purpose of this Priority Outcome is to ensure that everyone who lives, works, plays and learns in Baltimore's neighborhoods has the desire and confidence to invest their time, money, and social capital in his/her neighborhood towards a secure future.

This Outcome envisions strong neighborhoods that have/are:

- Healthy real estate markets that promote private and public investment;
- Well-maintained, peaceable, and are free from both perceived and actual crime and fear-inducing behavior;
- Safe, have clean, green open spaces, and successfully integrate 21st century amenities into the existing neighborhood fabric;

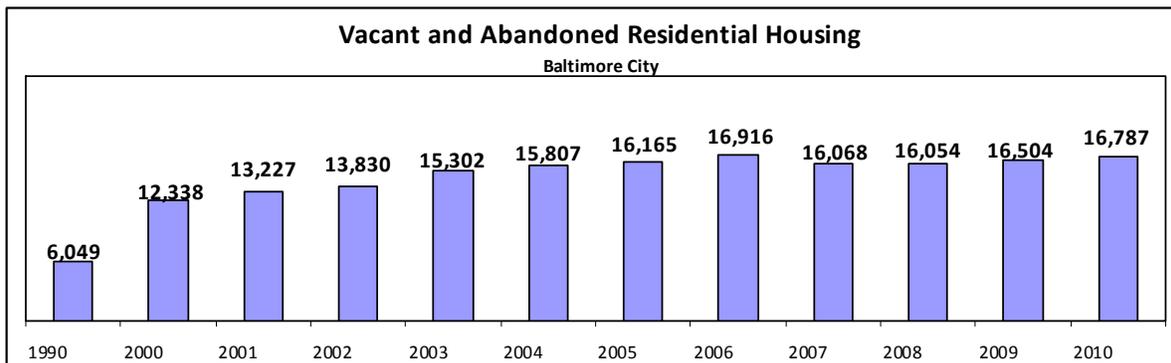
- Optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles; and
- Offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

The *key strategies* guiding City services for Stronger Neighborhoods are as follows:

- Promote a variety of creative re-use strategies for vacant/abandoned properties;
- Streamline the disposition process of City-owned properties;
- Promote strategic, effective, and efficient housing code enforcement;
- Promote a streamlined user-friendly permit process;
- Promote “complete streets” (i.e. roadways and sidewalks are walkable, bikeable, drivable, and well lit);
- Promote cleanliness;
- Create diverse, responsive, and equitable neighborhood programs;
- Promote access to and awareness of neighborhood services;
- Promote citizen volunteerism within their neighborhoods; and
- Build the capacity of neighborhood organizations.

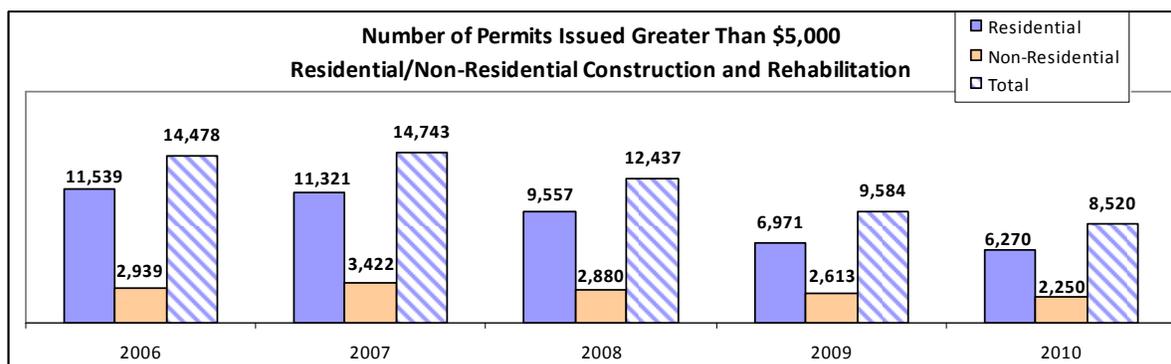
Priority Goals

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



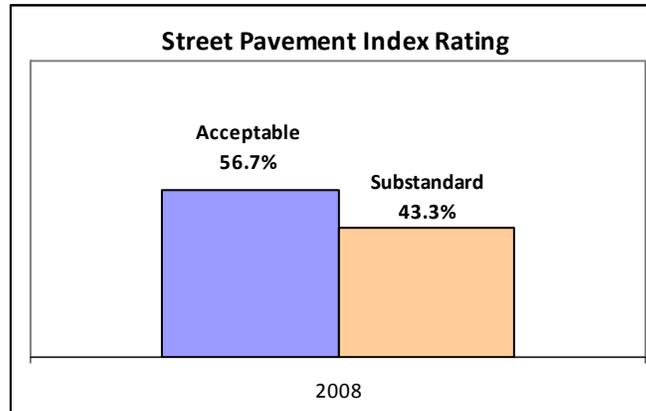
Source: Baltimore City Department of Housing and Community Development

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



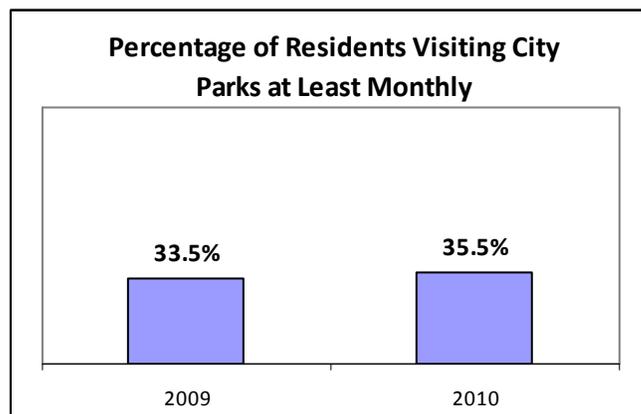
Source: Baltimore City Department of Housing and Community Development

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



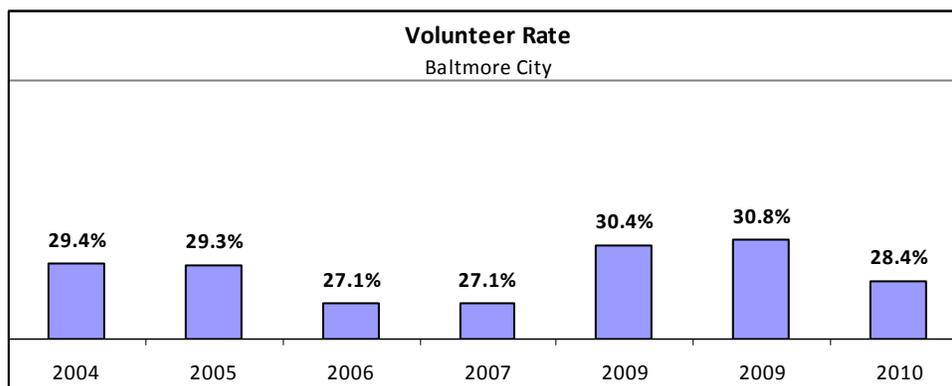
Source: Baltimore Department of Transportation
(rating index study conducted every three years)

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



Source: Baltimore Citizen Survey, 2009 & 2010

5. Increase citizen engagement within neighborhoods



Source: Corporation for National and Community Service

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Stronger Neighborhoods outcome chapter starting on page 72.

- Increases General Funds for the Blight Elimination service to support the Mayor's new Vacants to Value initiative.
- Restores pay-as-you-go capital funding for neighborhood street repair and resurfacing, which was zeroed out in the last two fiscal years.
- Transitions to a new model for the City's 55 Recreation Centers, consistent with recommendations of the Mayor's Recreation Center Task Force, effective January 2012. The Department of Recreation and Parks will upgrade and fully staff nearly half of the centers throughout the City. The remaining centers will be operated by qualified non-profit partners, BCPS or other City agencies, or converted to after-school centers with limited hours. The new model reflects the City's fiscal realities, changing population and the need to provide improved programming for youth.
- Funds City swimming pools at Fiscal 2011 levels with increased security and a schedule that has park pools open from Memorial Day through Labor Day.

A GROWING ECONOMY

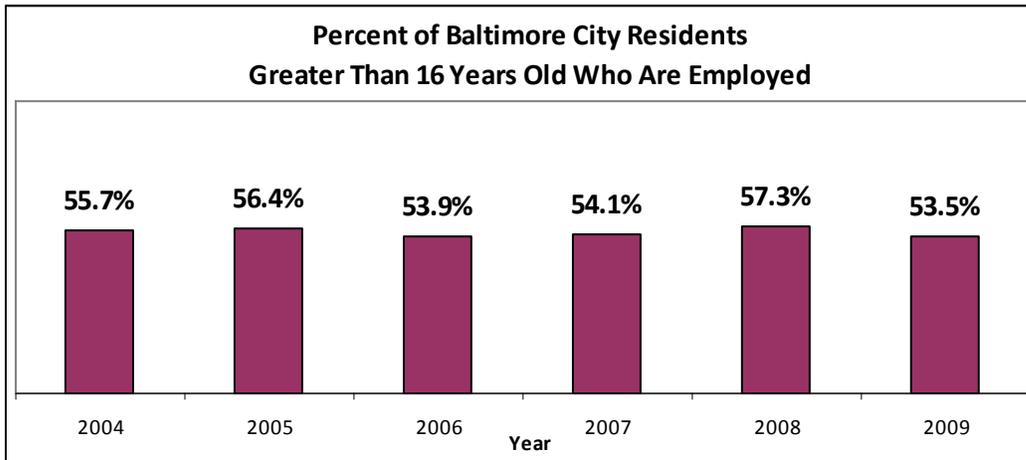
Baltimore's citizens succeed the most when Baltimore's economy is strong and growing. This Priority Outcome seeks to strengthen and grow Baltimore's economy by working from the following tenets: a growing economy leverages public-private-non-profit partnerships; a growing economy respects and supports the diverse ethnic, racial, socioeconomic, and education level of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors including investment, economic drivers, workforce, quality of life, and infrastructure. Baltimore City government can achieve this outcome by focusing resources, people and policies in support of our identified goals.

The *key strategies* guiding City services for A Growing Economy are as follows:

- Strengthen connectivity of residents to the economic mainstream, educational institutions, and cultural opportunities, while targeting historically isolated populations.
- Maintain and improve public infrastructure to protect the value of economic development investments and attract new private investment. The focus here is on infrastructure that directly supports areas of the City targeted for economic development, including tourism, arts, cultural attractions, and retail. Prioritize efforts that focus on safety, transit-friendly/walkability, IT infrastructure and major economic drivers.
- Identify and market a strong Baltimore brand through positive regional and national marketing, more effective local information dissemination to residents, tourists, students and businesses, and improved and innovative means of providing such communication. This brand should identify Baltimore as an exciting place for tourism and residency as well as a strong business-friendly community and an attractive place to locate businesses.
- Partner with other governments and regional partners to improve the access and connectivity of the City's residents, businesses and community assets. The City is placed in one of the most stable and growing regional economies in the country. However, not all of these economic development opportunities have been and are available to the City. The City should build tighter relationships with other governmental and regional partners in order to advance a unified, wider and stronger regional economic presence that can benefit all.

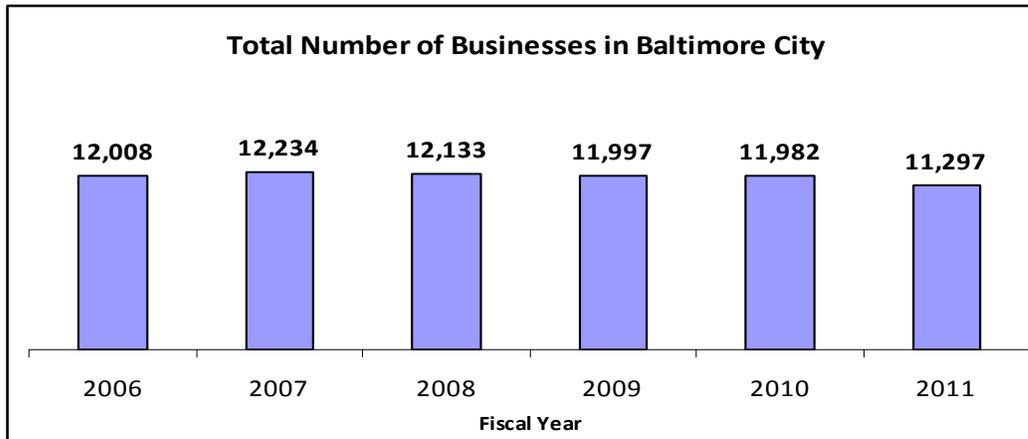
Priority Goals

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



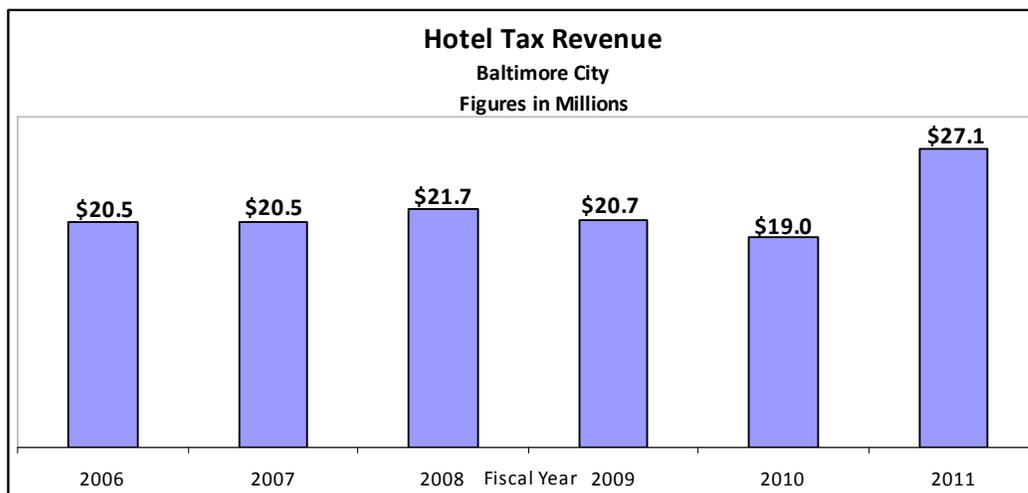
Source: American Community Survey, 2009

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

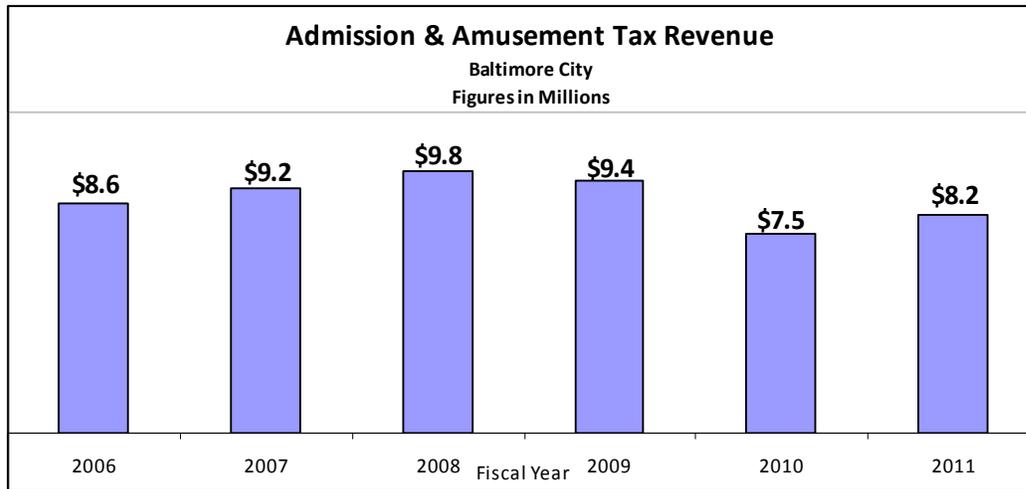


Source: Baltimore City Department of Finance, Personal Property Tax Data

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



Source: Baltimore City Department of Finance. Note: The Hotel Tax increased from 7.5% to 9.5% in Fiscal 2011.



Source: Baltimore City Department of Finance

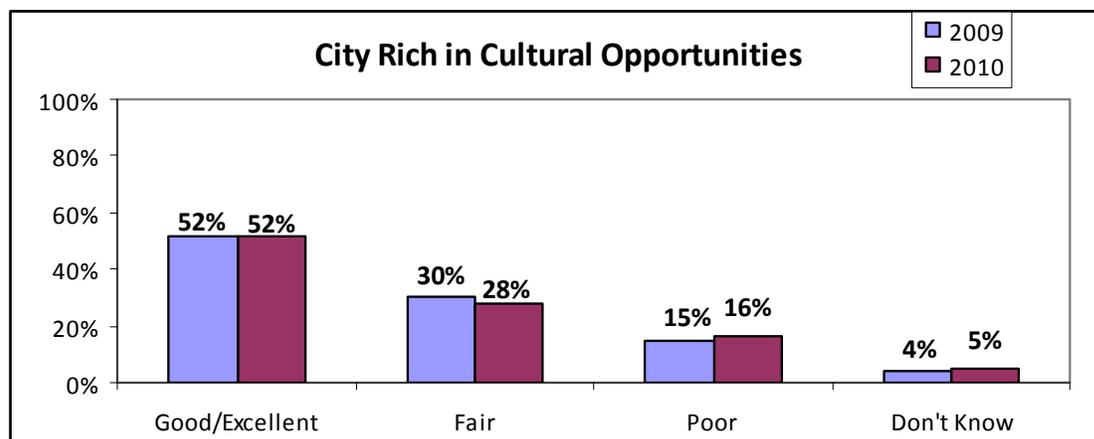
4. Increase the total amount of retail activity.



Source: State of Maryland Comptroller's Office

*Includes furniture and appliances; general merchandise; apparel; and food and beverage

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



Source: Baltimore Citizen Survey, 2009 & 2010

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Growing Economy outcome chapter starting on page 84.

- Increases funding for the Emerging Technology Center (ETC), enabling the ETC to support 27 new companies that can help expand key economic sectors.
- Maintains funding for the City's career centers to help citizens find employment in the slowly recovering economy.
- Provides summer job opportunities for approximately 5,000 young people.
- Provides funding for the Baltimore Office of Promotion and the Arts to support cultural programming in conjunction with the Grand Prix and War of 1812 Commemoration. More than 1,000,000 people will attend events sponsored by the Baltimore Office of Promotion and the Arts in Fiscal 2012, generating an estimated \$100 million economic impact for the city.

INNOVATIVE GOVERNMENT

The capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies' abilities to deliver services to the public.

This Priority Outcome is unique in the sense that it both defines expectations and criteria for internal support functions such as Finance, Human Resources, MOIT, and General Services, as well as provides a lens through which all services (i.e., those that impact citizens directly) should be viewed.

An innovative government:

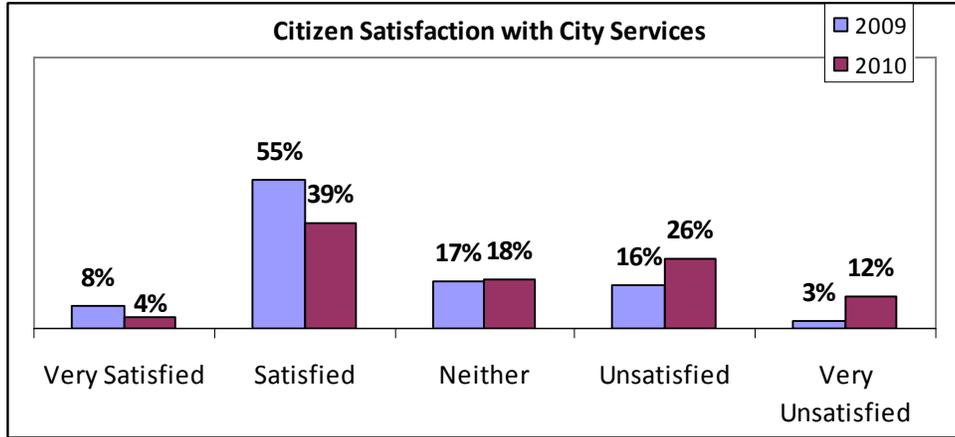
- Adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs.
- Utilizes technology and best practices to streamline processes to directly impact employee and citizen satisfaction.
- Leverages public and private partnerships to assist in service delivery and provide additional funding and opportunities to enhance the City.
- Constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.
- Encourages customer friendly service that is responsive, professional and provides opportunities to deliver consistent feedback.

The *key strategies* guiding City services for an Innovative Government are as follows:

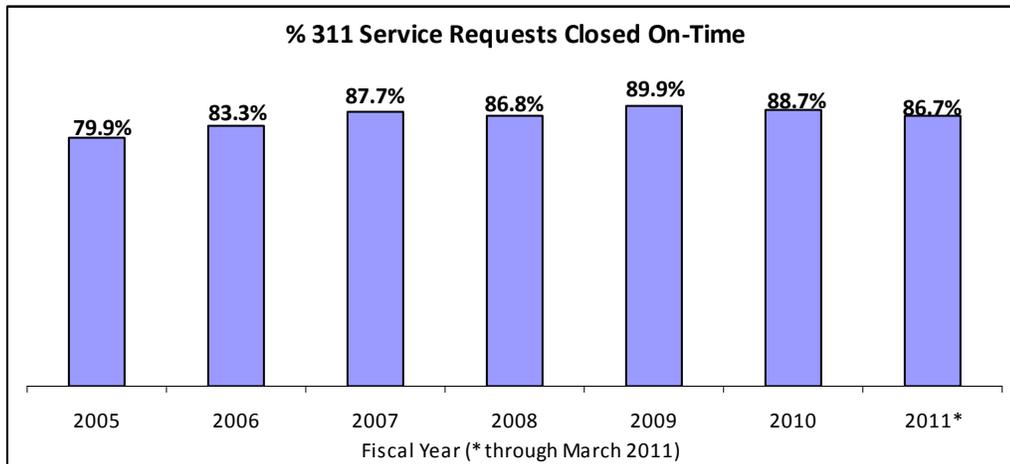
- Empower employees and foster innovation, creativity, and risk-taking
- Engage customers and improve customer service
- Automate, streamline and integrate business processes
- Decrease costs of City services by reducing price and usage of energy and space utilization
- Increase public and private partnerships to reduce costs and increase service

Priority Goals

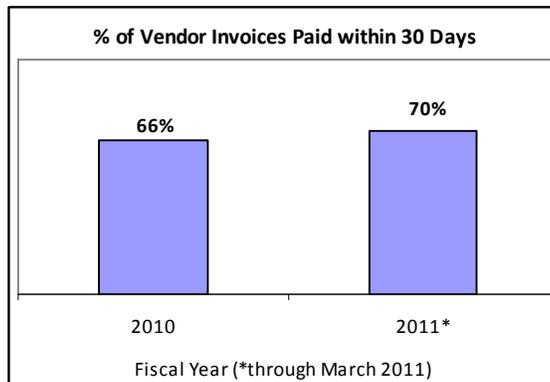
1. **Increase the percentage of City employees trained in areas that directly impact their work.**
This is a new goal for Fiscal Year 2012. Indicators are under development.
2. **Increase the percentage of internal and external customers very satisfied with City services and business functions.**



Source: Baltimore Citizen Survey 2009 & 2010

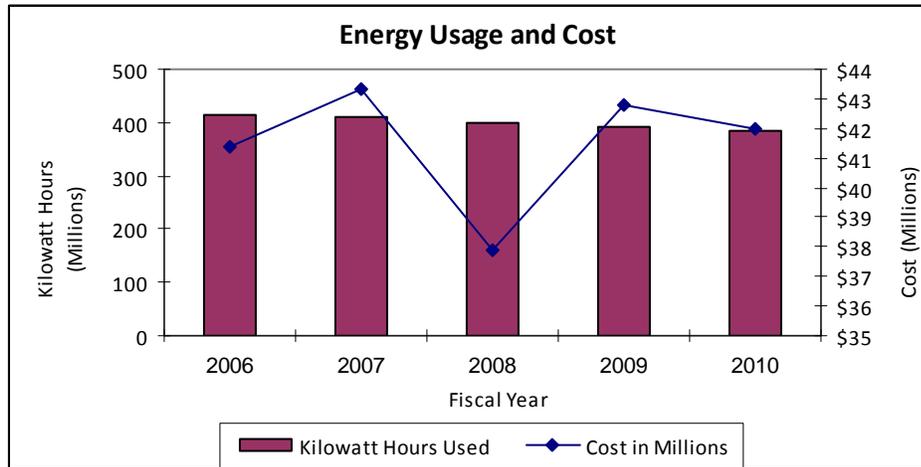


Source: Mayor's Office of Information Technology, CitiTrack System

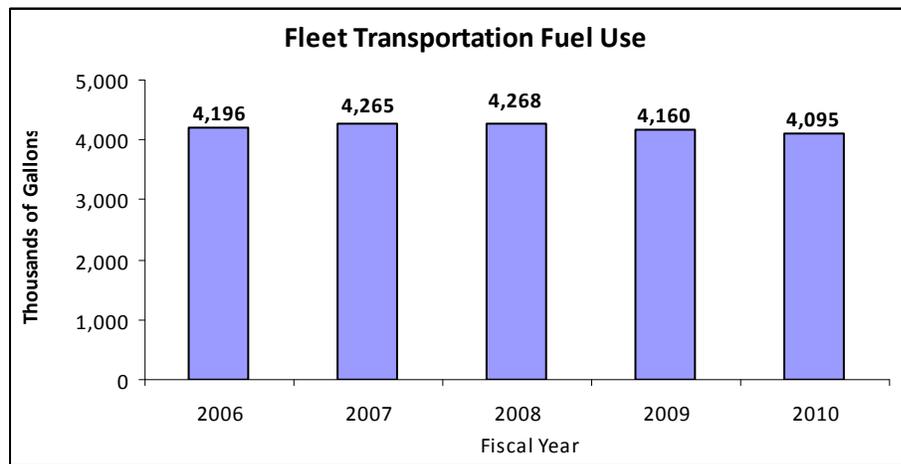


Source: Baltimore City Department of Finance

3. Reduce the City's energy costs



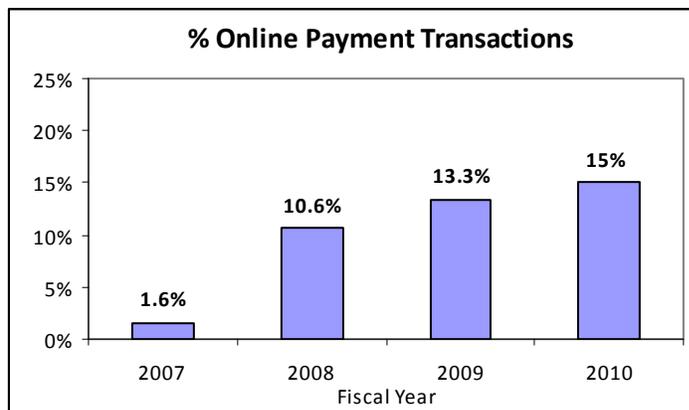
Source: Baltimore Department of General Services



Source: Baltimore Department of General Services

4. **Reduce the City's space utilization costs.** This is a new measure for Fiscal 2012. Indicators are under development.

5. **Increase citizens' accessibility of City services.**



Source: Baltimore Department of Finance

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Innovative Government outcome chapter starting on page 93.

- Increases funding for the Office of Inspector General to further reduce fraud, waste and abuse. This increase funds one additional auditor position and a rewards program; both are expected to generate significant cost recoveries to the City.
- Reduces central administrative costs across agencies by 10% below current service levels.
- Establishes a new Innovation Fund to invest in ideas with potential to improve results for citizens and save money. The first three Innovation Fund projects will modernize the building plan review and permitting process, make food inspections paperless, and replace outdated software used by the City’s health lab to streamline recordkeeping and enable the lab to serve outside clients.
- Brings Recordation Tax collection in-house, saving the City half a million dollars in fees paid to the Circuit Court.
- Decreases funding for the 311 Call Center services, reducing daily Call Center hours and maintaining operations during peak hours.

A CLEANER AND HEALTHIER CITY

The Priority Outcome of a Cleaner and Healthier City reaches all aspects of public health, including the physical (clean water, clean air, and safe buildings) and service aspects (drug treatment, health education, and clinical assistance).

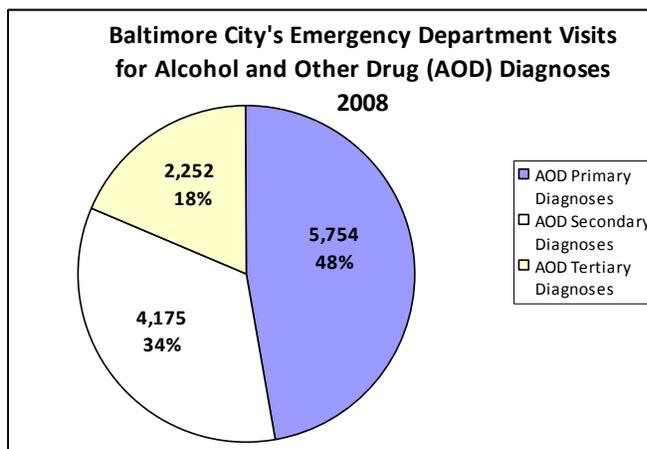
The *key strategies* guiding City services for A Cleaner and Healthier City are:

- Outreach and education: Personal responsibility is imperative for success in improving public health, reducing litter, increasing access to services, and increasing recycling.
- Integration of services: All goals will benefit by expanding partnerships, sharing data and coordinating activities.

Priority Goals

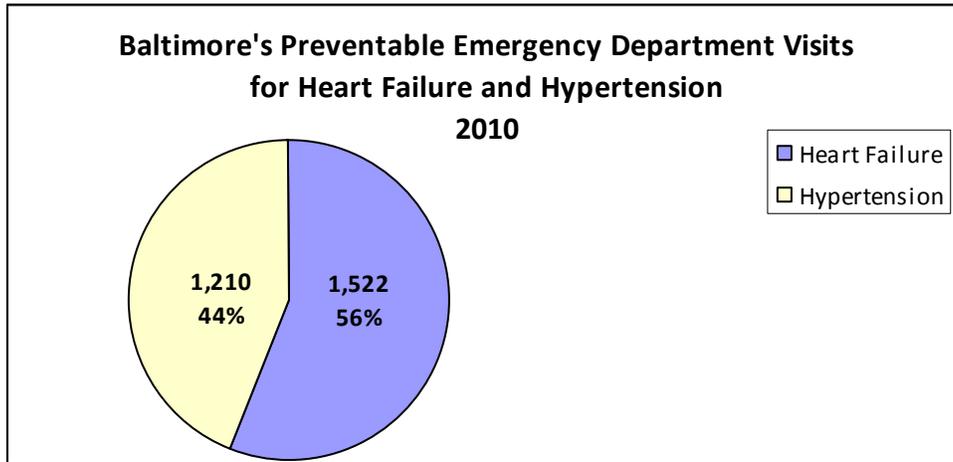
Each of these Goals is best supported by encouraging personal and organizational responsibility for the environment and one’s health through education, behavioral change and engagement.

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



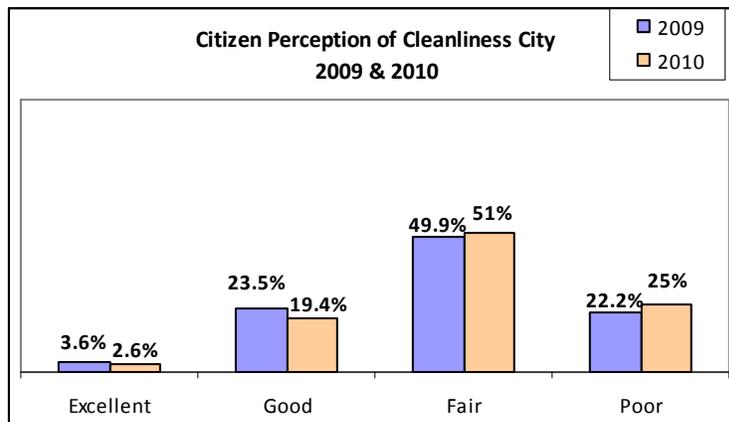
Source: Maryland’s Health Services Cost Review Commission

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



Source: Maryland's Health Services Cost Review Commission

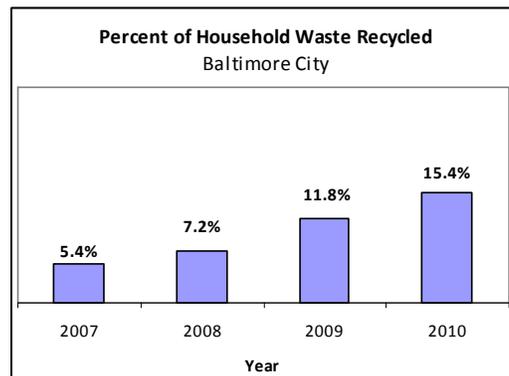
3. Increase citizen satisfaction with City's cleanliness



Source: Baltimore Citizen Survey, 2009 & 2010

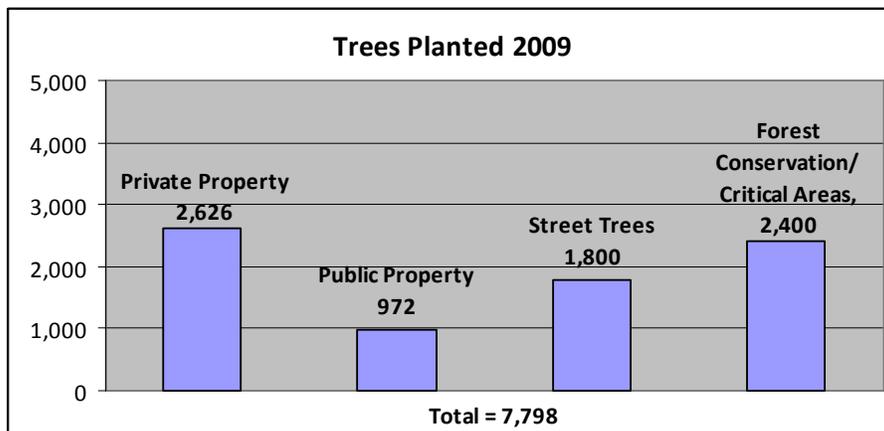
4. Increase the percent of impervious surfaces treated for water pollutants. This is a new goal for Fiscal 2012. Indicators are still under development.

5. Increase the amount of waste material re-used or recycled.



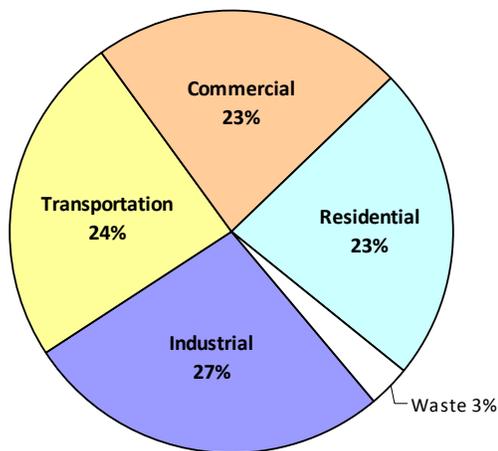
Source: Baltimore Department of Public Works, Solid Waste Division

6. Improve air quality



Source: TreeBaltimore, Department of Recreation and Parks

2007 Community Emissions



Sector	Tons of CO ₂ e
Industrial	2,382,109
Transportation	2,254,410
Commercial	2,157,649
Residential	2,166,818
Waste	265,088
Total	9,226,075

Source: Baltimore Office of Sustainability
(*updated every four to five years)

Below are a few highlights of the budget plan under this Priority Outcome. A complete list of services, and their performance goals, are listed in the Cleaner and Healthier City outcome chapter starting on page 108.

- Maintains current services for many of the City's health programs, including maternal and child health, substance abuse and mental health, and chronic disease prevention.
- Fully funds the 1+1 trash and recycling collection program and implements a charge for bulk trash pickup starting January 1, 2012. Residents will be encouraged to take their bulk trash to the City's five free drop off centers.
- Expands the use of cameras to combat illegal dumping.
- Provides capital and operating funds to improve and maintain the City's landfill to meet federal and State environmental mandates.
- Funds a full-time Food Policy Director to implement the City's Food Policy Task Force plan, which calls for increasing access to healthy foods and fighting childhood obesity.
- Reduces funding for graffiti removal. The Mayor will call on citizens to volunteer their time to keep communities clean.

To review the full Guidance Documents for each of the Priority Outcomes, visit our website at www.baltimorecity.gov/outcomebudgeting.

Fiscal 2012 Summary of the Adopted Budget

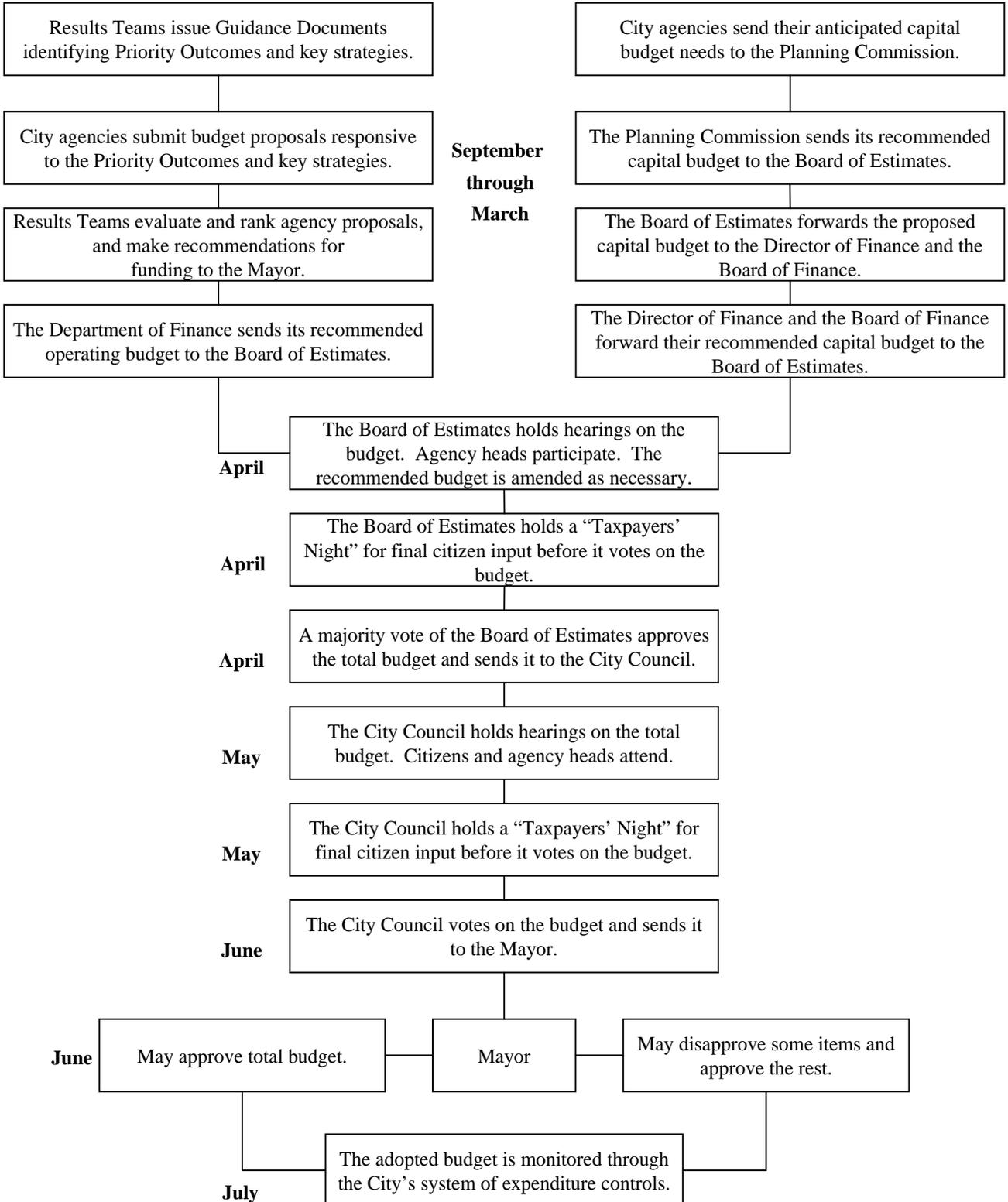
Budget Process and Related Policies



The City of Baltimore's Budget Process

Operating Budget

Capital Budget



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
The Budget-Making Process

Budget Requests

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

Review of Operating Budget Requests

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

Review of Capital Budget Requests

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

Board of Estimates Approval of Operating and Capital Budgets

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

City Council Approval of Operating and Capital Budgets

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

Ordinance of Estimates

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

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Fiscal 2012
Summary of the
Adopted Budget
Revenue Outlook



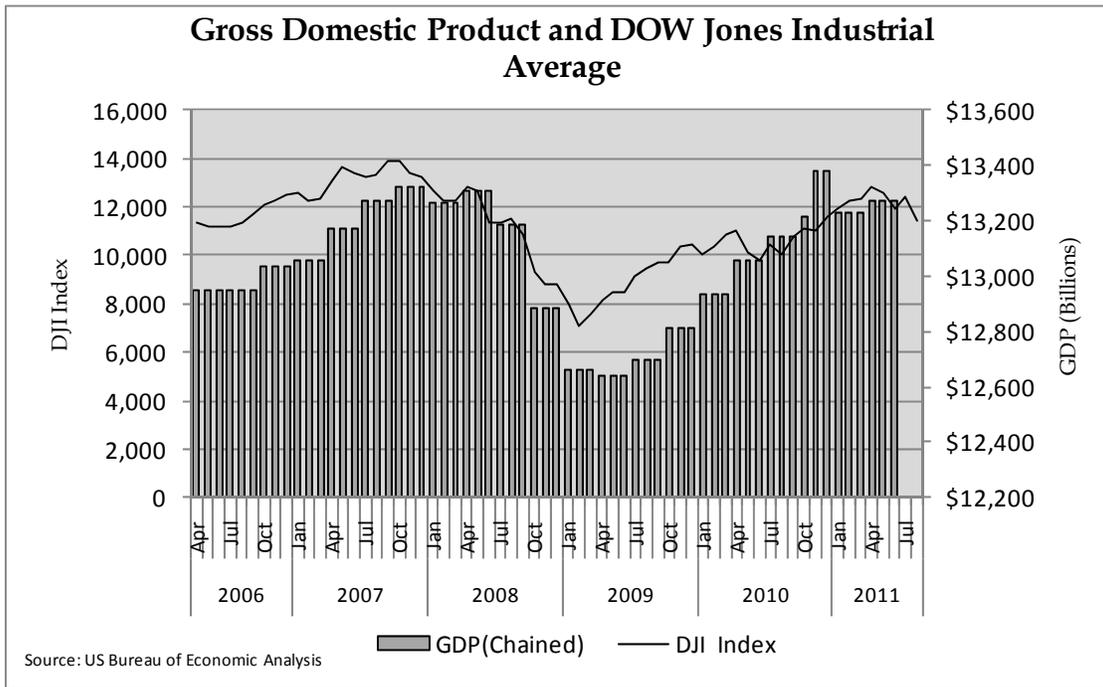
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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Economic Outlook

The low point of the Great Recession occurred in mid-2009. Since then, the gross domestic product (GDP), the value of all goods and services produced within the United States, increased by 4.9% between the second quarter of 2009 and the second quarter of 2011. It is expected that Fiscal 2012 will continue to see limited gains in the economy with some continued expansion in the service sectors. Employment in the City has held steady since April of 2009 at around 247,000 persons, down from a high of 264,000 in June of 2007. Housing prices have continued to fall to their lowest level since May of 2008. On the horizon are some concerns of slowing consumption and overall growth.

The City will enter Fiscal 2012 with one of the weakest economies seen in decades. On the positive side, with the exception of housing, most economic indicators are no longer falling and have either leveled off or are increasing at a very slow pace. While the recovery has begun, full recovery from the recession is not expected until sometime in 2015.

Productivity



The nation's productivity has been increasing since the third quarter of 2009. In the fourth quarter of 2010, the GDP surpassed pre-recession levels, which peaked in the second quarter of 2008. GDP growth is expected to remain below 3% during Fiscal 2012. The stock market has traditionally acted as a leading indicator of the economy. With economic turmoil in European bond markets and the Standard and Poor's downgrade of U. S. Treasuries, the market has become volatile, indicating a rocky road forward.

While growth in the GDP is important, the sectors in which the growth is taking place present a better picture of how the growth impacts the City of Baltimore. The GDP heat map presented below shows that coming out of the recession, most of the growth was attributable to durable and nondurable goods. Because the City lacks a large manufacturing base, this growth had minimal impact on the City's economy. Since the second quarter of 2010, growth has continued to expand to the service sector, resulting in more economic growth in the City.

Contributions to GDP Growth - Goods and Services Heat Map															
Goods	2008				2009				2010				2011		
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	
Durable goods	Official NBER Recession								Recovery						
Motor vehicles and parts	-0.48	-0.58	-0.53	-0.98	0.35	-0.1	0.92	-0.79	-0.02	0.16	0.19	0.76	0.37	-0.65	
Furnishings and durable household equipment	-0.17	0.07	-0.25	-0.35	-0.21	-0.12	0.08	0.13	0.22	0.17	0.06	0.14	0.06	0.05	
Recreational goods and vehicles	-0.09	0.3	-0.15	-0.51	0.07	-0.11	0.34	0.33	0.32	0.21	0.27	0.24	0.32	0.19	
Other durable goods	-0.09	-0.02	-0.08	-0.29	-0.01	0.04	0.04	-0.03	0.18	0.02	0.11	0.05	0.1	0.07	
Nondurable goods															
Food and beverages purchased for off- premises consumption	-0.14	0.05	-0.25	-0.51	-0.1	0.26	0.2	0.2	0.15	-0.14	0.18	0.25	0.04	0.04	
Clothing and footwear	-0.08	0.25	-0.23	-0.32	-0.07	-0.17	0.09	0.1	0.26	0.15	0.01	0.27	0.07	0.03	
Gasoline and other energy goods	-0.2	-0.15	-0.41	0.27	0.14	-0.1	-0.06	-0.01	0.09	0.01	0.02	-0.15	-0.17	-0.2	
Other nondurable goods	-0.11	0.21	0	-0.36	-0.12	-0.22	0.08	0.19	0.24	0.29	0.26	0.3	0.3	0.14	
Services															
Household consumption expenditures (for services)	0.42	-0.32	-0.92	-0.8	-0.94	-0.59	-0.1	0.06	0.42	1.11	0.89	0.76	0.35	0.4	
Housing and utilities	0.32	-0.01	-0.18	0.48	0.13	0.05	0.17	0.16	0.07	0.07	0.3	-0.1	-0.19	0.05	
Health care	0.36	0.31	0.19	0.02	0.21	0.41	0.25	0.12	-0.28	0.45	0.28	0.49	0.06	0.16	
Transportation services	-0.12	-0.16	-0.2	-0.33	-0.25	-0.11	-0.08	-0.01	0.06	0.08	0.05	0	-0.01	0.01	
Recreation services	0	-0.05	-0.19	-0.18	-0.07	-0.09	-0.09	0.05	0.07	0.11	0.2	-0.03	-0.05	0.07	
Food services and accommodations	-0.21	0.08	-0.17	-0.23	-0.24	-0.17	-0.03	0.01	0.35	0.18	0.13	0.16	0.3	0	
Financial services and insurance	0	-0.24	-0.17	-0.59	-0.59	-0.41	-0.28	-0.3	0.2	0.12	-0.16	0.05	0.23	0.07	
Other services	0.08	-0.24	-0.18	0.02	-0.13	-0.27	-0.03	0.03	-0.04	0.1	0.09	0.19	0.02	0.03	

Source: US Bureau of Economic Analysis

Employment

A continued barrier to full economic recovery is the low level of employment. In October of 2009, the national unemployment rate peaked at 10.1%, but has since fallen to 9.1% in July of 2011. The City unemployment rate peaked in August of 2010 at 11.5%, fell to 9.1% in May of 2011, and then climbed back to 11.1% in June. Employment in the City increased by 1,500 persons between May and June, however the labor force increased by 5,300, persons resulting in an increase in the unemployment rate. The State of Maryland has consistently lower levels of unemployment than the national rates, while the City's rate is persistently higher.

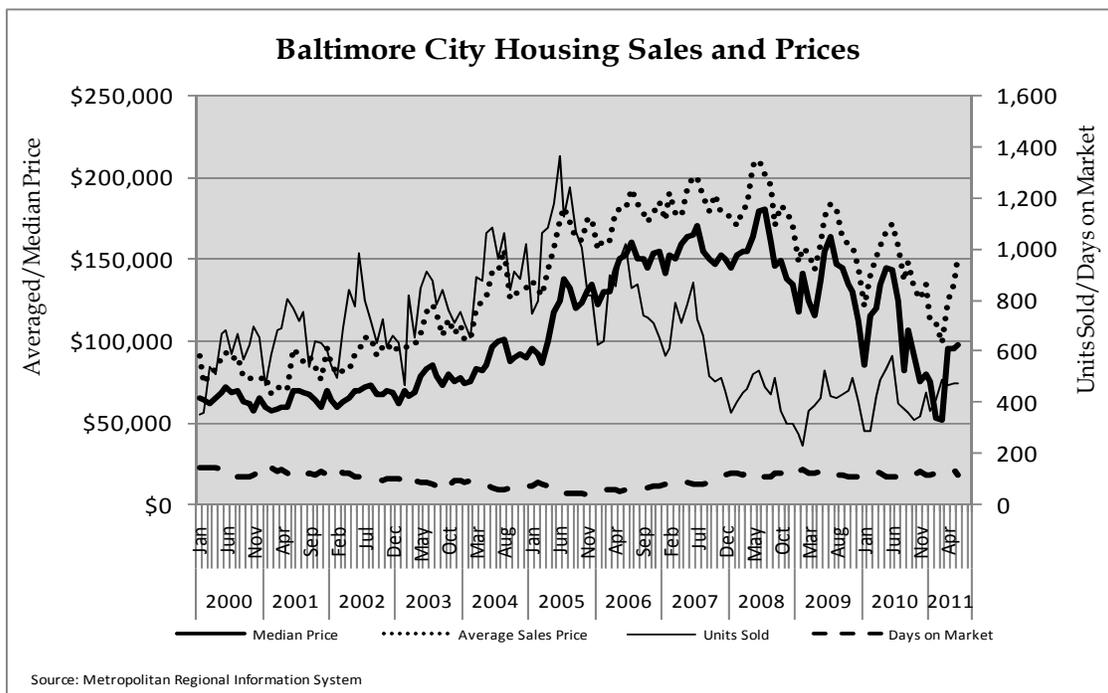
Unemployment is a measure of the pain the economy inflicts, however employment presents a better picture of the City's fiscal health. In July of 2007, employed residents in the City peaked at 264,767 persons, followed by the bottom in February of 2010 at 241,531 persons. For the last nine months, employment has remained relatively stable, with the June 2011 employment level at 249,441 persons.

In December of 2010, there were 328,534 jobs in the City of Baltimore. At this level the City contributes over 81,000 jobs and related income tax to surrounding communities above those held by City residents. Until the City of Baltimore's employment level for City residents begins to rise, income tax revenues will continue to be suppressed.



Housing

Both the average and median prices for homes continue to fall in Baltimore City while sales appear to have leveled off at levels not seen since the late 1990s. Over the three year span from January 2008 to January 2011, the City's median housing prices declined by 48.3%.



The City lagged into the real estate crash, and while many parts of the country are seeing signs of a housing recovery, the City's housing prices are continuing to fall.

One potential problem area is the entry of previously foreclosed properties on the market, resulting in a further housing surplus. This could prolong the housing price decline. Because property in the City of Baltimore is assessed on a triennial cycle, every year the housing market remains suppressed will impact City revenues for the next three years. This will result in reduced property tax revenue beyond Fiscal 2015.

Consumption

In February of 2011, the Consumer Sentiment Index was at its highest point in three years, but after the European debt crises and the lowering of the U.S. Treasuries rating, it fell to a three decade low in August of 2011.

Depressed housing prices are also impacting consumption. Termed the "wealth effect," consumers tend to spend less when they have less accumulated wealth. Given the dramatic fall in housing prices, only modest increases in consumption are expected for the near future.

Summary

The economy has reached the bottom of the recession, but significant growth has not begun in most areas of the City's economy. Increases in the GDP and the stock market have slowed and point to slow improvement. The Federal Reserve Board has indicated its intent to keep interest rates low for the long term in an attempt to spur growth. However, the Federal Reserve's quantitative easing program, which bought back \$600 billion in Treasury securities, has ended and there appears little interest in renewing it.

Employment continues to lag in the recovery and is expected to continue to suppress growth over the next couple of years. While the housing market is still declining, stricter regulations have resulted in a decline in new mortgage defaults.

Poor State fiscal performance further complicates the City's finances. The State's projected \$1.6 billion budget shortfall for Fiscal 2012 was closed with minimal impact to the City. However, the budget continues the reductions to local government aid that were made in Fiscal 2010 and 2011. Additionally, efforts to reduce the federal deficit will likely impact the City over the next two or three years, reducing federal aid and slowing a local economy which is highly dependent on the federal government.

The outlook for Fiscal 2012 is, for the most part, static with minimal growth. The positive aspect is that virtually all economic indicators are no longer falling. However, at the same time most indicators show very little or no growth. With such slow growth, the economy will remain near or slightly above the Fiscal 2011 level throughout the City's three year planning horizon.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Revenue Forecast – Major Revenues

GENERAL FUND

	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Estimated	Dollar Change	Percent Change
Revenue Category					
Property Taxes	\$737,077,406	\$765,738,000	\$779,304,925	\$13,566,925	1.8%
Income Taxes	222,375,717	243,169,887	243,612,000	442,113	0.2
Recordation Tax	20,942,368	18,622,000	20,545,000	1,923,000	10.3
Transfer Tax	26,022,596	23,175,000	23,687,000	512,000	2.2
Hotel Tax	14,695,563	20,239,916	21,014,916	775,000	3.8
State Aid	95,145,939	92,367,169	92,266,942	(100,227)	(0.1)
Telecommunication Tax	26,291,934	31,740,000	33,720,000	1,980,000	6.2
Energy Tax	30,236,570	37,800,000	38,483,000	683,000	1.8
Interest Earnings	1,925,007	1,630,000	1,654,000	24,000	1.5
Net Parking Revenue	25,752,906	31,351,939	29,048,117	(2,303,822)	(7.3)
All Other	162,416,591	117,078,833	133,532,124	16,453,291	14.1
Total General Fund Revenue	\$1,362,882,598	\$1,382,912,744	\$1,416,868,024	\$33,955,280	2.5%

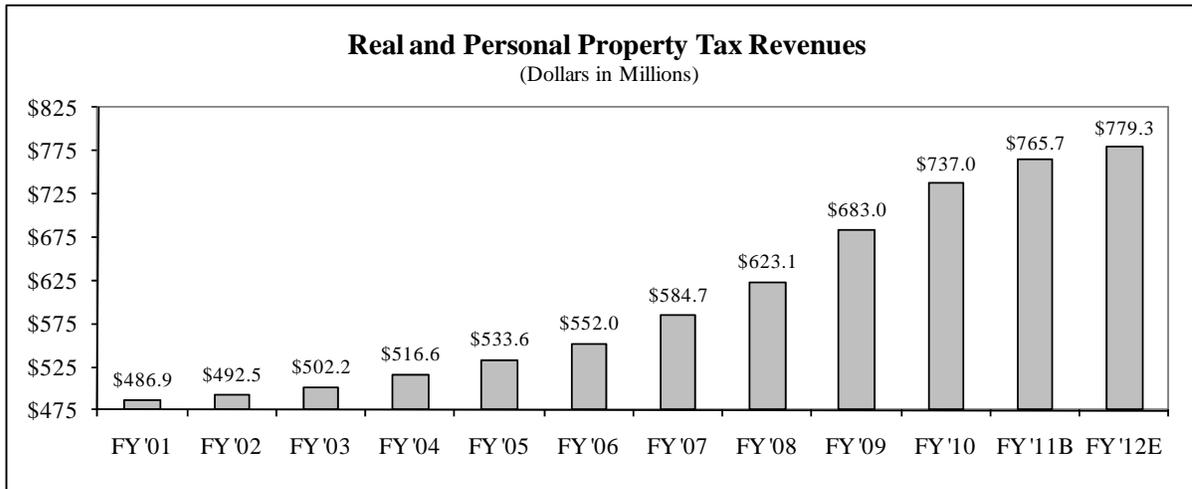
Notes:

- The Fiscal 2010 income tax is net of \$14 million in overpayments received from the State in Fiscal 2009.
- Fiscal 2010 revenue includes \$31.8 million of net supplemental appropriations from fund balance.
- The Fiscal 2011 Budget includes tax rate increases to the income, energy, telecommunication, parking and hotel taxes, increases to parking and civil violations fines, increases to certain parking meters rates and vacant registration fees, the implementation of a simulated slot machines tax, temporary receipts from a beverage container tax and an annual contribution from non-profit organizations. These increases are budgeted at \$50.2 million.

Funding sources for the General Fund are anticipated to total \$1.417 billion, an increase of \$34 million or 2.5% from the Fiscal 2011 adopted budget of \$1.383 billion.

The City's major revenue sources show little material growth compared to the Fiscal 2011 budget. The growth in real property is mainly explained by the reduction in the homestead tax credit cost, while the increase in other revenues is attributable to the usage of prior year reserves and fund balance to support PAYGO capital expenditures.

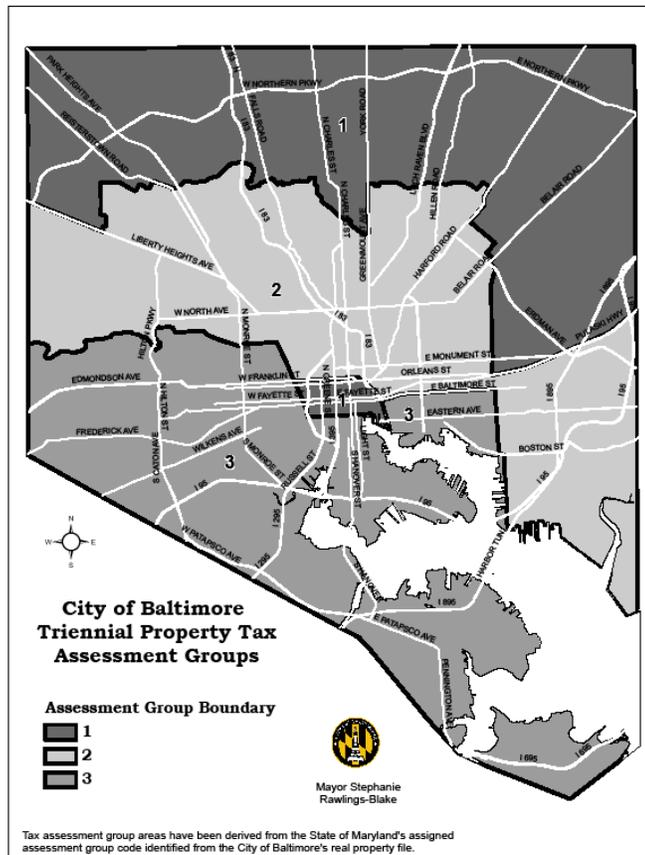
PROPERTY TAXES – The real and personal property tax rates are maintained at \$2.268 and \$5.67 per \$100 of assessed value respectively. The State Department of Assessments and Taxation (SDAT) estimates the value of all taxable property and issues new assessments for about one-third of the properties each year. All personal property is assessed annually with valuations established by the State based upon returns filed by individual businesses.



Real Property

Real property tax yield, after the adjustments for the 4.0% owner-occupied assessment cap, is forecasted to increase \$10.1 million or 1.5%, from \$672.4 million in Fiscal 2011 to \$682.5 million in Fiscal 2012.

The SDAT reassessed Group 2 for Fiscal 2012. Group 2 includes the middle third of the City, as shown in the map below.



The Statewide average assessment for Group 2 decreased 17.9%, representing the second year in a row with assessment decline. For the City, the base year assessment for Group 2 reflects an 8.7% decline, including a 13.6% drop for residential properties and a 1.0% increase for commercial properties. Assessment declines are not phased in; therefore, the reduction takes effect in the first year and is maintained for the two remaining years of the assessment cycle.

The 13.6% decline in the assessment for residential properties reflects the continued adjustment in the average price of properties in the City after the bursting of the housing bubble. For the second year in a row, assessment values declined, and it is expected that these downward adjustments will continue. The following table shows the ten year history of the full cash value average assessment growth for properties in the City since Fiscal 2003.

Fiscal Year	Assessment	Full Cash Value	Phase-in
Reassessment	Group	Assessment	Assessment
		Increase	Increase
2003	Group II	6.1%	2.0%
2004	Group III	23.0%	7.7%
2005	Group I	18.5%	6.2%
2006	Group II	21.6%	7.2%
2007	Group III	45.6%	15.2%
2008	Group I	58.5%	19.5%
2009	Group II	75.0%	25.0%
2010	Group III	20.9%	7.0%
2011*	Group I	(2.6%)	0.0%
2012*	Group II	(8.7%)	0.0%

*Assessment reductions are not phased in

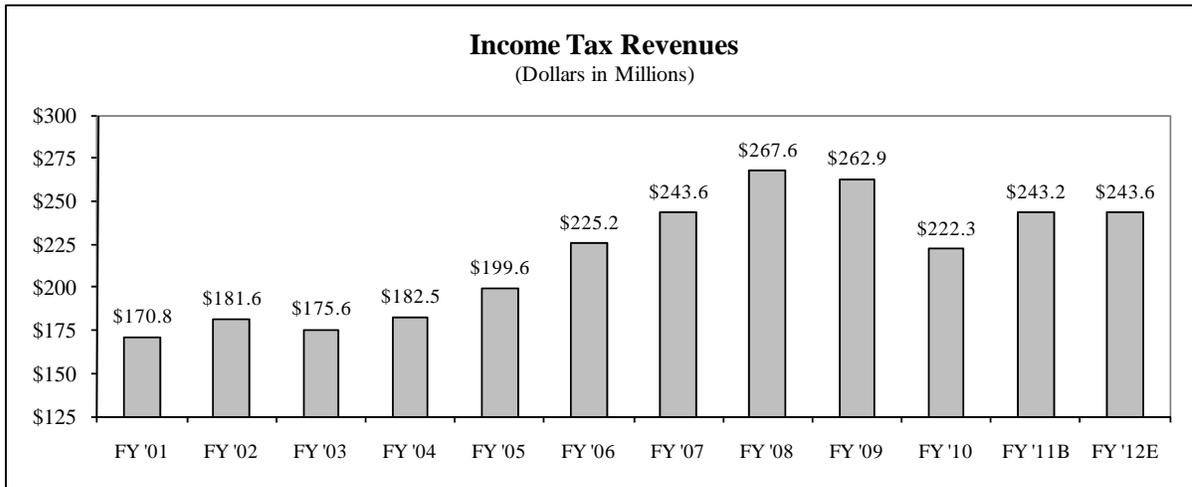
Source: State Department of Assessments and Taxation

Owner occupied residential properties are protected from the impact of assessment increases by the City's 4.0% assessment growth cap. This tax credit limits growth in taxable assessments to no more than 4.0% over the prior year, one of the most taxpayer friendly caps in the State. About 101,000 homeowners are estimated to receive tax relief totaling \$121.1 million in Fiscal 2012. This represents a decline of 18.9% or \$28.3 million in the cost of this tax relief program compared to Fiscal 2011. The cost reduction is explained by the decline in the assessment value for residential properties experienced in Fiscal 2011 by properties in Group 1 and in Fiscal 2012 for Group 2. While the phase-in value of properties subject to this credit remain practically unchanged, the net taxable value continues to increase at the 4% cap, reducing the gap between current taxable and phase in values. The City's cost of the 4.0% cap continues to be a significant burden on City resources. The cost of this program is now \$115.9 million higher than Fiscal 2001, for a total cumulative cost of \$704.7 million since then. Currently, this tax credit consumes about 15.1% of the estimated Real Property tax receipts.

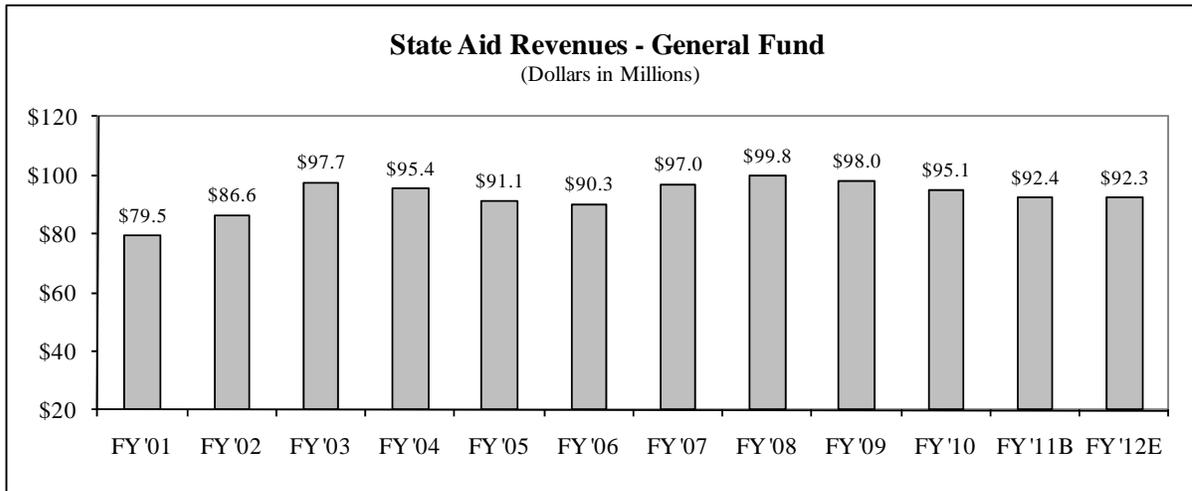
Business and Public Utility Personal Property

Total business and public utility personal property taxes are estimated to be \$96.8 million, an increase of 3.8% or \$3.5 million from the Fiscal 2011 budget. The increase reflects the City's efforts in achieving more timely personal property tax assessments and collection. The estimate reflects no change to the current level of economic activity generating personal property tax revenues.

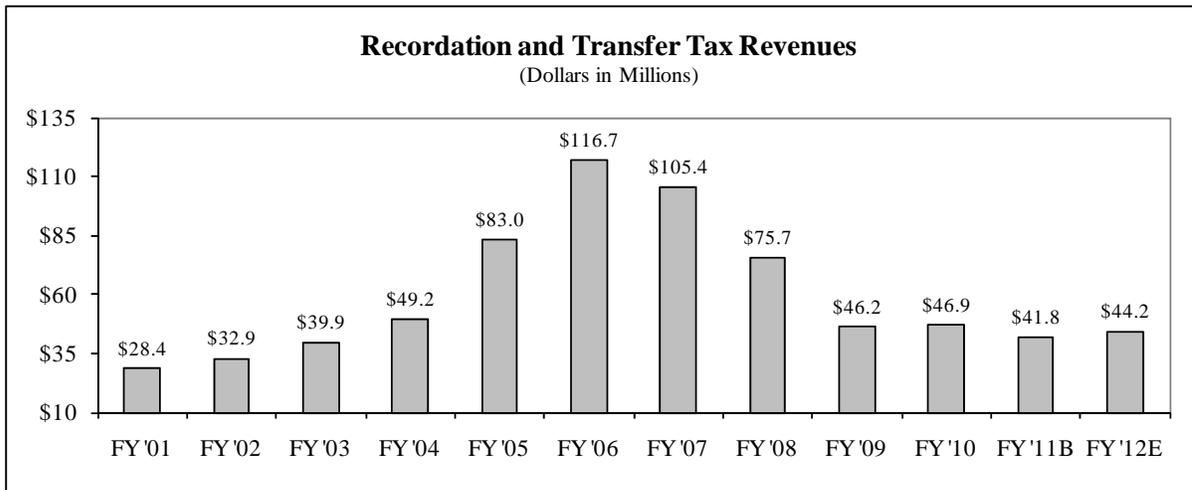
INCOME TAXES - The City's income tax rate is 3.2%. Local income taxes are anticipated to yield \$243.6 million, virtually no growth from the \$243.2 million budgeted in Fiscal 2011; however, the estimate suggests an increase of 5.4% or \$12.4 million from the current Fiscal 2011 projection of \$231.2 million. The Fiscal 2011 Budget assumed a quicker recovery of the job and housing markets than what has materialized. The Fiscal 2012 estimate includes the first full year with the new rate after it was increased in January 1, 2010 from 3.05% to 3.2%. The primary drivers of income tax receipts are not expected to show significant growth for Fiscal 2012. The employment level is estimated to continue at an average of 247,000 persons. Average wages are estimated at \$1,025 per week. Coupled with no substantial growth in capital gains from real property sales, estimates for income taxes will remain flat.



STATE AID - State Aid budgeted in the General Fund is projected at \$92.3 million, representing an estimated reduction of \$100,000 from the \$92.4 million budgeted in Fiscal 2011. This reduction is due to a \$115,000 Library Aid reduction included in the Governor's budget. The Income Tax Disparity Grant is estimated at \$79.1 million, the same amount budgeted in Fiscal 2011. The aid is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to 75.0% of the statewide average. The calculation is based on tax receipts for the most recent tax year filings through September 1. The Fiscal 2012 grant is based on Calendar 2009 tax returns.



RECORDATION AND TRANSFER TAX - The City's estimated revenue from recordation and transfer taxes is expected to total \$44.2 million for Fiscal 2012, an increase of \$2.2 million or 5.7% compared to the Fiscal 2011 budget estimate.

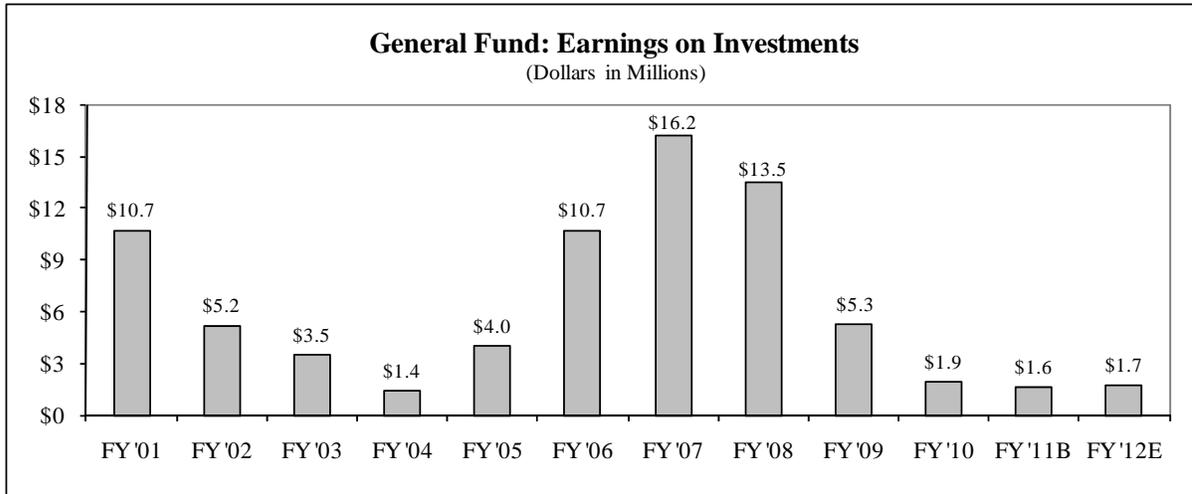


Real estate transactions continue to be depressed, and housing prices are still adjusting. The total number of real estate transactions subject to the City's transfer tax has declined by 6.7% from 12,247 to 11,422 in Fiscal 2011 and 60.4% from the 28,842 units sold during Fiscal 2006; additionally, the average price of properties subject to transfer tax has declined 9.1% from \$138,922 in Fiscal 2010 to \$126,305 in Fiscal 2011, the lowest annual average price since Fiscal 2005. The Fiscal 2012 estimate assumes that the housing market reached its bottom in Fiscal 2011, and will start to increase, at a slow pace, during Fiscal 2012. It is estimated that real estate transactions will grow 0.9% in Fiscal 2012 and average prices will increase about 1.3%.

Fiscal 2012 recordation tax receipts are anticipated to increase \$1.9 million, or 10.2%, from the \$18.6 million budgeted in Fiscal 2011. This estimate includes \$514,000 in additional revenue from the in-house collection of the recordation tax, currently collected by the Circuit Court, which charges the City 2.5% of the total collection.

EARNINGS ON INVESTMENTS - City returns on cash investments for Fiscal 2012 are forecasted at virtually the same \$1.6 million level of Fiscal 2011 budget. It is estimated that

key interest rates will slowly increase from the bottom in the Fall of 2010. The estimate assumes that City cash investments are maintained at current levels.



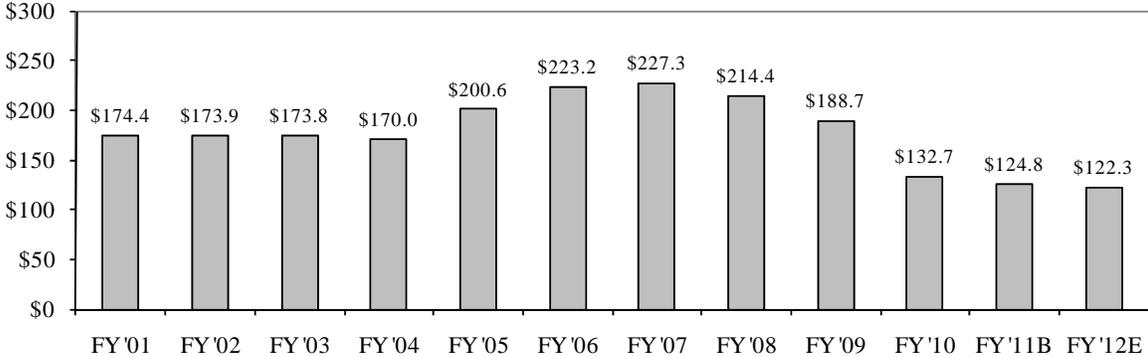
MOTOR VEHICLE FUND - Motor Vehicle Fund financing sources are expected to increase by \$3.5 million or 2.3% from the \$152.8 million in Fiscal 2011 to \$156.3 million in Fiscal 2012. This increase is mainly explained by the estimated receipts from speed cameras, which offsets the reduction in State-shared motor vehicle revenues (vehicle fuel taxes, vehicle registration fees, titling taxes and other sources) and the elimination of the \$8.9 million transfer from the General Fund budgeted in Fiscal 2011.

The anticipated State highway user revenue for Fiscal 2012 is \$122.3 million, which is \$2.5 million or 2% below the budgeted Fiscal 2011 receipts of \$124.8 million. Although the Governor's proposed budget reduces Highway User Revenues by only \$0.5 million, this estimate assumes a further net reduction of \$2 million to the City for the potential decrease in gas consumption due to expected higher gasoline prices in Fiscal 2012. The City's highway user revenue has fallen \$105 million (46.2%) since Fiscal 2007 due to decline in State gasoline and vehicle sales tax revenue, moves by the General Assembly and Board of Public Works to shift highway user revenues to the State General fund, and changes in the formula for allocating these funds. Additionally, it is estimated that receipts from the fines for Right Turn on Red will decline about \$1 million in Fiscal 2012 compared to the Fiscal 2011 budget.

The decline of Highway User Revenues is offset by an \$11.5 million estimated increase from speed cameras. This revenue source has exceeded the budgeted level in Fiscal 2011, and there will be 28 new cameras installed for a total of 74 fully operating fixed cameras in Fiscal 2012. In addition, \$4.3 million will be transferred from fund balance for several transportation related capital improvement projects.

Motor Vehicle Fund: State Highway User Revenues

(Dollars in Millions)



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Selected Real Property Tax Expenditures and Required Report
 to the Board of Estimates and Mayor and City Council

Background

Tax expenditures are revenue losses or allocations of public resources, based on tax laws that include exemptions, deductions, credits, deferrals, payment in lieu of taxes (PILOTS) or differential tax rates. Tax expenditures are an alternative to government policy instruments that provide direct operating expenditures for grants, loans or other financial subsidies (e.g., land cost write-downs or grants). Other tools include regulatory changes to induce desired outcomes. Both the federal and Maryland governments are required by law to estimate and report on tax expenditures. Because they are substitutes for direct operating expenditures to support private sector subsidies it is essential to document tax expenditure costs as part of the annual budget process.

City policymakers often use the property tax, the City's main source of revenue, as a policy tool intending to stimulate development. Reporting total foregone revenue, the gross expenditure associated with this policy tool and each of the tax credits is necessary to provide a complete picture of the City's budget. The following specific evaluation report is provided to meet the requirements of the Newly Constructed Dwelling Tax Credit program.

Newly Constructed Dwelling Tax Credit Report

The Newly Constructed Dwelling Tax Credit law requires the Director of Finance to report to the Board of Estimates and to the Mayor and City Council the public costs and benefits of the tax credit. The following table summarizes the number of credits and gross costs on an annual and cumulative basis.

Fiscal Year	<u>No. of Credits Granted</u>		<u>Amount of Credits Granted</u>	
	Annual	Cumulative	Annual	Cumulative
1996	30	30	\$20,295	\$20,295
1997	199	229	\$133,333	\$153,628
1998	15	244	\$229,663	\$383,291
1999	149	393	\$309,237	\$692,528
2000	141	534	\$330,747	\$1,023,275
2001	130	664	\$418,921	\$1,442,196
2002	211	875	\$481,490	\$1,923,686
2003	128	1,003	\$704,261	\$2,627,947
2004	165	1,168	\$1,120,122	\$3,748,069
2005	240	1,408	\$1,471,194	\$5,219,263
2006	474	1,882	\$1,653,005	\$6,872,268
2007	446	2,328	\$2,837,490	\$9,709,758
2008	444	2,772	\$2,848,550	\$12,558,308
2009	376	3,148	\$3,999,694	\$16,558,002
2010	371	3,519	\$5,002,670	\$21,560,672
2011 (March)	262	3,781	\$3,948,945	\$25,509,617

The Newly Constructed Tax Credit program is currently the City's third largest local option real property tax credit expense. Since the program's adoption, administrative costs have been absorbed within existing City operations. The City promotes the program in several ways. The Office of Homeownership in the Department of Housing and Community Development promotes the program in its realtor seminars. Information about tax credit programs is available on the City government and the Live Baltimore web sites. The survey included with the application package for the tax credit confirms that realtors continue to be the major source of information about the credit, followed by developers.

The distribution of tax credits granted during Fiscal 2011 indicates that the use of the credit remains concentrated in the same neighborhoods. As the map included in this section shows, about 70.2% of the Fiscal 2011 year-to-date applications are in just 10 neighborhoods and 100% of the credits were granted to properties located in only 43, or 15.8%, of the City's 272 neighborhoods. Most of the credits during the current year continue to be granted in areas where development would potentially happen independently of the availability of this tax credit, such as waterfront, Inner Harbor or downtown communities.

The Department of Finance has published credit recipient survey results since Fiscal 2000. In preparing this report, the Department of Finance reviewed an additional 262 applications processed for Fiscal Year 2011 through March 2011, where 255 completed the questionnaire. The key findings from the survey are summarized below.

Has the program been effectively distributed?

The demographic characteristics of this tax credit recipient have not changed compared to prior years. As is shown by survey results, data indicate that high income households with higher than average priced homes still represent a substantial portion of the program's beneficiaries. In Fiscal 2011, about 34.1% of the survey respondents have income above \$100,000 and another 22.5% have income surpassing the State's median household income of \$70,050. The credit benefited the purchasers of five newly constructed homes with contract price values above \$1.0 million. Additionally, out of the total 262 applications approved year to date, 41.2% purchased homes with contract prices higher than the 12-month average in the Baltimore Metropolitan Area of \$312,938, which is more than twice the 12-month average price in the City of \$142,768 as reported by the Metropolitan Regional Information Systems (MRIS).

The original concept of the Newly Constructed Dwelling Tax Credit program was to attract new residents to the City in order to create a stronger taxable base; however, the credit has encouraged the purchase of new homes by current City residents who also were already property owners. As the results from the survey show, about 46.5% of the recipients in Fiscal 2011 lived in the City prior to purchasing the new home, and 21.1% of total applicants already owned a property. About 63.1% of this year's applicants reported that they were only looking in the City for their new home.

Survey results show that 36.9% of the recipients did not know about the credit prior to purchasing their homes, 46.6% did not know how much the tax credit would reduce their future property tax bills, 22.2% considered that the availability of the credit did not have any influence on their purchase decision, and 25.6% responded that the credit was not important or simply did not answer this question. Results from the Fiscal 2011 survey show that for most participants the existence of the tax credit was not the driving factor in their decision to purchase a home, meaning that for these residents the credit represented a grant for buying a new property instead of an incentive, which is a consistent finding with prior years' survey

results.

Has the Program Been a Net Benefit to the City?

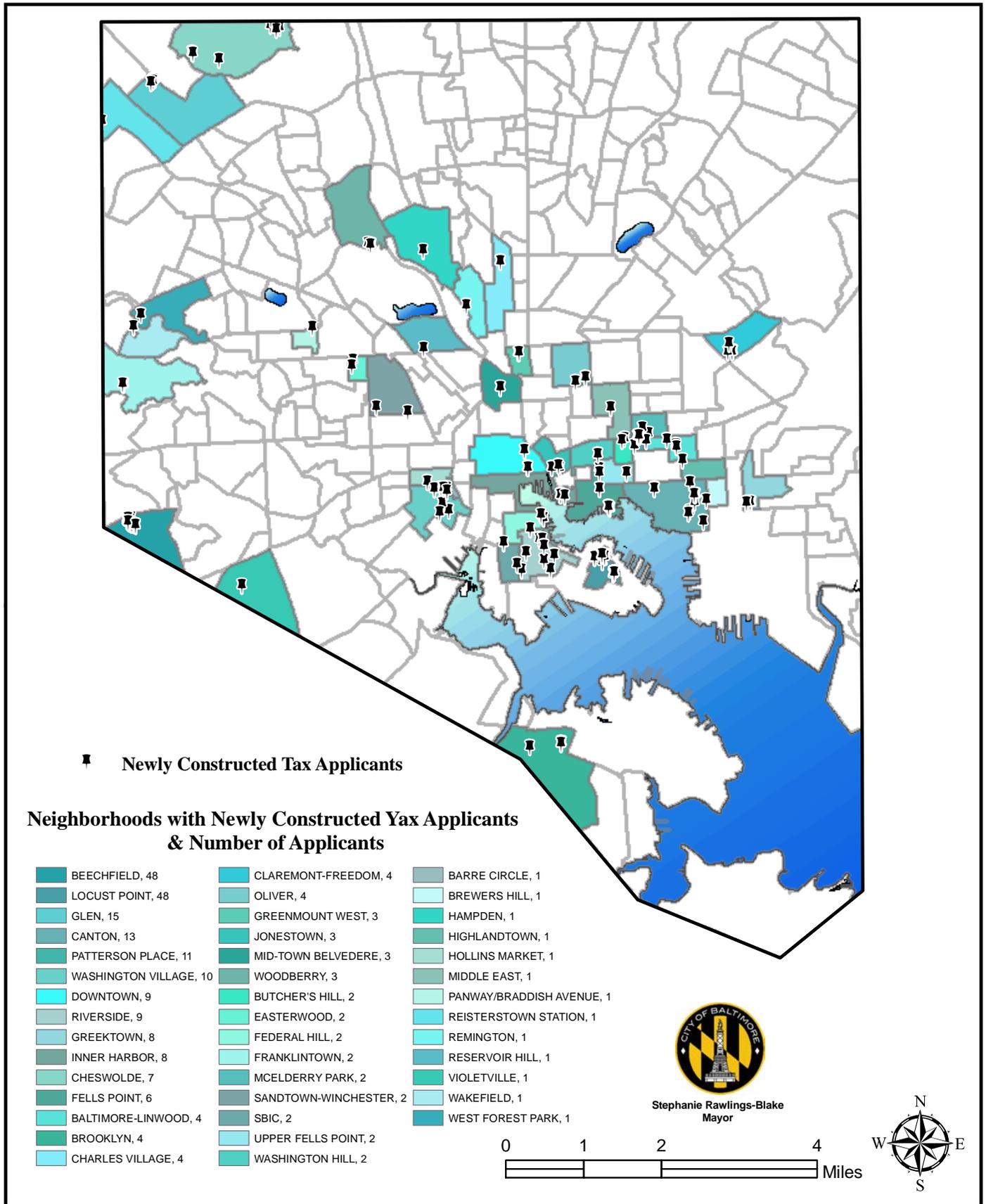
Survey results suggest that the tax credit is typically not a decisive factor in the construction and sale of new residential property. Moreover, as shown in the table below, home sales benefiting from the credit represent only a fraction of the City's total residential real estate market. Nearly 99.0% of all real estate sales and over 96.2% of residential sales from Fiscal 2002 to Fiscal 2010 occurred without the benefit of this direct tax expenditure subsidy.

City Real Estate Market Sales Statistics	
Fiscal Year 2002 through 2010	
Total Taxable Real Property Transfers	177,299
Total Sales Reported by Real Estate Companies (MRIS)	74,337
Newly Constructed Tax Credit Recipients	2,855
Tax Credit Recipients as a Percent of:	
Total Sales	1.6%
MRIS Sales	3.8%

The cumulative cost of the Newly Constructed Tax Credit is known; the benefits are still uncertain. Given the current budget crisis, the cost of the credit must be compared to other potential uses of public money, such as public safety, education, recreation and parks, sanitation and the other basic services that could both enhance the City's desirability as a location to purchase a home and build more stable communities for all Baltimore residents.

City of Baltimore

Newly Constructed Tax Credit Applications by Neighborhood Fiscal Year 2011 Year to Date



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized real property tax credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2012, the City budget estimates real property tax credit expenditures totaling about \$147.5 million. This represents a decrease of about \$15.4 million compared to the Fiscal 2011 projected expenses of \$162.9 million.

	Fiscal 2011 <u>Projection</u>	Fiscal 2012 <u>Budget</u>
<u>Homestead Tax (104% Assessment Phase-In)</u>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	\$142,631,415	\$121,083,000
<u>Enterprise Zone Property Tax Credit</u>		
A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements.	6,646,279	11,791,000
<u>Historic Restoration and Rehabilitation Property Tax Credit</u>		
A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements.	8,258,229	8,899,000
<u>Newly Constructed Dwelling Property Tax Credit</u>		
A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings.	4,016,029	4,231,429
<u>Brownfields Property Tax Credit</u>		
A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it's 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period.	817,428	1,200,000
<u>Home Improvement Property Tax Credit</u>		
A five-year tax credit (100% in the first tax year and declining by 20 percentage points thereafter) on the increased value of a dwelling due to improvements.	156,977	100,000
<u>Other Local Option Property Tax Credits</u>		
Includes costs of the neighborhood preservation and stabilization, conservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs.	401,288	203,000
	<u>\$162,927,645</u>	<u>\$147,507,429</u>

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Property Tax Base and Estimated Property Tax Yield

ESTIMATED ASSESSABLE BASE	Fiscal 2011	Fiscal 2012	Change
REAL PROPERTY			
Subject to \$2.268 Tax Rate			
Real Property Assessed Locally	\$37,185,968,000	\$36,229,225,000	(\$956,743,000)
Appeals, Abatements and Deletion Reductions	(133,333,000)	(250,000,000)	(116,667,000)
Adjustment for Assessment Increases over 4%	(6,860,408,000)	(5,519,789,000)	1,340,619,000
New Construction	97,820,000	75,619,000	(22,201,000)
Rail Road Property	136,591,000	164,652,000	28,061,000
Total Real Property Subject to \$2.268 tax rate	\$30,426,638,000	\$30,699,707,000	\$273,069,000
Subject to \$5.67 Tax Rate			
Public Utility Property	\$179,661,000	\$127,859,000	(\$51,802,000)
Total Public Utility Real Property Subject to \$5.67 tax rate	\$179,661,000	\$127,859,000	(\$51,802,000)
Total Real Property	\$30,606,299,000	\$30,827,566,000	\$221,267,000
TANGIBLE PERSONAL PROPERTY			
Subject to \$5.67 Tax Rate			
Individual and Firms	\$19,293,000	\$17,960,000	(\$1,333,000)
Ordinary Business Corporations	\$834,972,000	\$900,101,000	\$65,129,000
Public Utilities	\$824,497,000	\$824,354,000	(\$143,000)
Total Tangible Personal Property	\$1,678,762,000	\$1,742,415,000	\$63,653,000
Total Real and Personal Property	\$32,285,061,000	\$32,569,981,000	\$284,920,000

ESTIMATED PROPERTY TAX YIELD	Fiscal 2012
Property Subject to \$2.268 Tax Rate	
Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base	\$0.01/\$100 \$3,069,971
Anticipated Rate of Collection	97.0%
Net Tax Yield from \$0.01 per \$100 of Assessable Base	\$2,977,872
Estimated Total Tax Yield Property Tax Subject to 2.268 tax rate	\$675,381,274
Property Subject to \$5.67 Tax Rate (by law 2.5 times Real Property Tax Rate)	
Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base	\$0.01/\$100 \$12,786
Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base	\$0.01/\$100 \$174,242
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base	\$187,027
Anticipated Rate of Collection	98.0%
Net Tax Yield from \$0.01 per \$100 of Assessable Base	\$183,287
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)	\$458,217
Estimated Total Tax Yield Property Tax Subject to \$5.67 tax rate	\$103,923,645
Total Estimated Property Tax Yield - Real and Personal Property	\$779,304,919
Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property	\$3,436,089

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Fiscal 2012 Summary of the Adopted Budget

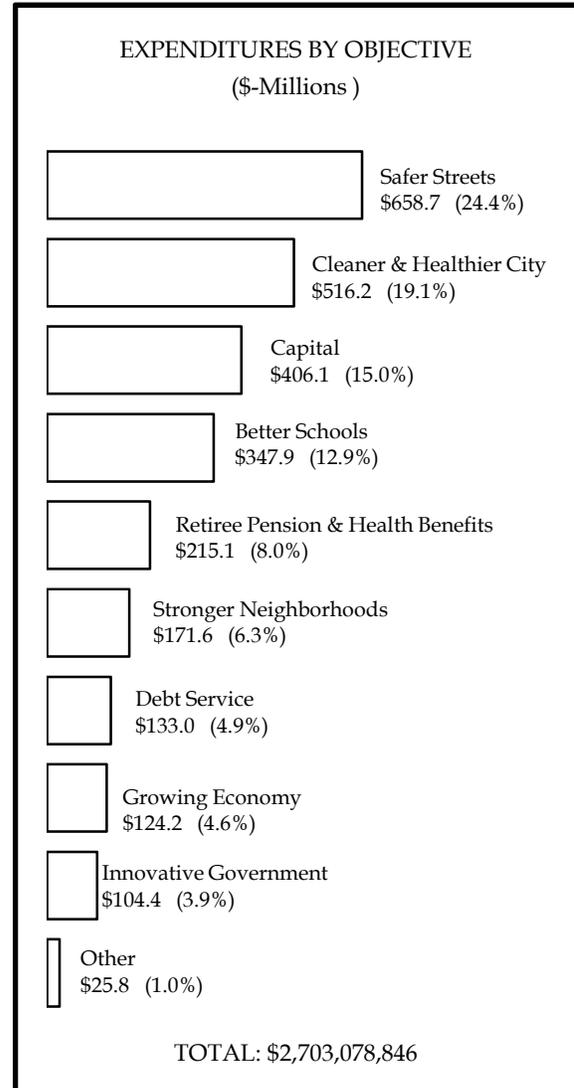
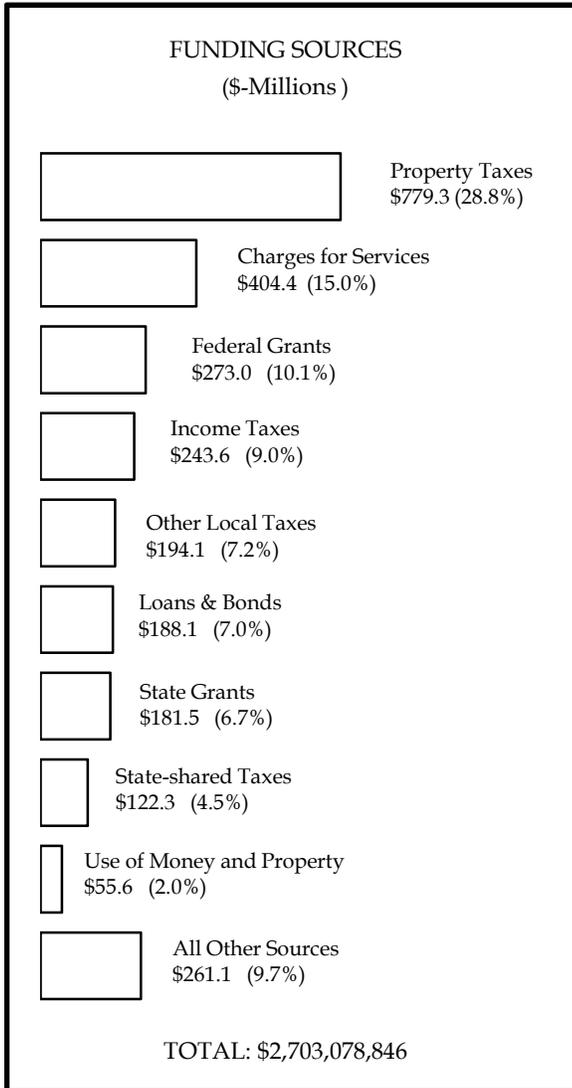
Budget Plan



Fiscal 2012
SUMMARY OF THE ADOPTED BUDGET
 Funding Sources and Expenditures by Function
 Total Operating and Capital Budget

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

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



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

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

Note: May not add to total due to rounding.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Selected Summary Views – Total Operating and Capital Budget

Introduction - Summarizing the Budget Numbers

The total Fiscal 2012 appropriation plan adopted by the City Council and approved by the Mayor is \$2.7 billion. Throughout this document there are numerous tables and charts providing different views and levels of detail regarding the budget. There are various ways to look at a budget – function, agency, service (previously program), activity, funding source, expenditure category, etc. This section gives the reader a quick overview of what the operating and capital appropriation numbers mean. It summarizes the expenditures by function that elected local policymakers have approved. In addition, it summarizes the estimated resources available to pay for the plan.

Quick View - Major City Objectives and Funding Sources

The bar chart on the opposite page gives a concise view of Baltimore City’s budget. The \$2.7 billion budget is supported by several major funding sources. The property tax, federal and State aid, and charges for services, such as water and wastewater, comprise 60.6% of the funding sources. The largest expenditure is for a safety, followed by spending on a cleaner and healthier city, schools, and retiree pension and health benefits. Combined, these four functions represent nearly 65% of the total budget. Detail on spending by outcome and fund is found in the Operating Budget section (Appropriations by Governmental Outcome and Fund table on page 120.)

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

The Fiscal 2012 Summary of General Fund Budgetary Trends exhibit (p. 46) is designed to answer some of the most commonly asked questions about the City’s largest fund.

Trends in the Budget

The tables on pages 47 and 48 compare Fiscal 2009 and Fiscal 2010 actual expenditures to the Fiscal 2011 and Fiscal 2012 budgets for the total budget and for the operating and capital budgets separately.

How the Budget is Structured - The Budget Funds

The narrative and table on pages 49 and 50 (Budgeted Funds: Total and Net Appropriations) provide the reader a quick understanding of the budgetary funds that comprise the total City budget. Funds are distinct groups of revenues and expenses that must be separately identified, planned and accounted for by law or for management purposes. The most important fund is the City’s General Fund. It contains all local taxes paid by City residents, businesses and visitors (property, income, hotel, and other taxes). The General Fund is the fund over which policymakers have the most management discretion in order to implement service changes, improvements, cost savings and increase or lower tax burdens.

Major Types of Expenses

The narrative and chart on page 51 (Expenditures by Object) is designed to answer one of the most commonly asked questions regarding how the budgeted money is spent. It describes the categories of expenditure in the budget, such as salaries, contractual services, and materials and supplies. Expenses for employee salaries and related benefits comprise the largest portion of expenses. Other objects include consumable supplies and equipment.

Trends in Authorized Full-Time Positions - All Funds

The chart and table on page 52 show authorized full-time positions across all funds. In Fiscal 2012, full-time positions are 5.1% below the Fiscal 2003 level. It is important to note that a portion of authorized positions are not funded in the budget and that unfunded (or “salary saved”) positions increased from 554 in Fiscal 2011 to 780 in Fiscal 2012.

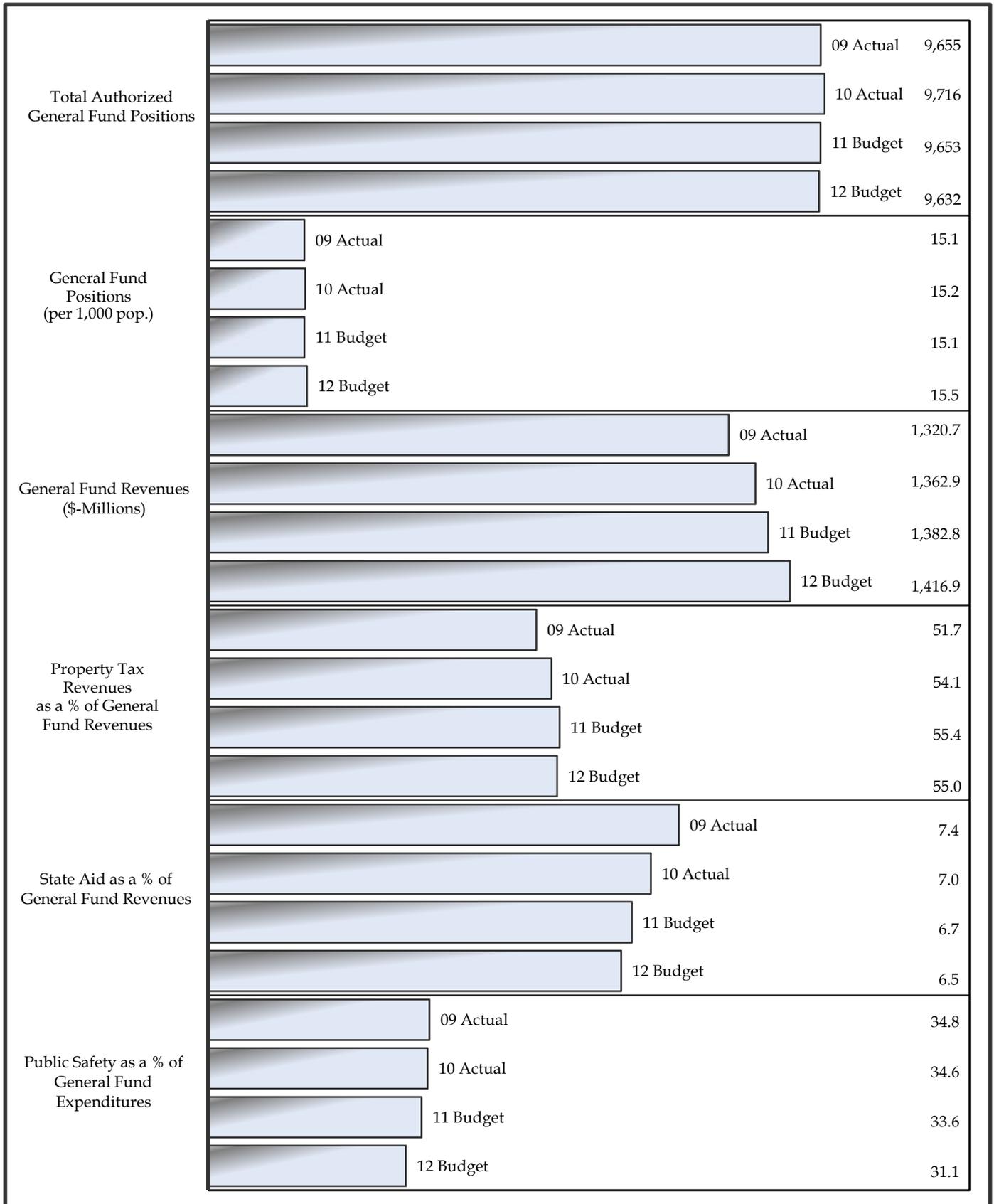
Trends in Authorized Full-Time Positions - General Fund

The chart and table on page 53 present long-term trend information on General Fund authorized position levels. General Fund authorized positions have increased 3.7% since Fiscal 2003, but are down by 0.2% from Fiscal 2011 to Fiscal 2012. It is important to note that a portion of authorized positions are not funded in the budget and that General Fund unfunded (or “salary saved”) positions increased from 308 in Fiscal 2011 to 405 in Fiscal 2012.

Past and Projected Budgetary Fund Balances

It is essential to estimate the effect of current operations on the City’s balance sheet. The table on page 54 starts with the June 30, 2010 audited budgetary fund balance for principal operating funds and projects the effect of current and coming year operations on these balances. The chart depicts General and Motor Vehicle Fund balances.

Fiscal 2012
SUMMARY OF THE ADOPTED BUDGET
 Summary of General Fund Budgetary Trends



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

	Fiscal 2009 Actual	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Operating Plan	\$2,140,957	\$2,249,679	\$2,262,159	\$2,296,942	\$34,783	1.5%
Capital Plan	743,369	533,980	673,819	406,136	(267,683)	(39.7)%
Total Budget	\$2,884,326	\$2,783,659	\$2,935,978	\$2,703,078	(\$232,900)	(7.9)%

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

	Fiscal 2009 Actual	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Total Budget						
Local and State-shared Funds						
General	\$1,317,291	\$1,362,970	\$1,382,820	\$1,416,868	\$34,048	2.5%
Motor Vehicle	228,730	209,505	152,788	156,296	3,508	2.3%
Parking Management	14,668	16,342	16,561	17,722	1,161	7.0%
Convention Center Bond	4,463	4,344	4,602	4,602	0	0.0%
Total	1,565,152	1,593,161	1,556,771	1,595,488	38,717	2.5%
Enterprise Funds						
Waste Water Utility	174,868	161,542	181,939	192,244	10,305	5.7%
Water Utility	128,995	130,219	140,133	148,867	8,734	6.2%
Parking Enterprise	30,869	26,634	33,208	33,740	532	1.6%
Loan and Guarantee	3,164	3,246	3,802	3,822	20	0.5%
Conduit Enterprise	8,207	9,675	10,527	11,868	1,341	12.7%
Total	346,103	331,316	369,609	390,541	20,932	5.7%
Grant Funds						
Federal	308,114	287,710	297,171	272,791	(24,380)	(8.2)%
State	260,674	171,744	376,731	89,234	(287,497)	(76.3)%
Special	38,921	50,536	60,769	60,939	170	0.3%
Total	607,709	509,990	734,671	422,964	(311,707)	(42.4)%
Loans and Bonds						
Revenue Bonds	112,862	129,997	117,883	138,078	20,195	17.1%
General Obligation Bonds	60,000	65,000	60,000	50,000	(10,000)	(16.7)%
Total	172,862	194,997	177,883	188,078	10,195	5.7%
Mayor & City Council Real Property	6,345	2,000	2,500	8,125	5,625	225.0%
All Other	186,155	152,195	94,544	97,882	3,338	3.5%
Total - All Funds	\$2,884,326	\$2,783,659	\$2,935,978	\$2,703,078	(\$232,900)	(7.9)%

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

	Fiscal 2009 Actual	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Local and State-shared Funds						
General	\$1,308,130	\$1,358,783	\$1,380,820	\$1,407,868	\$27,048	2.0%
Motor Vehicle	181,330	209,505	152,788	151,296	(1,492)	(1.0)%
Parking Management	14,668	16,342	16,561	17,722	1,161	7.0%
Convention Center Bond	4,463	4,344	4,602	4,602	0	0.0%
Total	\$1,508,591	1,588,974	1,554,771	1,581,488	26,717	1.7%
Enterprise Funds						
Waste Water Utility	158,181	155,792	178,189	185,494	7,305	4.1%
Water Utility	120,495	121,219	134,483	144,167	9,684	7.2%
Parking Enterprise	30,869	26,634	33,208	33,740	532	1.6%
Loan and Guarantee Enterprise	3,164	3,246	3,802	3,822	20	0.5%
Conduit Enterprise	4,788	5,162	5,296	5,868	572	10.8%
Total	317,497	312,053	354,978	373,091	18,113	5.1%
Grant Funds						
Federal	202,673	209,887	211,520	204,600	(6,920)	(3.3)%
State	75,825	90,991	80,121	76,824	(3,297)	(4.1)%
Special	36,371	47,774	60,769	60,939	170	0.3%
Total	314,869	348,652	352,410	342,363	(10,047)	(2.9)%
Total Operating - All Funds	\$2,140,957	\$2,249,679	\$2,262,159	\$2,296,942	\$34,783	1.5%

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

	Fiscal 2009 Actual	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Pay-As-You-Go						
General Fund	\$9,161	\$4,187	\$2,000	\$9,000	\$7,000	350.0%
Motor Vehicle	47,400	0	0	5,000	5,000	NA
Conduit Enterprise	3,419	4,513	5,231	6,000	769	14.7%
Waste Water Utility	16,687	5,750	3,750	6,750	3,000	80.0%
Water Utility	8,500	9,000	5,650	4,700	(950)	(16.8)%
Total	85,167	23,450	16,631	31,450	14,819	89.1%
Grants						
Federal	105,441	77,823	85,651	68,191	(17,460)	(20.4)%
State	184,849	80,753	296,610	12,410	(284,200)	(95.8)%
Special	2,550	2,762	0	0	0	NA
Total	292,840	161,338	382,261	80,601	(301,660)	(78.9)%
Loans and Bonds						
Revenue and TIF Bonds	112,862	129,997	117,883	138,078	20,195	17.1%
General Obligation Bonds	60,000	65,000	60,000	50,000	(10,000)	(16.7)%
Total	172,862	194,997	177,883	188,078	10,195	5.7%
Mayor & City Council Real Property	6,345	2,000	2,500	8,125	5,625	225.0%
All Other	186,155	152,195	94,544	97,882	3,338	3.5%
Total Capital - All Funds	\$743,369	\$533,980	\$673,819	\$406,136	(\$267,683)	(39.7)%

Note: Fiscal 2009 and Fiscal 2010 Actual capital expenditures represent net appropriations made and reserved, including any supplemental appropriations and de-appropriations.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Description of Operating and Capital Funds

The Fiscal 2012 total capital and operating appropriations of \$2.703 billion are budgeted in the following funds:

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

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

Motor Vehicle Fund - This fund primarily comprises State shared highway user revenues legally restricted to prescribed transportation programs set forth in State law.

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

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

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

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

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

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

	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Local and State-Shared Funds				
General	\$1,382,820	\$1,416,868	\$34,048	2.5%
Motor Vehicle	152,788	156,296	3,508	2.3%
Parking Management	16,561	17,722	1,161	7.0%
Convention Center Bond	4,602	4,602	0	0.0%
Total	1,556,771	1,595,488	38,717	2.5%
Enterprise Funds				
Waste Water Utility	181,939	192,244	10,305	5.7%
Water Utility	140,133	148,867	8,734	6.2%
Parking Enterprise	33,208	33,740	532	1.6%
Loan and Guarantee	3,802	3,822	20	0.5%
Conduit Enterprise	10,527	11,868	1,341	12.7%
Total	369,609	390,541	20,932	5.7%
Grant Funds				
Federal	211,520	204,600	(6,920)	(3.3)%
State	80,121	76,824	(3,297)	(4.1)%
Special	60,769	60,939	170	0.3%
Total	352,410	342,363	(10,047)	(2.9)%
Internal Service Fund	81,930	83,389	1,459	1.8%
TOTAL OPERATING AND PAYGO FUNDS	\$2,360,720	\$2,411,781	\$51,061	2.2%
Less				
Transfer to Capital Project Funds	16,631	31,450	14,819	89.1%
Internal Service Fund	81,930	83,389	1,459	1.8%
NET OPERATING APPROPRIATIONS	\$2,262,159	\$2,296,942	\$34,783	1.5%
Plus - Capital Projects Funds	673,819	406,136	(267,683)	(39.7)%
TOTAL APPROPRIATIONS - ALL FUNDS	\$2,935,978	\$2,703,078	(\$232,900)	(7.9)%

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

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Major Types of Expenses - Total Operating and Capital Funds

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

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

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

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

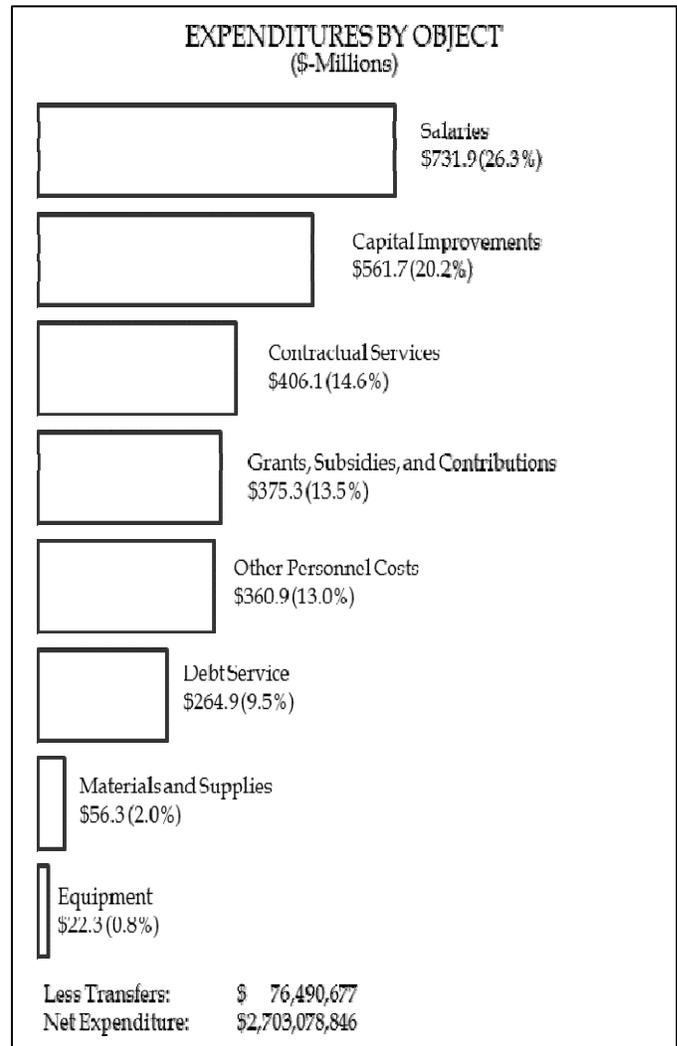
Other Personnel Costs - Payments for benefits provided to City personnel for medical coverage (including vision, dental, prescription drug and other health insurance), Social Security, retirement and other benefits.

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

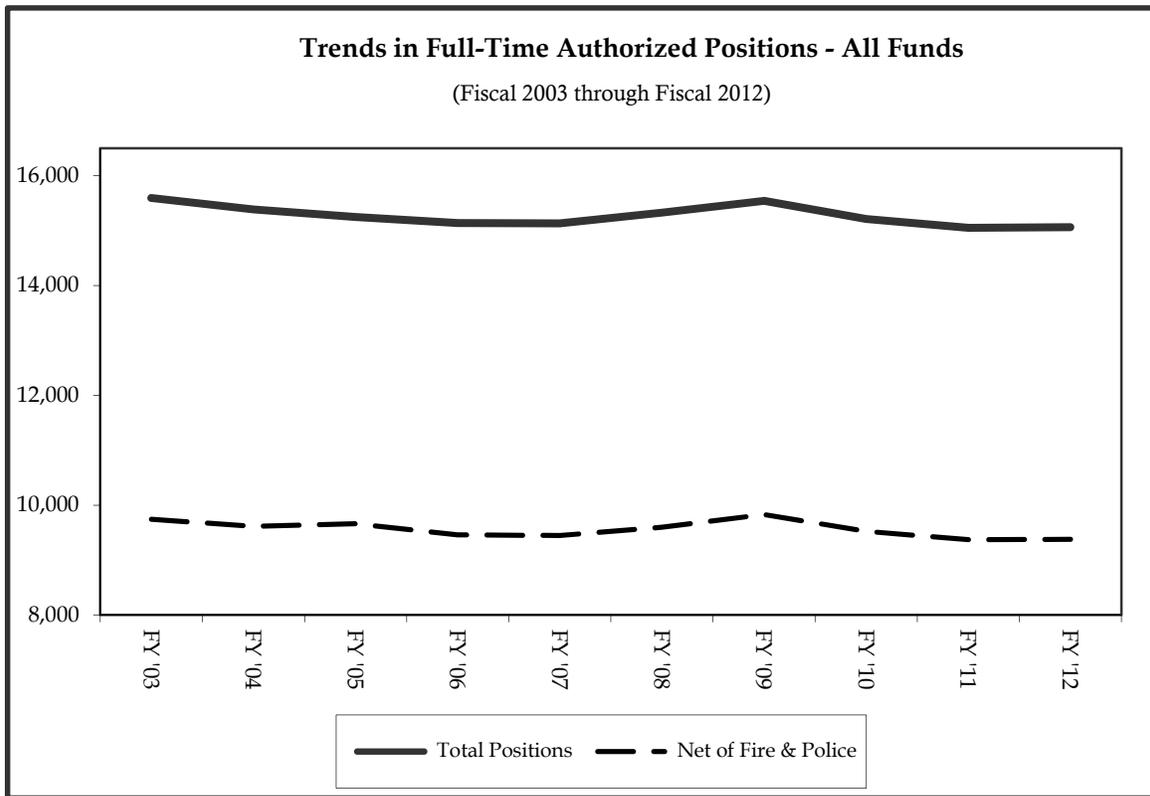
Materials and Supplies - Payments for commodities which are consumed or materially altered when used, such as custodial supplies, heating fuels, clothing, books and food.

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

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



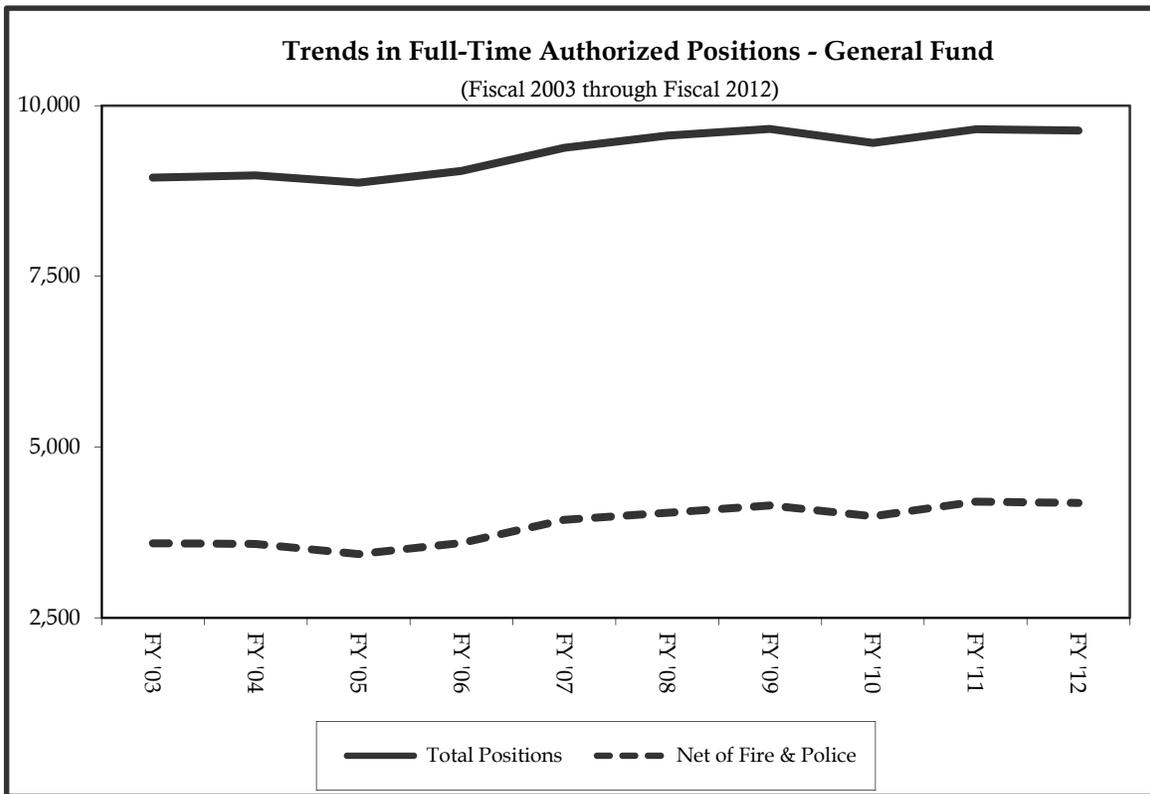
FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Trends in Full-Time Authorized Positions - All Funds



Year	Full-Time Authorized Positions (All Funds)				Full-Time Authorized Positions (Net of Fire and Police)			
	Positions	Cumulative Percent Change	Positions Per 1,000 Population	Cumulative Percent Change	Positions	Cumulative Percent Change	Positions Per 1,000 Population	Cumulative Percent Change
FY 2003	15,593	N/A	24.3	N/A	9,743	N/A	15.2	N/A
FY 2004	15,385	(3.1%)	24.0	(2.4%)	9,618	(5.3%)	15.0	(4.7%)
FY 2005	15,246	(3.9%)	23.8	(3.2%)	9,664	(4.8%)	15.1	(4.1%)
FY 2006	15,137	(4.6%)	23.6	(4.0%)	9,459	(6.9%)	14.8	(6.2%)
FY 2007	15,130	(4.7%)	23.6	(3.9%)	9,450	(7.0%)	14.8	(6.2%)
FY 2008	15,326	(3.4%)	24.0	(2.4%)	9,600	(5.5%)	15.0	(4.4%)
FY 2009	15,542	(2.1%)	24.4	(0.9%)	9,833	(3.2%)	15.4	(2.0%)
FY 2010	15,215	(4.1%)	24.5	(0.4%)	9,526	(6.2%)	15.3	(2.5%)
FY 2011	15,053	(5.2%)	24.2	(1.4%)	9,376	(7.7%)	15.1	(4.1%)
FY 2012	15,059	(5.1%)	24.3	(1.4%)	9,378	(7.7%)	15.1	(4.0%)

Note: The figures in the table above represent authorized positions. A portion of authorized positions are not funded in the budget. Unfunded (or "salary saved") positions totaled 554 in Fiscal 2011 and 750 in Fiscal 2012.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Trends in Full-Time Authorized Positions - General Fund



Year	Authorized General Fund Positions				Authorized General Fund Positions (Net of Fire and Police)			
	Positions	Cumulative Percent Change	Positions Per 1,000 Population	Cumulative Percent Change	Positions	Cumulative Percent Change	Positions Per 1,000 Population	Cumulative Percent Change
FY 2003	8,946	N/A	13.9	N/A	3,592	N/A	5.6	N/A
FY 2004	8,980	(3.3%)	14.0	(2.7%)	3,581	(9.2%)	5.6	(8.6%)
FY 2005	8,870	(4.5%)	13.9	(3.7%)	3,435	(12.9%)	5.4	(12.2%)
FY 2006	9,042	(2.6%)	14.1	(2.0%)	3,595	(8.9%)	5.6	(8.3%)
FY 2007	9,383	1.0%	14.7	1.8%	3,934	(0.3%)	6.1	0.5%
FY 2008	9,560	2.9%	15.0	4.1%	4,037	2.3%	6.3	3.5%
FY 2009	9,655	4.0%	15.1	5.2%	4,145	5.0%	6.5	6.3%
FY 2010	9,454	1.8%	15.2	5.8%	3,989	1.1%	6.4	5.0%
FY 2011	9,653	3.9%	15.5	8.0%	4,201	6.5%	6.8	10.6%
FY 2012	9,632	3.7%	15.5	7.8%	4,185	6.1%	6.7	10.2%

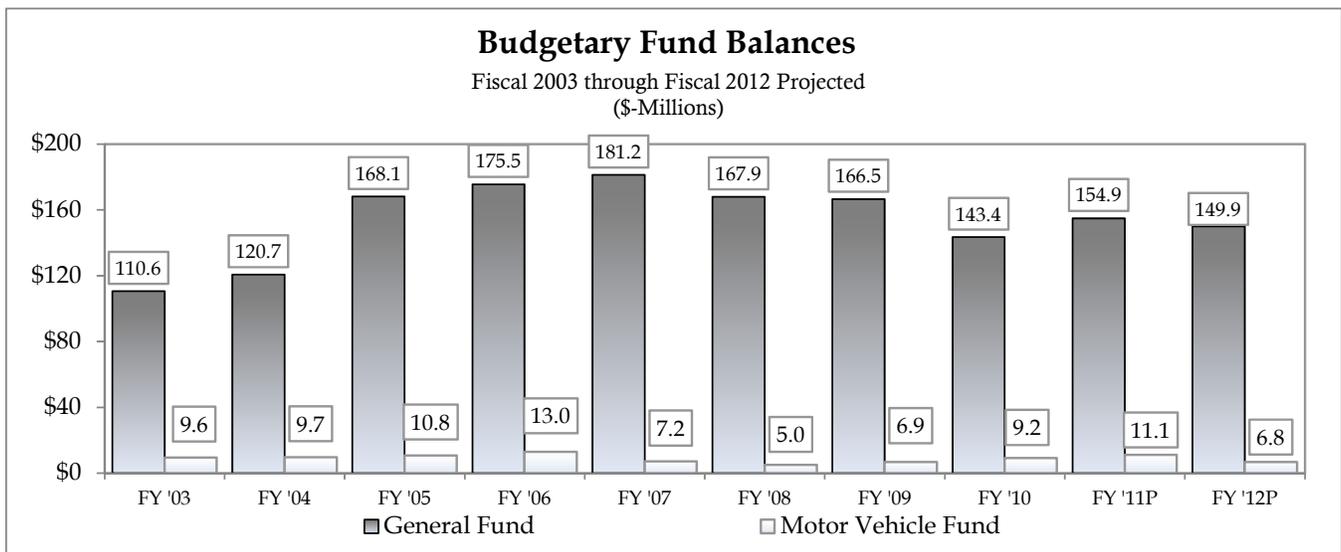
Note: The figures in the table above represent authorized positions. A portion of authorized positions are not funded in the budget. Unfunded General Fund positions totaled 308 in Fiscal 2011 and 405 in Fiscal 2012.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Past and Projected Budgetary Fund Balances

	General Fund	Motor Vehicle Fund	Other Funds [1]
Fiscal 2011 (\$ - Thousands):			
Actual Budgetary Fund Balance, June 30, 2010	\$143,427	\$9,221	\$133,087
Estimated Revenues & Net Transfers	\$1,388,326	\$160,063	\$1,109,300
Estimated Expenses & Other Uses	(\$1,376,885)	(\$158,187)	(\$1,084,677)
Estimated Budgetary Fund Balance, June 30, 2011	\$154,868	\$11,097	\$157,710
Fiscal 2012:			
Estimated Budgetary Fund Balance, June 30, 2011	\$154,868	\$11,097	\$157,710
Estimated Revenues & Net Transfers	\$1,409,103	\$151,999	\$835,428
Estimated Expenses & Other Uses	(\$1,414,068)	(\$156,296)	(\$835,829)
Estimated Budgetary Fund Balance, June 30, 2012	\$149,903	\$6,800	\$157,309

[1] Other Funds includes Convention Center, Parking Management, Federal, State, Special Grant funds, and Enterprise funds including Water, Wastewater, Parking, Conduit and Loan and Guarantee funds.

Based on preliminary data, budgetary fund balances for the General Fund and Motor Vehicle Fund increased in Fiscal 2011. For the General Fund, the budget freeze reduced expenses below budget and revenues were stronger than expected from prior year property taxes, hotel tax, telecommunication tax and parking related revenues. General Fund surplus will be used to accelerate replenishment of the Budget Stabilization Reserve. For the Motor Vehicle Fund, higher than expected Highway User Revenue and speed camera fines were used to support supplemental appropriations for street resurfacing and traffic calming projects. Fund balances drop in Fiscal 2012 due to the use of fund balances for paygo capital projects in the adopted budget.



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

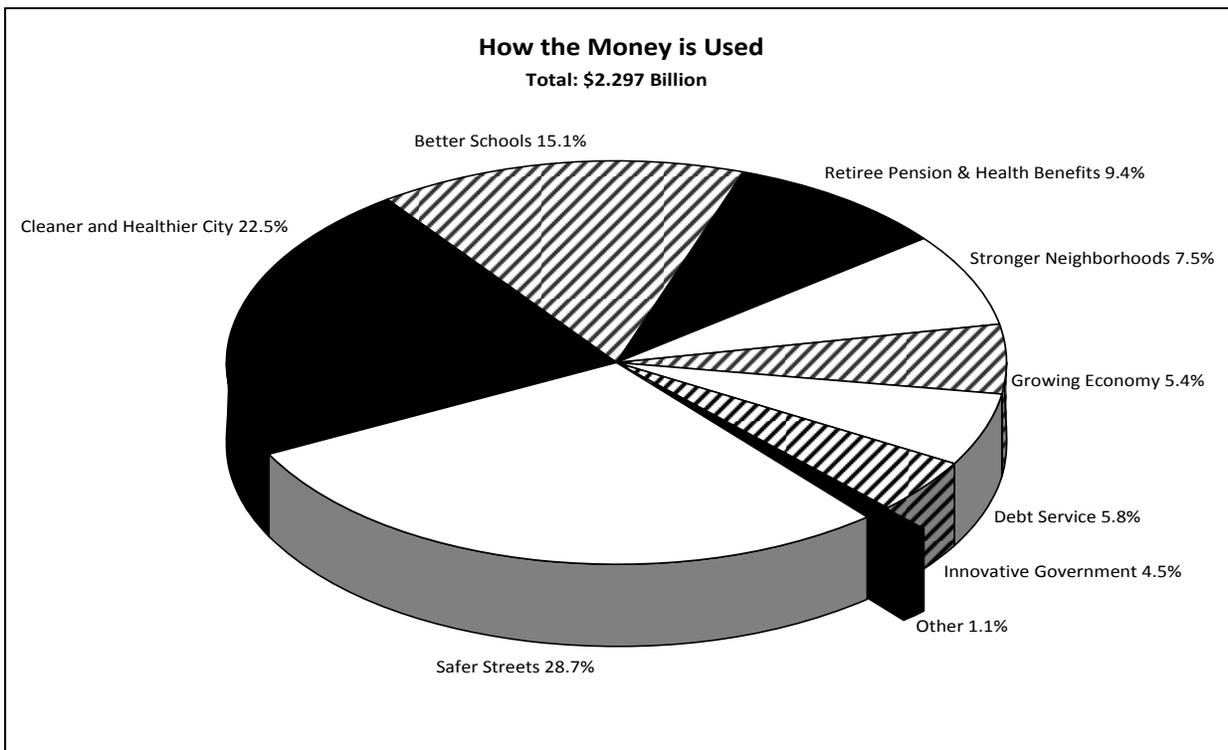
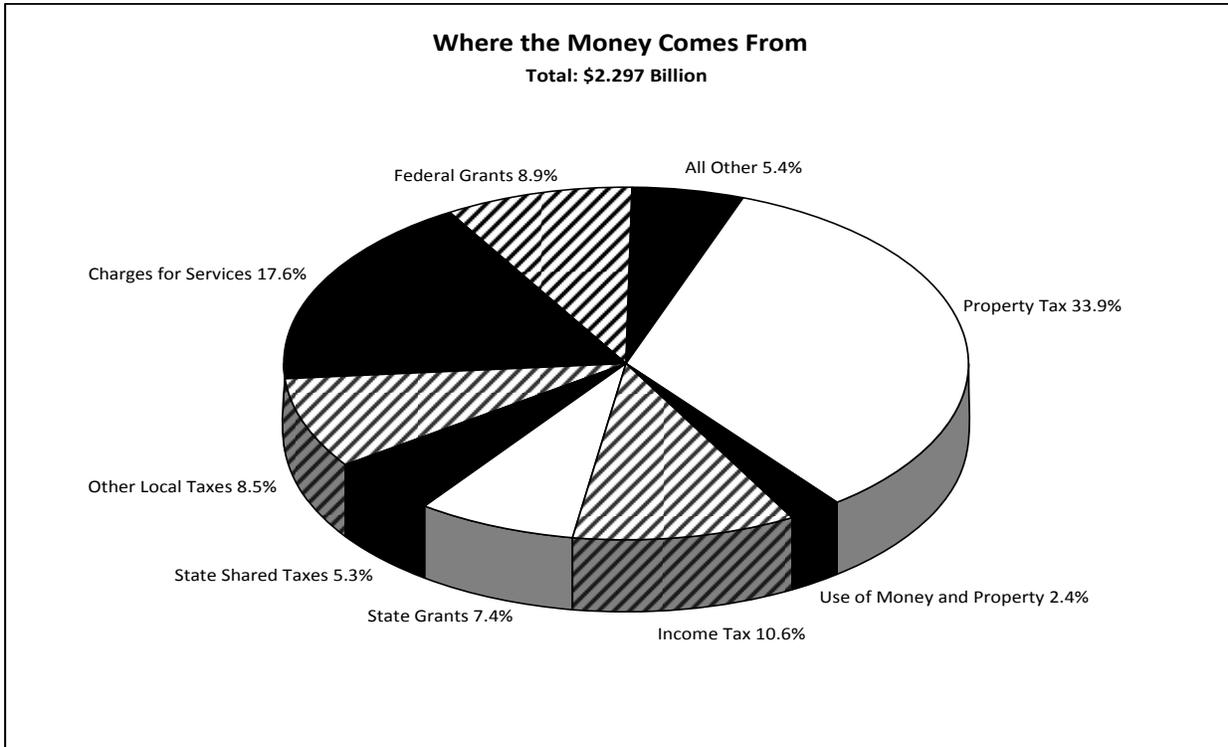
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Fiscal 2012
Summary of the
Adopted Budget
Operating Budget



FISCAL 2012

OPERATING BUDGET



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Better Schools

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$276,111,595	\$286,339,182	\$10,227,587	3.7%
Federal	38,001,814	39,342,406	1,340,592	3.5%
State	12,553,412	11,661,012	(892,400)	(7.1)%
Special	10,389,768	10,546,745	156,977	1.5%
Total	\$337,056,589	\$347,889,345	\$10,832,756	3.2%

CITY SERVICES FUNDED FOR FISCAL 2012

The services described in this section are listed numerically by service number. This section is followed by descriptions of services not funded in the Fiscal 2012 budget.

310. School Health Services

Health Department

General Fund - \$5,036,597

Other Funds - \$11,402,215

The Division of School Health provides delivery and coordination of health services to students in health suites and school-based health centers in Baltimore City Public Schools. The school health model provides basic coverage that principals can supplement from their school budgets. The Fiscal 2012 General Fund adopted budget is a decrease of \$23,442 or 0.5% below the Fiscal 2011 appropriation, due to inclusion of furlough savings that were previously budgeted centrally. No school-based health centers (SBHC) or health suites will close, but health centers will implement a reduced staffing model. Current staffing in all but the elementary school-based health centers includes a four member team of a nurse practitioner, a school health nurse, a medical office assistant, and a school health aide. Several school health aides would be reassigned to school health suites currently staffed by agency nurses. The loss of health aides in SBHCs will result in a decrease in SBHC visits from a projection of 16,000 in Fiscal 2011 to 14,000 in Fiscal 2012. Total health suite visits will be reduced from a projected 431,000 in Fiscal 2011 to 409,000 in Fiscal 2012.

352. Baltimore City Public Schools (BCPS)

General Fund - \$249,254,029

The City's Fiscal 2012 Maintenance of Effort amount is \$201,343,259, a \$1.8 million increase over Fiscal 2011 due to increased enrollment and the per pupil target funding level. The City also provides \$4.3 million for certain transition services and \$2.8 million for termination pay as provided under State law. The Fiscal 2012 adopted budget for School Crossing Guards is \$2.7 million, an increase of \$158,000 or 6%. Crossing guard costs are shared with BCPS. The Fiscal 2012 cost of BCPS retirees' health care (\$40.8 million) is reflected as direct City support and is appropriated in the local share program. The increase from Fiscal 2011

is due to an updated cost allocation model. BCPS-related debt service is budgeted at \$19.8 million. Total City direct support of BCPS equates to approximately \$3,076 per pupil.

City Support for the Baltimore City Public School System Fiscal 2011 v. Fiscal 2012		
Category of Expense	Fiscal 2011 Budget	Fiscal 2012 Recommended
Part I: Direct Payment by the City to the Schools		
Required Maintenance of Effort (MOE)	199,524,949	201,343,259
Sub Total	\$ 199,524,949	\$ 201,343,259
Transition Services	4,343,623	4,343,623
BCPS Termination Leave	2,800,000	2,800,000
Retiree Health Benefits	31,404,614	40,767,147
Sub Total Direct Cost	\$ 238,073,186	\$ 249,254,029
Part II: Costs of the City in Support of the Schools		
Health/School Nurse Program (General Fund portion)	5,060,039	5,036,597
School Crossing Guards	2,606,837	2,770,636
Debt Service/COPs for Schools	24,721,367	19,812,526
Sub Total: In Support of Schools	\$ 32,388,243	\$ 27,619,759
Total City Costs	\$ 270,461,429	\$ 276,873,788
<i>Source: Bureau of the Budget and Management Research</i>		

446. Educational Grants

General Fund - \$6,272,635

The Fiscal 2012 adopted budget includes \$4.8 million for Family League after-school and summer programs, a reduction of \$465,000 or 9% from the Fiscal 2011 level. The Fiscal 2012 budget request for Greater Homewood Experience Corps and the University of Maryland Extension – Baltimore City are each \$180,000, 10% reductions from their Fiscal 2011 levels. The appropriation for the Baltimore City Community College is \$1.0 million and maintains the Fiscal 2011 level of appropriations per State law, and \$100,000 for Teach for America, which also maintains the Fiscal 2011 level of appropriation. Family League programs engage 5,000 young people in learning activities that are shown to increase school attendance – a key factor in academic success. To mitigate the reduced funding, the Family League will use funds from its State Earned Reinvestment account for one-time investment, and other prior year funds. The Family League will continue to operate all 16 Community Resource School sites.

604. Early Childhood Education

Department of Housing and Community Development

General Fund - \$100,000

Other Funds - \$1,627,504

This service is designed to provide safe, convenient and flexible childcare to parents who work, attend school or participate in job training programs. The Fiscal 2012 budget maintains current services. The General Fund appropriation is due to reduction of the

Community Services Block Grant (CSBG) previously funded in the Office of Human Services. The Federal Funds adopted budget is \$484,086 (47.7%) above the Fiscal 2011 level of appropriation due to a reduction of General Funds for utility costs and decreased revenue from parent contributions. Parent fees are calculated based upon income, which have been reduced due to the economic downturn.

605. Head Start

Other Funds - \$30,766,629

Department of Housing and Community Development

This service provides comprehensive services to low income children and their families through education, health care and other social services. Head Start serves approximately 3,600 children per year in 17 locations across the City. The Fiscal 2012 adopted budget is \$421,338 (1.4%) below Fiscal 2011.

725. Senior Education

Other Funds - \$875,997

Health Department

This service provides older and disabled adults and their caregivers with educational and training opportunities offered at our senior centers, faith based organizations, long term care facilities, community events and forums and trainings. Training is offered on health related topics, benefit and service eligibility, GED classes, job training, computer classes, second languages, caregiver training, advocacy and ombudsman initiatives and intergenerational programming. Approximately 44% of Baltimore seniors access senior center services, and 95% of participants report satisfaction with these services.

740. Dawson Center

Other Funds - \$360,546

Department of Housing and Community Development

This service provides after-school and summer youth programming to 50 children and their families at the Dawson Center in the Oliver community. The Fiscal 2012 adopted budget is \$120,546 (50%) higher than Fiscal 2011 due to reduction in a prior year grant.

788. Information Services

General Fund - \$23,131,657

Enoch Pratt Free Library

Other Funds - \$10,266,930

This service provides for the operation of the Enoch Pratt Library, including the Central Library which functions as the State Library Resource Center; 21 local branches; the Baltimore City Detention Center library; and two bookmobiles. Library branches are hubs of lifelong learning, are a critical link to electronic information resources for households that lack internet access, and serve as a community center for individuals and local organizations. In Fiscal 2012, the library anticipates its circulation volume will be approximately 1.2 million items (books, DVD's, CD's and other materials borrowed), 1.5 million reference questions will be answered, and that attendance at library programs will be approximately 100,000. The General Fund adopted budget for Fiscal 2012 is \$23.1 million, an increase of \$440,710 or 1.9% above the Fiscal 2011 level of appropriation. Current services will be maintained.

791. BCPS Alternative Options Academy for Youth
Mayor's Office of Employment Development

Other Funds - \$191,000

This service provides an alternative education model for youth failing out of the traditional school system. The Academy allows youth to learn at their own pace and earn the credits necessary to transition back to their zoned high school. Through attendance monitoring, incentives, job readiness, and career exploration activities, youth are able to move past the peer pressure leading to aberrant behavior and onto post secondary education, training and/or employment. The State Fund adopted budget for Fiscal 2012 is unchanged from the Fiscal 2011 level of appropriation.

797. Workforce Services for Out-of-School Youth
Mayor's Office of Employment Development

General Fund - \$2,544,264

This service provides out of school youth and unemployed young adults access to a full range of educational, occupational and personal support services in a "one stop" safe and nurturing environment. High school dropouts are able to build their academic skills, learn about and train for careers, and receive individualized guidance from adult members at fully equipped YO! Centers. A study of the program showed that participants were significantly less likely to be convicted of a crime and had higher earnings compared to a similar, non-participating group. The Fiscal 2012 adopted budget is \$41,135 (1.6%) above the Fiscal 2011 level of appropriation. The budget will provide intensive, evidence-based programming for 600 youth.

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

Other Funds - \$6,059,342

This service is supported by the federal Workforce Investment Act (WIA) funds to prepare economically disadvantaged youth ages 16-21 to achieve major educational attainment and skill development. MOED projects that of the youth completing their program, 70% will find placement in employment or education; 75% of this group will attain a high school degree or occupational certification. The Fiscal 2012 adopted budget is \$312,028, or 5% above the Fiscal 2011 level of appropriation.

CITY SERVICES NOT FUNDED FOR FISCAL 2012

799. Career Connections for In-School Youth
Mayor's Office of Employment Development

This service helps young people stay in school and become prepared for success in the 21st century workplace. This service received General Funds for the first time in Fiscal 2011 due to the loss of other resources, but has continued to lose grant funding. The program will continue to operate with a Baltimore City Public Schools grant, but with fewer students. The Results Team suggested that MOED update the program's model for better results.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Safer Streets

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$522,085,230	\$528,140,884	\$6,055,654	1.2%
Motor Vehicle	32,027,681	43,131,083	11,103,402	34.7%
Federal	25,937,723	27,167,296	1,229,573	4.7%
State	23,581,554	22,421,020	(1,160,534)	(4.9)%
Special	23,397,458	25,982,108	2,584,650	11.0%
Parking Management	11,015,734	11,858,683	842,949	7.7%
Total	\$638,045,380	\$658,701,074	\$20,655,694	3.2%

CITY SERVICES FUNDED FOR FISCAL 2012

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

110. Circuit Court

General Fund - \$8,079,791

Other Funds - \$7,358,320

The Circuit Court for Baltimore City is part of the Judiciary of Maryland, a co-equal branch of government established by Article IV of the State Constitution of Maryland to preside over the Eighth Judicial Circuit. The function of the Circuit Court for Baltimore City is the administration of justice. This involves the processing of criminal, civil and family cases. The Baltimore City Circuit Court currently has 33 permanent judges, 18 masters, and 18 retired judges who preside over cases in the domestic - civil, domestic - family, juvenile and criminal Courts. The Fiscal 2012 General Fund adopted budget is \$6,847 (0.1%) below the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation includes the abolishment of two filled positions.

115. Prosecution of Criminals

Office of the State's Attorney

General Fund - \$21,163,748

Other Funds - \$6,229,677

In conjunction with its partners in law enforcement, the Office of the State's Attorney for Baltimore City is charged with investigating and prosecuting all criminal cases occurring within the City of Baltimore. This responsibility includes the prosecution of tens of thousands of cases annually in District Court, Juvenile Court, and Circuit Court. The General Fund adopted budget for Fiscal 2012 is \$2.0 million above the Fiscal 2011 level of appropriation. Services -782 -Charging and Pretrial Services, 783 - Community Outreach and 785 - Non-Support are eliminated and are now reflected in this service.

316. Youth Violence Prevention
Health Department

General Fund - \$520,176
Other Funds - \$1,420,330

This service supports and supplements traditional public safety strategies using a combination of public health and human service models to reduce violence. Operation Safe Kids and Safe Streets are the primary programs operated by this service. These programs aim to reduce shootings and homicides in targeted areas. The Fiscal 2012 General Fund adopted budget is \$520,176, an increase of \$32,491 or 6.7% to offset the loss of funding from other sources. The maximum award for one renewable grant was reduced from \$100,000 to \$50,000, and stimulus funds have not been replaced with other funding. Due to a lack of statistically significant shooting reductions at two sites, Youth Violence Prevention has chosen not to renew contracts at these posts for Fiscal 2012; this service will instead concentrate funding and efforts at posts that have demonstrated success in reducing shootings and homicides in targeted areas. Earlier service referrals will also allow for increased enrollment in this service. The two programs combined will serve 490 youths in Fiscal 2012, up from 450 in Fiscal 2011, with 90 conflict mediations conducted through Safe Streets.

500. Street and Park Lighting
Transportation Department

General and Motor Vehicle Funds - \$20,799,626

This service provides inspection, design, installation, powering, maintenance and repair of approximately 80,000 roadway, park and pedestrian lights throughout the City. This service also includes research and evaluation of lighting strategies to reduce energy consumption. In Fiscal 2012, this service projects to keep 80% of inspected streets meeting City roadway lighting standards. The City began the installation of LED lights in Fiscal 2011 to significantly reduce utility costs. The General and Motor Vehicle Funds adopted budget for Fiscal 2012 is \$217,499 (1.1%) above the Fiscal 2011 level of appropriation.

600. Administration
Fire Department

General Fund - \$12,064,137
Other Funds - \$1,077,490

The administration staff provides agency wide executive leadership and direct support functions including formulation of the budget, fiscal operations, procurement, accounting, information technology, human resources and general administrative services. Also included is funding for Worker's Compensation Expenses. The General Fund adopted budget is \$78,888 (0.6%) below the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

602. Fire Suppression and Emergency Rescue
Fire Department

General Fund - \$109,041,696
Other Funds - \$2,385,868

This service protects 641,000 city residents by providing 24/7 land and marine fire suppression, emergency rescue, and hazardous material removal. This service dispatches over 100,000 units to fire and medical emergencies per year. This service also manages related apparatus and supplies in accordance with federal standards. In Fiscal 2012 it is estimated that the department will be able to get the first fire engine on the scene within five minutes of dispatch 90% of the time. The appropriation includes three rotating company closures, the same level as the Fiscal 2011 budget. The General Fund adopted budget is

\$1.8 million (1.7%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

608. Emergency Management

Other Funds - \$231,765

Fire Department

This service prepares the City for major emergencies such as hurricanes, power outages, hazardous materials incidents, and acts of terrorism. This service manages interagency and public-private sector programs to prevent, mitigate against, and plan for all hazards. It conducts training and performs preparedness exercises. This service also includes 24/7 field response and Citywide coordination for incidents and events that are high risk, prolonged, widespread, or complex.

609. Emergency Medical Services

General Fund - \$9,975,374

Fire Department

Other Funds - \$12,519,997

This services provides 24/7 assessment, treatment, and hospital transport of trauma and medical patients, totaling nearly 86,500 transports per year. The recommended funding level continues 24 full-time medic units and two peak-time units, as well as two Medic Assist Cars, reducing the need for fire suppression units to respond to medical emergencies and increasing the reliability of fire suppression response. In Fiscal 2012 it is estimated that the department will be able to respond to EMS calls within ten minutes of dispatch 90% of the time. The General Fund adopted budget is \$308,473 (3.0%) below the Fiscal 2011 level of appropriation. Three positions are transferred to Service 614 – Fire Communications; additionally three positions were transferred to Service 613 – Fire Facilities Maintenance by the Board or Estimates during Fiscal 2011. The Special Fund appropriation is increased \$550,000 and reflects increased EMS transport collections; this increase allows the General Fund to be reduced by \$550,000.

610. Fire and Emergency Community Outreach

General Fund -\$245,031

Fire Department

This service provides outreach and education to the City’s residents, businesses and visitors on fire safety and emergency medical service prevention. The appropriation supports Operation CARE, a joint effort with the Health Department to intervene with frequent 911 callers. In Fiscal 2012 the agency projects 360 Operation CARE visits and estimates that the number of calls from Operation Care clients will be reduced 50%. The General Fund adopted budget is \$111,382 (31.3%) below the Fiscal 2011 level of appropriation. One position is transferred to Service 615- Recruitment and Training.

611. Fire Code Enforcement

General Fund - \$2,862,567

Fire Department

Other Funds - \$146,717

This service diminishes the likelihood of fires and ensures that buildings meet safety regulations. This service includes building inspections, plans review, and fire safety equipment testing for 5,852 multi-family dwellings, 11,385 rental units, 83,706 single family dwelling units, and 13,500 commercial buildings. The agency plans to complete 20,000 building inspections in Fiscal 2012. The General Fund adopted budget is \$118,715 (4.3%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

612. Fire Investigation

General Fund - \$908,569

Fire Department

This service investigates and tracks the cause of fires in order to focus fire prevention efforts, issues product recalls, and prosecutes arson crimes. Fire Investigation plans to continue to complete fire investigation reports within 14 days of the occurrence. One vacant position is recommended for abolishment. The General Fund adopted budget is \$68,815 (7.0%) below the Fiscal 2011 level of appropriation.

613. Fire Facilities Maintenance and Replacement

General Fund - \$8,871,928

Fire Department

This service manages over 40 facilities and maintains and fuels over 350 pieces of apparatus and vehicles. In Fiscal 2010, 77% of all first line medic units were available for service; the Fiscal 2012 goal is 83%. The General Fund adopted budget is \$236,913 (2.7%) above the Fiscal 2011 level of appropriation, one position is transferred from Service 615 - Fire Recruitment and Training to reflect current staffing.

614. Fire Communications and Dispatch

General Fund- \$3,657,599

Fire Department

Other Funds - \$2,200

This service dispatches and monitors approximately 154,000 Fire and EMS incidents annually. The service includes 24/7 staffing of the communication center, rapid assessment for appropriate emergency dispatch, and real time remediation guidance for callers. The Fire Department plans to maintain the processing of 90% of dispatch calls within one minute. The General Fund adopted budget is \$214,064 (6.2%) above the Fiscal 2011 level of appropriation; three positions are transferred from Service 609 - Emergency Medical Services to reflect actual expenditures.

615. Fire Recruitment and Training

General Fund - \$1,800,429

Fire Department

This service hires, tests and trains fire academy recruits to maintain staffing levels and promote a workforce whose diversity reflects Baltimore City. The cost of training a recruit is \$19,133. This service also provides continuing education, professional development and skills enhancement for existing suppression and emergency service personnel to reduce the number of line of duty injuries and illness to personnel and citizens, and to reduce the City's financial and legal liabilities. The General Fund adopted budget is \$170,913 (10.5%) above the Fiscal 2011 level of appropriation; three positions are transferred into this service from Service 600 - Administration, Service 602 - Fire Suppression and Emergency Rescue and Service 610 - Fire & Emergency Community Outreach; one position is transferred to Service 613 - Fire Facilities Maintenance and Replacement.

621. Administration - Police

General Funds - \$35,510,476

Police Department

Other Funds - \$353,567

This service provides agency wide support in the areas of fiscal and grant management, information technology, planning and research, public affairs, and departmental administration. Also included is funding for Worker's Compensation Expenses, Non-Actuarial Retirement Benefits and Utilities. The appropriation includes an additional

\$846,806 for judgments and an additional \$653,194 for legal services, including \$154,194 to support two additional positions in the Law Department. Projected hiring and attrition allows for vacancy savings of \$1.0 million in this service. Total funding for this service is \$190,107 (0.5%) above Fiscal 2011.

622. Police Patrol

Police Department

General Fund - \$172,832,034

Other Funds - \$4,637,196

The Patrol Division is comprised of nine Police Districts, their respective Neighborhood Services Units, and the Adult and Juvenile Booking Section. The City has received in excess of 1.2 million calls per year for police services over the past decade, the highest of any Maryland jurisdiction, and expects to continue this high call volume again for Fiscal 2012. While 911 police services is the primary function, there are many other equally important facets, such as community oriented policing and support. The appropriation allows the department to continue its hiring plan, but projected hiring and attrition allows for vacancy savings of \$5.0 million across all police services, \$2.9 million in this service. The General Fund adopted budget for Fiscal 2012 is \$1.8 million (1.0%) below Fiscal 2011 level of appropriation. Included in the appropriation is \$1.4 million for contract employees and \$1.0 million for Pocket Cops maintenance. The Fiscal 2012 adopted budget includes a reallocation of the agency's \$17 million overtime budget across Police services to reflect current expenditures, resulting in a \$3.9 million reduction in overtime funding in this service.

623. Crime Investigation

Police Department

General Fund - \$36,937,859

Other Funds - \$250,000

This service is responsible for investigating all serious crimes. From calendar year 2009 to calendar year 2010, Part 1 Crimes (crimes comprised of serious felonies) decreased 2%, including a decrease in homicide (3%) and robbery (7%). In Fiscal 2012, the Police Department expects to serve 500 arrests warrants obtained by investigative units. The General Fund adopted budget for Fiscal 2012 is \$2.3 million (6.8%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained. The Fiscal 2012 appropriation includes a reallocation of the agency's \$17 million overtime budget across Police services to reflect current expenditures; the result is a \$2.3 million increase in overtime funding in this service.

624. Target Violent Criminals

Police Department

General Fund - \$19,130,728

Other Funds - \$4,760,283

This service is responsible for removing violent offenders, illegal guns and/or organizations from the City through targeted enforcement. It is comprised of a specialized unit called the Violent Crime Impact Division and operates almost entirely in specifically defined high crime locations throughout the City. The Police Department projects 690 gun arrests and 864 seized guns in Fiscal 2012. The General Fund adopted budget for Fiscal 2012 is \$1.1 million (6.3%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained. The Fiscal 2012 appropriation includes a reallocation of the agency's \$17 million overtime budget across Police services to reflect current expenditures; this results in an \$888,000 increase in overtime funding in this service.

625. Special Operations – SWAT

General Fund - \$6,829,122

Police Department

This service, the Special Weapons Attack Team, is deployed for all barricade and hostage incidents along with high risk search warrants. SWAT is also deployed to neighborhoods with a goal of reducing violent crime through arrest enforcement. The Police Department projects 203 SWAT missions and high risk search warrant executions in Fiscal 2012. The Emergency Services Unit, which was budgeted in Service 638 – Marine Unit, is transferred to this service; included in the transfer is nineteen positions (\$1.5 million). The General Fund adopted budget for Fiscal 2012 is \$2.2 million (46.5%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained. The Fiscal 2012 appropriation includes a reallocation of the agency’s \$17 million overtime budget across Police services to reflect current expenditures; this results in a \$475,000 increase in overtime funding for this service.

626. Homeland Security – Intelligence

General Fund - \$3,131,015

Police Department

Other Funds – \$10,003,483

This service is responsible for investigating, collecting and disseminating criminal intelligence related to local, national and international threats. The Intelligence Section is comprised of Watch Center, Response Unit/Wire Room, Gang Unit, Cyber Crimes Unit, and Closed Circuit TV (CCTV) monitors. The Police Department projects 1,900 arrests attributable to CCTV intelligence. The General Fund adopted budget for Fiscal 2012 is \$770,506 (32.6%) above the Fiscal 2011 level of appropriation. This appropriation provides for current service levels to be maintained. To accurately reflect current spending, \$700,000 in non-labor appropriation is transferred into this service from Service 621 –Administration.

627. 911 Communications Center

General Fund - \$9,981,529

Police Department

Other Funds – \$7,241,896

This service is responsible for operating a 911 emergency system for police, fire and medical emergencies. The Police Department projects that 1.2 million 911 calls will be processed in Fiscal 2012 and 93% of 911 calls will be answered within two seconds. The General Fund adopted budget for Fiscal 2012 is \$173,669 (1.8%) above the Fiscal 2011 appropriation and provides for current service levels to be maintained.

628. Police Internal Affairs

General Fund - \$4,759,040

Police Department

This service is responsible for investigating discourtesy, brutality, theft and all other manner of criminal activity. The Equal Employment Opportunity Compliance Section (EEOC) is tasked with ensuring Police Department compliance with the Federal Equal Opportunity Employment Commission and numerous other legally mandated guidelines. The Police Department projects that 100 integrity tests will be conducted in Fiscal 2012. The General Fund adopted budget for Fiscal 2012 is \$228,586 (5.0%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained. The Fiscal 2012 appropriation includes a reallocation of the agency’s \$17 million overtime budget across Police services to reflect current expenditures; this results in a \$200,000 increase in overtime funding in this service.

632. Manage Police Records and Evidence Control **General Fund - \$6,488,665**
Police Department

This service is responsible for managing police records by reviewing, processing, storing and disseminating all offense reports and processing offense reports follow-ups initiated by police officers. In Fiscal 2012, the department will process approximately 118,500 items of evidence. The General Fund adopted budget for Fiscal 2012 is \$189,414 (3.0%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

634. Crowd, Traffic and Special Event Management **General Fund - \$1,729,671**
Police Department **Motor Vehicle Fund - 8,060,460**

This service is responsible for enforcing motor vehicle laws, providing traffic/crowd control during events and managing the coordination of all special events within the City. The Police Department projects that 660 accidents will be investigated and 180 special events will be staffed in Fiscal 2012. The General Fund adopted budget for Fiscal 2012 is \$155,329 (8.2%) below the Fiscal 2011 level of appropriation; two positions are transferred to Service 637 – Special Operations Mounted Unit to reflect where they are currently assigned.

635. Police Recruiting and Training **General Fund - \$8,576,118**
Police Department

This service is responsible for recruiting and maintaining a regular recruiting schedule, including visits to area high schools, colleges and universities, and job fairs. The Police Training Academy trains recruits and conducts in-service training for the entire police force. In Fiscal 2012, the Police Department expects to receive 4,000 completed employment applications, train approximately 300 recruits and projects that 83% of hires will remain with the department after two years. The General Fund adopted budget for Fiscal 2012 is \$302,562 (3.4%) below the Fiscal 2011 level of appropriation. Projected hiring and attrition allows for vacancy savings of \$300,000 and current service levels will be maintained.

637. Special Operations – K-9 and Mounted Unit **General Fund - \$2,817,809**
Police Department

This service is responsible for a six-horse mounted unit and a K-9 unit consisting of 25 dogs. The Mounted Unit is deployed for holidays, events and civil disturbances and helps clear the streets and maintain order when downtown clubs are closing on weekends. K-9 Units are deployed in a variety of situations most often related to crime or homeland security activities. The General Fund adopted budget is \$142,395 (5.3%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

638. Special Operations – Marine Unit **General Fund - \$1,078,345**
Police Department

This service is responsible for patrolling the water of the Inner Harbor, which includes enforcing boat safety, homeland security checks and port security. The Emergency Services Unit which was budgeted in this service is transferred to Service 625 – Homeland Security; included in the transfer are nineteen positions in the amount of \$1.5 million. The General

Fund adopted budget for Fiscal 2012 is \$1.5 million (58.7%) below the Fiscal 2011 level of appropriation and provides funding for Marine Unit service levels to be maintained.

640. Special Operations – Aviation

General Fund - \$4,136,537

Police Department

This service is responsible for providing air support with four helicopters for the purposes of drug interdiction, crime deterrence, search and rescue, officer safety, homeland security, environmental crime enforcement and assisting in barricades, hostage and sniper incidents, emergency situations and special events. In Fiscal 2012, the helicopters will fly approximately 3,900 hours. The Fiscal 2012 adopted budget is \$28,537 (0.7%) above the Fiscal 2011 level of appropriation and includes a net reduction of \$179,000 in contractual services comprised of a reduction of \$450,000 in lease purchase costs offset by an increase of \$271,000 for parts maintenance; current service levels will be maintained.

642. Crime Laboratory

General Fund - \$7,653,172

Police Department

This service is responsible for providing accurate and timely laboratory services through the following units: mobile, trace analysis, latent print, firearms, drug analysis and photography. In Fiscal 2012, the Police Department projects it will process 14,300 crime scenes. The General Fund adopted budget for Fiscal 2012 is \$600 (0.0%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

688. Snow and Ice Control

Motor Vehicle Fund - \$3,000,000

Department of Transportation

This service provides for snow and ice control and removal. Included in this service are training and deployment of personnel, acquisition and preparation of vehicles, equipment and materials such as plows and applying salts, cinders and chemicals to roads and sidewalks for snow and ice control. This service also provides flood, hurricane, and other major weather event control and response. In Fiscal 2012, this service will get all 260 snow vehicles ready for deployment at the beginning of snow season and aims to clear all primary roadways to wet pavement within eight hours of the end of a typical weather event. The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$343,280 (10.3%) below the Fiscal 2011 level of appropriation.

693. Parking Enforcement

Other Funds - \$11,858,683

Department of Transportation

This service provides for the enforcement of all parking laws in the City of Baltimore in order to ensure public safety, promote commercial activity, and ensure smooth traffic flow. In Fiscal 2012, this service will give additional attention to enforcing no stopping/ no parking restrictions in dedicated lanes for transit vehicles and enforcing handicapped parking restrictions. The Parking Management Fund adopted budget for Fiscal 2012 is \$842,949 (7.7%) above the Fiscal 2011 level of appropriation due to increased pension contribution costs.

697. Traffic Safety
Department of Transportation

Motor Vehicle Fund - \$11,781,655
Other Funds - \$3,703,206

In Fiscal 2011, this service was combined with Traffic Management (service 684). In Fiscal 2012, this service will continue to deploy more than 300 crossing guards at elementary and middle schools, operate more than 130 red light and speed enforcement cameras, and conduct safety education and training programs such as Safety City, Safe Routes to Schools and related bicycle programming. In Fiscal 2012, the agency projects 33,000 students will visit the Safety City program.

The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$11.8 million, which maintains current level of services. The Federal Fund adopted budget is \$938,581 (100%) above the Fiscal 2011 level of appropriation. The Special Fund adopted budget for Fiscal 2012 is \$157,968 (6.1%) above the Fiscal 2011 level of appropriation and includes reimbursement from the Baltimore City Public School System for half of the cost of Crossing Guards.

716. Animal Services
Health Department

General Fund - \$3,021,388

The Bureau of Animal Control enforces all codes, rules and regulations to improve the health and safety of residents and animal population, protecting residents from zoonotic diseases and animal attacks, and the animal population from neglect, abuse, and cruel treatment. The Fiscal 2012 General Fund adopted budget includes an increase of \$65,399 for core expenses that were underfunded in the Fiscal 2011 budget (vehicles, fuels and overtime), but is \$248,487 or 7.6% below the current services level. Due to continued funding constraints, Animal Services will adjust services provided in Fiscal 2012. Animal Control will focus its resources on achieving 100% timeliness in responding to three priority service requests: police/fire/sheriff/city work crew, animal bites, and animal in danger. The other 13 service request types will receive lower priority. Reductions included abolishment of two driver positions and one animal enforcement officer position. The Baltimore Animal Rescue and Care Shelter (BARCS) will be asked to conduct increased fundraising to defray the cost of medical supplies provided by the Health Department. For Fiscal 2012, the service will achieve 100% timeliness for all priority service requests.

752. Community Outreach Services
Department of Housing and Community Development

General Fund - \$1,003,848

This service operates 24 hours a day, 365 days a year providing emergency response, conflict resolution, relocation of intimidated witnesses and weather related emergency assistance in conjunction with Police, Fire, DPW and the Health Department. The General Fund adopted budget for Fiscal 2012 is \$35,232 (3.4%) below the Fiscal 2011 level of appropriation.

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

General Fund - \$ 1,285,627
Other Funds - \$61,633

This service is responsible for managing the collaboration among the Police Department, Mayor's Office of Information Technology (MOIT), and the Mayor's Office of Criminal

Justice (MOCJ). MOCJ projects 538 cameras to be operational in Fiscal 2012. These cameras have been shown to reduce crime in covered areas by up to 25%. The General Fund adopted budget for Fiscal 2012 is \$28,000 (2.2%) above the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation will allow current service levels to be maintained and provide \$28,000 to trim trees that obstruct camera views.

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

General Fund - \$321,077
Other Funds - \$10,861,267

This service is responsible for coordinating the City's criminal justice strategy, including developing criminal justice policy and coordinating its implementation across agencies and administering over \$50 million in local, State and federal public safety grants. Grant funds are allocated among law enforcement, criminal justice agencies, community organizations and service providers. In Fiscal 2012, MOCJ plans to apply for 40 grants. The General Fund adopted budget for Fiscal 2012 is \$49,797 (18.4%) above the Fiscal 2011 appropriation. The Fiscal 2012 appropriation will provide \$50,000 to hire a grant writer.

781. Administration
Office of the State's Attorney

General Fund - \$3,052,831

The Administrative Division includes personnel dedicated to finance, grants, human resources, policy, and management information systems. This unit is responsible for a wide range of services, including: forecasting, monitoring and managing expenditures; identifying, applying for and managing grants; managing performance evaluations, staffing issues, and all other personnel matters; developing policy to more effectively prosecute crime and coordinating intra-agency partnerships, projects, and initiatives; and maintaining and improving information systems to support all of the office's initiatives. The General Fund adopted budget for Fiscal 2012 is \$337,035 (9.9%) below the Fiscal 2011 level of appropriation.

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

General Fund - \$843,914
Other Funds - \$325,529

The Victim and Witness Services Division coordinates and delivers services to victims and witnesses of crime in Baltimore City. Those services include: counseling and guidance to victims and witnesses; notification of rights to victims; operation of a waiting room for victims and witnesses; and facilitating monetary support and reimbursement. For witnesses of crime determined to be at risk of intimidation or retribution, the Division provides assistance with locating and moving to temporary and permanent new housing, including 'safe houses' in the City of Baltimore and elsewhere, and other limited forms of financial support, including vouchers for food and travel expenses. The General Fund adopted budget for Fiscal 2012 is \$140,640 (20%) above the Fiscal 2011 level of appropriation.

796. Workforce Services for Ex-Offenders

Other Funds - \$2,000,000

Mayor's Office of Employment Development

This service is responsible for offering a broad range of services to assist ex-offenders successfully transitioning to work, home and community. Services include career counseling, job readiness, skills training, job development/referral and retention. There are no General Funds appropriated for this service; however, the department will seek grant funds to maintain the level and quality of services currently provided. In addition to a federal funding award of \$500,000, MOED hopes to continue receipt of \$500,000 from the State and \$500,000 from the City's Workforce Investment Act allocation. MOED projects 4,000 ex-offenders will receive services.

817. Orphans' Court

General Fund - \$476,428

The Orphans' Court was established by the Maryland Constitution as a division of the State judicial system. Orphans' Court judges preside over probate, estate, and guardianship cases; ensure responsible guardianship in proceedings regarding minors and their property; exercise judicial prerogatives to protect the rights of minors and determine placement in guardianship cases; ensure proper accounting and administration of estates and trusts; and provide information and advice to parties seeking guidance in probate and guardianship matters. The Court estimates that almost 2,400 estates will be closed in Fiscal 2012. The Fiscal 2012 adopted budget is a decrease of \$4,579 or 1.0% below the Fiscal 2011 budget. Current service levels will be maintained.

848. Police Community Relations

General Fund - \$207,500

Office of Civil Rights

This service promotes improved police and community relations and includes outreach, dialogue, prevention, and response. This service will utilize a combination of Office of Civil Rights staff, Civilian Review Board staff and community volunteers to investigate complaints of police misconduct and to offer an alternative dispute resolution process to resolve complaints. The General Fund adopted budget for Fiscal 2012 is \$180 (0.1%) below the Fiscal 2011 level of appropriation and maintains current services.

871. Representation and Advice for Law Enforcement

General Fund - \$485,564

Law Department

Other Funds - \$125,762

This service handles all legal and legislative matters for the Baltimore Police Department (BPD), defending the department and its members in civil litigation in both federal and State Court, representing the BPD in internal discipline proceedings, civil citation hearings, forfeiture hearings, and City Code violation hearings, and provides legal advice, contract review, and training for the BPD. The Fiscal 2012 General Fund adopted budget is \$475,222, an increase of \$22,529 or 5.9% above the Fiscal 2011 budget. Two Police-funded Assistant Solicitor positions have been created.

881. Courthouse Security
Sheriff

General Fund - \$3,727,003

This unit provides courthouse, courtroom and perimeter security for the City's two Circuit Court buildings and provides courthouse and courtroom security for the Juvenile Justice Center. Court Security Officers screen all members of the public who enter the buildings for weapons and contraband. Court Security Officers provide courtroom security protecting judges, courthouse employees, witnesses, defendants and member of the public. Officers in this section are responsible for the approximately 5,000 persons entering the courthouses every day. The Fiscal 2012 adopted budget is approximately \$184,661 (5.2%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

882. Deputy Sheriff - Enforcement
Sheriff

General Fund - \$10,049,792

The Deputy Division is responsible for serving all orders originating from Circuit Court such as warrants, attachments, foreclosures, evictions, temporary protective orders and levies. The division processes over 79,000 court orders annually, including over 600 warrants per month. The division also houses and transports approximately 4,300 prisoners annually and collects fines and costs assessed by the Circuit Court. The Fiscal 2012 adopted budget is \$10,565 (0.1%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

884. District Court Services
Sheriff

General Fund - \$2,022,733

The District Court division serves all rent process issued from the Baltimore District Court, including the performance of evictions by court order. Deputies also serve and enforce District Court writs, summonses, attachments, and levies. In Fiscal 2010, the division served 145,000 summary ejectments and 64,000 eviction orders. The Fiscal 2012 adopted budget is \$102,095 (5.3%) above the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

889. Child Support Enforcement
Sheriff

General Fund - \$349,356

This unit serves child support process warrants in Baltimore City for the State's Child Support Enforcement Administration in the Department of Human Resources. In many instances child support is only collected after warrants have been issued or individuals are compelled to appear. The unit served 5,160 child support processes and 575 warrants in Fiscal 2010. The Fiscal 2012 adopted budget is \$14,370 (4.0%) below the Fiscal 2011 level of appropriation and provides for current service levels to be maintained.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Stronger Neighborhoods

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$68,584,508	\$65,930,888	\$ (2,653,620)	(3.9)%
Motor Vehicle	46,524,925	41,192,429	(5,332,496)	(11.5)%
Federal	43,509,588	45,801,064	2,291,476	5.3%
State	10,033,575	10,108,037	74,462	0.7%
Special	11,920,054	8,602,208	(3,317,846)	(27.8)%
Total	\$180,572,650	\$171,634,626	\$(8,938,024)	(4.9)%

CITY SERVICES FUNDED FOR FISCAL 2012

The services described in this section are listed numerically by service number. This section is followed by descriptions of services not funded in the Fiscal 2012 budget.

117. Adjudication of Environmental Citations
Environmental Control Board

General Fund - \$700,438

This service is responsible for the adjudication and collection of fines of contested environmental citations that are issued in accordance to the Baltimore City Code. These include enforcement of violations related to sanitation, environmental, health and safety laws. This service is funded at a higher level than Fiscal 2011 due to continued growth in the volume of code violation citations heard by the Environmental Control Board. The budget supports the addition of two support staff positions to expedite the increased volume. In Fiscal 2012, the Environmental Control Board anticipates hearing between 10,000 to 15,000 cases, up from 8,000 cases in previous years. The General Fund adopted budget for Fiscal 2012 is \$700,438, an increase of \$93,978 or 15.5% above the Fiscal 2011 level of appropriation.

354. Office of Neighborhoods
Mayor's Office

General Fund - \$528,781

This service is responsible for making the Mayor's Office and City government accessible to the citizens. Neighborhood liaisons are the points of contact for constituent and community groups when they need assistance in resolving an issue involving City services. For Fiscal 2012, the neighborhood liaisons will attend 900 community meetings. The General Fund adopted budget for Fiscal 2012 is \$6,367 (1.2%) below the Fiscal 2011 level of appropriation. One vacant position is abolished.

356. Homeless Services Coordination

Mayor's Office of Human Services

General Funds - \$394,701

Other Funds - \$2,146,449

This service provides for executive leadership for the Mayor's Office of Human Services including its Homeless Services Program. Funding is provided for information technology, human resources, and fiscal services. Contracts for approximately 150 homeless service providers are administered through this service. The General Fund adopted budget for Fiscal 2012 is \$394,701, a decrease of \$207,033 or 34.4% below the Fiscal 2011 level of appropriation. This decrease is due to shifting utility costs for the City homeless shelter to the Temporary Housing for the Homeless service (#895). The Other Funds adopted budget is \$2,146,449, a decrease of \$679,399 or 24.0% from the Fiscal 2011 level of appropriation. The decrease is due to a re-allocation of Federal and Special grants.

593. Community Support Projects

Department of Housing and Community Development

Other Funds - \$7,619,803

This service provides administrative and service-delivery assistance grants to approximately 75 non-profit organizations per year. This Community Development Block Grant funding underwrites activities such as youth and senior programs, health services, literacy programs, home ownership counseling, child day care service and project-delivery costs related to rehabilitation. The Federal Fund adopted budget for Fiscal 2012 is \$407,122 (5.1%) below the Fiscal 2011 level of appropriation.

644. Administration - Recreation and Parks

Recreation and Parks Department

General Fund - \$3,315,207

Motor Vehicle Fund - \$149,164

Other Funds - \$356,978

This service provides for overall administration of the department including personnel, fiscal, IT, public information, and management of capital projects and general engineering programs. The Fiscal 2012 General Fund adopted budget is \$3.3 million, a decrease of \$140,532 or 4.1% from Fiscal 2011. One executive position will be abolished, and funding for one part-time position in the Office of Partnerships will be eliminated. Additionally, one Engineering position (Contract Administrator I) will be funded through State funds from Program Open Space. Funding for maintenance previously budgeted within the Department of General Services has been moved into this service. This service was reduced by \$391,000 in Fiscal 2011.

645. Aquatics

Recreation and Parks Department

General Fund - \$2,031,597

The Department of Recreation and Parks operates six large park pools, 13 neighborhood walk-to pools, seven wading pools and splash pads, and three indoor pools. The department aims for 10% of City residents to use pool facilities and projects that 62,000 residents utilize this service. The Fiscal 2012 adopted budget is \$593,153 (41.2%) above the Fiscal 2011 level of appropriation, which includes \$300,000 for pool security and incorporates utility and maintenance expenses that were previously budgeted elsewhere within the agency or in the Department of General Services. This service will operate along the following schedule: six park pools will be open for 10 weeks, starting June 25th and

continuing though Labor Day; thirteen walk-to pools will be open for 6 weeks, from July 9th to August 21st; three indoor pools will be open on a modified Summer schedule. In addition to this schedule, the Druid Hill and Patterson Park pools will open from Memorial Day weekend through June 25th for weekend swim only. Six stand alone splash pads that are not associated with a pool will be closed.

646. Park Maintenance

General Fund - \$8,085,333

Recreation and Parks Department

Park Maintenance is responsible for maintenance of 6,000 acres of park land, cleaning and repairing 128 playgrounds; preparing 104 baseball/softball fields and 48 soccer/football fields for play; re-netting, repainting and repairing 101 basketball and 86 tennis courts; cleaning 20 miles of bike trails. Park Maintenance picks up trash from all parks, mulches trees, removes invasive plants, supports special events, and removes snow from streets, park sidewalks and recreation centers. Funding will allow for maintenance and trash removal from parks every 1-2 weeks, and from pocket parks every 3-4 weeks. Eleven miles of bike trails will receive routine maintenance work five days a week, and bike trail inspections will be reduced to three days a week. Additionally, non-BCRP leagues will use non-maintained fields for play. This service has set a performance goal of 100% of City playgrounds equipped with functional components. The General Fund adopted budget for Fiscal 2012 is \$8,085,333, which is an increase of \$898,662 or 12.5% above the Fiscal 2011 level of appropriation. This funding level incorporates utilities expenses that were previously budgeted elsewhere within the agency, as well as maintenance expenses that were previously budgeted within the Department of General Services.

648. Community Recreation Centers

General Fund - \$10,111,429

Recreation and Parks Department

Other Funds - \$125,443

This service provides for the operation of 55 recreation centers. Community Recreation Centers provide 294,244 program experiences for youth in after-school and out-of-school programs, with 95% of youth participating in programs for at least three weeks a year. The Fiscal 2012 General Fund adopted budget is a decrease of \$518,747 or 4.9% from the Fiscal 2011 level of appropriation and is based upon the recommendations of the City's Recreation Center Task Force. Recreation center operations will continue as currently provided until January 1, 2012. After this time, 25 recreation centers will transition to "model" recreation centers and community centers, with appropriate staffing and resources to meet the task force standards and recommendations. Capital funding will be used to upgrade and expand existing recreation centers into community centers. The remaining centers will transition to a new system of operation through partnerships and collaborations with community organizations, private enterprises, Baltimore City Public Schools, and other City agencies. The City will seek partners to continue operations at all centers, and work to convert as many remaining centers as possible to after-school centers. Funding for maintenance expenses budgeted in Fiscal 2011 within the Department of General Services has been moved into this service. Additionally, agency-wide utilities that were previously budgeted within Community Recreation Centers are now budgeted within their respective services.

650. Horticulture

General Fund - \$689,105

Recreation and Parks Department

This service provides for the management, maintenance, supervision and operation of all horticultural activities at the Howard Peters Rawlings Conservatory, the 200-acre Cylburn Arboretum, gateway medians, and certain City-owned flowerbeds. The service also provides 640 community gardening plots and delivers mulch and compost to community gardeners and greening projects around the City. The Cylburn Arboretum and the Rawlings Conservatory host 60,000 visitors each year. The Fiscal 2012 General Fund adopted budget is \$689,105, a decrease of \$5,826 or 0.8% from the Fiscal 2011 level of appropriation due to changes in employee medical benefits and furloughs. The Fiscal 2012 Motor Vehicle Funds have been reduced from \$314,001 to \$0; however, the Department of Transportation will provide Horticulture with a \$320,000 payment for median strip plantings, and Horticulture will maintain the current level of services. Horticulture will maintain public garden facilities (Cylburn Arboretum and Rawlings Conservatory), City Hall and War Memorial Plaza and four gateway medians – President Street, MLK Boulevard, Edmondson Avenue, and Baltimore Washington Parkway. Horticulture no longer maintains flowerbeds in various City parks. The 50,000 square feet of shrubbery in City parks will only be pruned by request, resources permitting.

653. Special Events – Recreation

Other Funds - \$531,686

Recreation and Parks Department

This service provides for the organizing, coordinating, supervising, managing and hosting of cultural, special and ceremonial events for the department, the Mayor’s Office, and other agencies and organizations that serve the interest of the City. The events are divided into three categories: the Bureau of Music, special events sponsored and hosted by Recreation and Parks, and events sponsored and conducted by outside organizations with assistance from Recreation and Parks. The General Fund appropriation for special events is eliminated in Fiscal 2012. Park permit revenues will be deposited into a new special fund that will support the permit office, park rangers, and other costs. The department is currently developing a new permit fee schedule.

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

General Fund – \$1,408,870

Other Funds - \$1,896,179

Department of Public Works

This service provides cleaning and boarding services to vacant and unoccupied properties that are cited by the City’s housing inspectors. Liens are placed against the property owner for work performed by City crews. Additionally, the Rat Control activity has been merged into this service in Fiscal 2012 to better align the functions related to property maintenance and cleaning. Rat abatement will not only be performed by Pest Control Workers, but Cleaning and Boarding crews are being trained to carry out this function as well. It is expected that approximately 42,500 cleanings and boardings will be handled in Fiscal 2012 and over 11,000 proactive rat baitings will be administered. The General Fund adopted budget for Fiscal 2012 is approximately \$1.1 million (43.6%) below the Fiscal 2011 level of appropriation. The decrease is offset with \$1.5 million in lien revenue in Fiscal 2012. The Federal Fund adopted budget is \$1.9 million from the Community Development Block Grant program, an increase of \$415,279 or 28.0% from the Fiscal 2011 level of appropriation.

State's Attorney's Office for investigations and prosecutions. This service was funded at a reduced level in Fiscal 2011 in expectation that it would be outsourced and a vendor would be in place by mid-year to take over management of all vehicle impounding and auction. Due to the postponement of outsourcing, this service will be fully funded in Fiscal 2012. The General and Motor Vehicle Funds adopted budget for Fiscal 2012 is \$2,625,030 (47.1%) above the Fiscal 2011 level of appropriation.

**690. Complete Streets & Sustainable
Transportation**
Department of Transportation

General & Motor Vehicle Fund - \$478,542
Other Funds - \$7,129,206

This service encourages and provides cleaner forms of transportation to reduce citizen dependence on single-occupant vehicles. This service includes advocacy and coordination of the Red Line Transit Project, the installation of bicycle facilities, the inspection and maintenance of 3,600 miles of sidewalks, marketing and development of ridesharing telecommuting, flexible work hour programs, and the operation of the Charm City Circulator and the water taxi "Harbor Connector" commuter service, which is primarily funded by a portion of parking tax revenue. In Fiscal 2012, the agency projects 1.3 million trips being provided by the Charm City Circulator, and will add a third route on the Harbor Connector between South Baltimore and Fells Point.

The General and Motor Vehicle Fund adopted budget for Fiscal 2012 is \$293,461 (166.4%) above the Fiscal 2011 level of appropriation. The Special Fund adopted budget for Fiscal 2012 is \$156,334 or 2.2% below the Fiscal 2011 level of appropriation.

696. Street Cut Management
Department of Transportation

Motor Vehicle Fund - \$715,252

This service was transferred from the Department of General Services. This service inspects and monitors street cuts in the City's rights-of-way to insure that altered infrastructure is restored in compliance with City standards and specifications. Using infrastructure coordination technology, the agency coordinates project schedules with other agencies, utility companies and contractors to ensure minimal street cuts. In Fiscal 2012, this service will maintain a 13% rate of improper street cut repairs.

The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$205,458 (40.3%) above the Fiscal 2011 level of appropriation. The increase is for a street cut survey and will be offset by revenues from the new street cut fee schedule.

727. Building Permits and Municipal Consents
Department of General Services

General Fund - \$215,327
Motor Vehicle Fund - \$1,285,084

This service provides for right of way review of all major construction and activities within the city. City charter and code provide for approvals prior to the construction of any project which impacts projects on the public right-of-way. These impacts include: permanent or temporary encroachments on the right of way; construction of new city infrastructure and connecting to existing utilities; the opening and closing of city streets and alleys; the creation of utility easements on private property; special events; and right-of-way infrastructure

coordination. No construction can take place without these approvals. For Fiscal 2012, this service expects to issue 28,000 permits and to continue to achieve its benchmark of approving 95% of requests for right-of-way compliance within 45 days. The Fiscal 2012 Motor Vehicle fund adopted budget is \$1,285,084, a decrease of \$149,234, or 10.4% below the Fiscal 2011 level of appropriation. Two vacant positions will be frozen. Current services will be maintained.

737. Administration – Housing

Department of Housing and Community Development

General Fund - \$1,898,020

Other Funds - \$1,209,185

This service is responsible for the daily operations of the Baltimore Housing Authority and the Department of Housing and Community Development which includes the following offices: Human Resources, Budget and Accounting, Facilities Management, etc. This function provides essential support for these programs, giving them the tools and directions necessary to accomplish their mission. The General Fund adopted budget for Fiscal 2012 is \$161,206 (7.8%) lower than the Fiscal 2011 level of appropriation. For Fiscal 2012, funding for a portion of an Executive Level I salary will transfer to Federal Funds and funding for rental of city motor equipment will transfer to service #745, Housing Code Enforcement. The federal funds adopted budget is \$138,452 (12.9%) above the Fiscal 2011 level of appropriation.

738. Energy Assistance

Department of Housing and Community Development

Other Funds - \$6,010,225

This service consists of energy assistance and weatherization. The Office of Energy Assistance helps city residents pay their utility bills. The Weatherization Office provides energy efficient home improvement to low-income residents of Baltimore City. The home improvements reduce utility bills, stimulate the economy, and bring new workers into the emerging “green” economy. The weatherization program also makes homes healthier, cleaner and more stable. For Fiscal 2012, the number of homes weatherized will increase from 1,200 to 1,392. The Fiscal 2012 adopted budget is \$183,514 (3.1%) above the Fiscal 2011 level of appropriation. The potential reduction of federal funds may impact the number of homes weatherized and the number of city residents receiving assistance for utility bills.

741. Community Action Centers

Mayor’s Office of Human Services

General Fund - \$854,619

Other Funds - \$3,989,023

This service operates six Community Action Centers throughout Baltimore City to connect low-income people to programs that promote economic stability. Services are designed to provide a safety net for families in crisis, including energy assistance and eviction prevention grants. Case managers provide ongoing support on an individual basis and refer individuals to other government and non-profit services to address areas of mental health, substance abuse, housing and employment development. In Fiscal 2012, this service aims to work with 500 clients receiving case management services and help at least 325 heads of households achieve self sufficiency. The General Fund adopted budget for Fiscal 2012 is \$37,646 (4.2%) below the Fiscal 2011 appropriation. Potential reductions in federal funding for the Community Services Block Grant (CSBG) could negatively impact this service.

742. Promote Homeownership

Department of Housing and Community Development

General Fund - \$78,385

Other Funds - \$364,808

This service promotes neighborhood stability through grants to low and moderate income homebuyers. The grants are used for down payments, home inspections, and settlement expense. This service also provides classes, seminars, counseling and referrals to prevent foreclosure. This service is expected to assist 250 new homeowners in Fiscal 2012. The Fiscal 2012 General Fund adopted budget is a decrease of \$236,615 (75.1%) below the Fiscal 2011 level of appropriation. Live Baltimore is now a stand-alone service (#815). The Other Funds adopted budget for Fiscal 2012 is an increase of \$36,032 (11%) above the Fiscal 2011 level of appropriation.

745. Housing Code Enforcement

Department of Housing and Community Development

General Fund - \$12,283,176

Other Funds - \$50,000

This service is responsible for providing safe and attractive neighborhoods through effective investigation and enforcement of building, property maintenance and related codes. Inspections are expected to increase from 279,000 to 280,000 in Fiscal 2012 and the number of properties made habitable or razed due to code enforcement is expected to increase from 400 to 1,100. The General Fund adopted budget for Fiscal 2012 is \$258,008 (2.1%) above the Fiscal 2011 level of appropriation. For Fiscal 2012, this service will strengthen its enforcement strategy to combat illegal dumping through implementation of additional solar powered cameras.

747. Register and License Properties and Contractors

Department of Housing and Community Development

General Fund - \$400,919

This service ensures the qualification of contractors by: a) licensing electricians, demolitions contractors, plumbers and HVAC trades people annually to perform work in Baltimore City, b) licensing multiple family dwellings to ensure that minimum fire and safety standards are met, and; c) registering non-owner occupied dwelling units and vacant lots to ensure that current contact information is updated for code enforcement purposes. In Fiscal 2012, this service will operate two new online systems for property registrations and burglar alarm registrations to facilitate renewals, registrations, and payments. These innovative systems are expected to generate an additional \$1.6 million in revenue. The General Fund adopted budget for Fiscal 2012 is \$1,049 (0.3%) above the Fiscal 2011 level of appropriation and maintains current services.

748. Housing Development Finance and Project Management

Department of Housing and Community Development

Other Funds - \$1,399,746

This service promotes the stabilization, preservation and growth of city neighborhoods through a variety of community based initiatives, including creating mixed income housing opportunities and direct financing to for-profit and not-for-profit developers through the federal HOME program. For Fiscal 2012, this service will provide financing for 350 housing units. The adopted budget for Fiscal 2012 is \$108,690 (8.4%) above the Fiscal 2011 level of appropriation.

749. Blight Elimination

General Fund - \$1,929,862

Department of Housing and Community Development

This service supports neighborhood revitalization and mixed income community development by eliminating the blight caused by vacant and abandoned properties and returning them to productive use. In Fiscal 2011, this service was reorganized with a focus on reducing costs and implementing the Vacants to Value initiative by streamlining the sale of City owned properties and maintaining, clearing, and holding land for future use to create viable neighborhoods throughout the city. The Vacants to Value initiative coordinates the efforts of Land Resources, Code Enforcement and the Office of Homeownership. In Fiscal 2012, the number of properties marketed for sale will increase from 1,500 to 2,000. This service also includes the acquisition of property, relocation of displaced individuals/families of acquired properties, and demolition of dangerous buildings. The General Fund adopted budget for Fiscal 2012 is \$1,065,027 (35.6%) below the Fiscal 2011 level of appropriation. A one-time supplemental appropriation for demolition and stabilization of vacant properties is discontinued. Recommended funding maintains current service levels and will allow the service to hire four positions in support of the Vacants to Value program.

750. Housing Rehabilitation Loans

General Fund - \$59,243

Department of Housing and Community Development

Other Funds - \$1,491,314

This service provides deferred rehabilitation loans to eligible seniors and low income households for home improvements necessary to maintain safety and health, such as roofing, structural damage and emergency repairs and furnace replacements. This service will assist 225 households in Fiscal 2012. The General Fund and Other Funds total adopted budget for Fiscal 2012 is \$638,558 (70%) above the Fiscal 2011 level of appropriation and includes funding for the Lead Abatement program. The Lead Abatement program transferred from the Health Department to the Department of Housing and Community Development during Fiscal 2011. This program provides lead abatement services to reduce lead poisoning of Baltimore City children. For Fiscal 2012, this service will make 100 homes lead safe.

751. Building and Zoning Inspections and Permits

General Fund - \$6,125,724

Department of Housing and Community Development

This service provides monitoring of construction activity to ensure the safety and integrity of new construction and alterations by reviewing permit applications and construction drawings for building, electrical, mechanical, zoning and other related codes. Subsequent inspections are made to ensure compliance. For Fiscal 2012, inspections are expected to increase from 155,000 to 160,000. The General Fund adopted budget for Fiscal 2012 is \$5,581 (0.1%) above the Fiscal 2011 level of appropriation.

762. Historic Preservation

General Fund - \$111,544

Planning Department

Other Funds - \$322,237

This service strengthens Baltimore's economic and cultural infrastructure by preserving its architectural assets. The Commission for Historical & Architectural Preservation (CHAP) identifies and recommends the historic designations of City landmarks and historic districts,

fostering tangible gains in the local economy and increases in property sales prices and property tax base assessment. CHAP operates the Edger Allan Poe House and Museum, a national landmark and international attraction. Planning will hire a consultant to prepare a plan for the Museum to allow it to remain open in the future without public subsidy. In Fiscal 2012, previously raised funds will sustain the Museum. There are currently 32 Baltimore City historic districts and 153 landmarks, including 11,000 properties. For Fiscal 2012, the percentage of eligible properties within Baltimore with local or national designation will remain at 25%. Due to the abolishment of a position in Fiscal 2011, this service is unable to offer new designations. The General Fund adopted budget for Fiscal 2012 is \$11,970 (9.7%) below the Fiscal 2011 level of appropriation.

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

General Fund - \$519,095
Other Funds - \$697,064

This service is a core function of the Planning Department, leading the City's neighborhood based planning initiatives, building community capacity and promoting collaboration to improve the quality of life for city residents. This service includes drafting policy statement, analyzing legislation, community outreach, capacity building, developing housing and transit oriented development strategies, comprehensive rezoning, and development of the six-year Capital Improvement Plan (CIP) to maximize the value of City investments. A major work item for Fiscal 2012 is the completion of the draft of the new Zoning Code, known as TransForm Baltimore. The General Fund adopted budget for Fiscal 2012 includes funding for services #764, Six-Year Capital Planning and #766, Information Analysis for City Planning, parts of which have been merged into this service.

768. Administration-Planning
Department of Planning

General Fund - \$401,516
Other Funds - \$1,706

This service provides two key functions which enable the Planning Department to fulfill its mission and City Charter functions. The executive leadership of the Planning Department advises the Mayor, the senior staff, other cabinet agencies and the Planning, Preservation and Sustainability Commissions on issues and policies related to development, land use, zoning, capital programming, sustainability, and historic preservation. The administration staff also provides the direct support functions for executive agency leadership, including the formulation of the budget, fiscal operations, procurement, accounting, human resources and general administrative services for the Planning Department. The General Fund adopted budget for Fiscal 2012 is \$36,132 (8.3%) below the Fiscal 2011 level of appropriation.

851. Liquor License Compliance
Liquor License Board

General Fund - \$1,499,534

This service provides regular inspection of licensed establishments to ensure compliance with the State laws and regulations regarding the sale and service of alcohol within Baltimore City. In addition, this service monitors the City's adult entertainment establishments. Citizen complaints regarding licensed establishments are referred to the Liquor Board by the City's 311 call center. Violations of State law and liquor board licensure rules are handled at public hearings conducted by the Liquor Board. The General Fund

adopted budget for Fiscal 2012 is \$28,228 (1.8%) below the Fiscal 2011 level of appropriation. Routine inspections will decrease from approximately 4,750 to 4,200 (12%).

878. Disabilities Commission
Office of Civil Rights

General Fund - \$94,646

This service is responsible for ensuring the accessibility of City facilities, programs and services for residents with disabilities monitoring the city's compliance with the Americans with Disabilities Act (ADA) and providing information and educational programs for City government and businesses regarding reasonable accommodations for employment and other issues concerning people with disabilities. According to the 2006 American Community Survey, there are over 110,000 people with disabilities in the City. In Fiscal 2012, this service will continue to respond to complaint cases within 3 days. The General Fund adopted budget for Fiscal 2012 is \$1,267 (1.3%) below the Fiscal 2011 level of appropriation and maintains current services.

893. Homeless Prevention
Mayor's Office of Human Services

Other Funds - \$1,015,576

This service provides direct assistance to those facing imminent risk of losing their current housing. This takes the form of legal representation in rent court, public housing grievance termination proceedings, and through negotiations with Section 8 staff and mediating landlord disputes. An estimated 5,000 households face evictions each year in Baltimore City. The Fiscal 2012 adopted budget maintains the Fiscal 2011 level of appropriation.

896. Permanent Housing for the Homeless
Mayor's Office of Human Services

General Fund - \$201,212
Other Funds - \$23,511,521

This service provides case management for chronically homeless individuals to help them acquire permanent housing. This is a key driver in the long-term solution to end homelessness in Baltimore City. Approximately 2,000 individuals and families receive this support. In Fiscal 2012, the City will strive to maintain 42% of eligible clients in permanent housing. The General Fund adopted budget for Fiscal 2012 is \$201,212 and is equal to the Fiscal 2011 level of appropriation. The appropriation will support two staff at Health Care for the Homeless who provide intensive case management services to Housing First clients and will provide matching funds for the Supportive Housing Program-Homeward Bound grant.

CITY SERVICES NOT FUNDED FOR FISCAL 2012

694. Survey Control
Department of Transportation

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

Survey Controls, reviewing plats prepared by private consultants, and preparing plats and ordinance for review and approval of the Mayor and City Council. Funding for Fiscal 2011 allowed the agency to improve staff training and development, upgrade technology, and reconstruct the benchmark and traverse system so that the service would be self-sufficient in Fiscal 2012.

755. Affordable Housing Program

Department of Housing and Community Development

This service provides flexible funding sources that allow the City to assemble large tracts of vacant properties to create new development sites. The City has invested \$52.1 million in the Affordable Housing Program over five years. The Fiscal 2012 contribution is deferred, which will not impact ongoing projects.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 A Growing Economy

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$48,154,927	\$48,312,349	\$157,422	0.3%
Motor Vehicle	2,834,157	2,983,572	149,415	5.3%
Federal	25,167,099	15,967,143	(9,199,956)	(36.6)%
State	6,165,018	6,468,809	303,791	4.9%
Special	444,660	559,089	114,429	25.7%
Parking Management	5,545,027	5,863,223	318,196	5.7%
Parking Enterprise	33,208,000	33,740,204	532,204	1.6%
Conduit Enterprise	5,295,574	5,868,339	572,765	10.8%
Convention Ctr Bond	4,602,084	4,602,084	0	0.0%
Total	\$131,416,546	\$124,364,812	\$(7,051,734)	(5.4)%

CITY SERVICES FUNDED FOR FISCAL 2012

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

493. Art and Culture Grants

General Fund - \$4,954,815

This service provides funding for the Walters Art Museum, the Baltimore Museum of Art, the Baltimore Symphony Orchestra, and the Maryland Zoo in Baltimore. These four institutions comprise the cornerstone of the City's commitment to Arts and Culture and are budgeted separately.

The amount provided to pay the employer's share of social security, health insurance, pension costs, prescription and optical plans for employees of the Baltimore Museum of Art and the Walters Art Gallery is \$3.5 million, equal to the Fiscal 2011 level of appropriation. The Fiscal 2012 General Fund adopted budget for operating grants to the Maryland Zoo in Baltimore, the Baltimore Symphony, Baltimore Museum of Art and Walters Art Gallery are \$8,946 (0.2%) above the Fiscal 2011 level of appropriation. In Fiscal 2011, these grants were reduced 50% from the Fiscal 2010 level of appropriation.

540. 1st Mariner Arena Operations

General Fund - \$550,000

This service manages the building operations for the 1st Mariner Arena. The City pays a fee to SMG, a management company. The baseline for calculating the management fee is \$450,000. If the Arena operates at break even, then the City is responsible for 65% of the \$450,000. If the Arena operates at a loss, then the loss is subtracted from the baseline amount (\$450,000). The management fee is 65% of the difference. The loss is reimbursed to SMG by the City upon annual settlement. The City's maximum exposure is \$450,000. If the Arena operates at a profit, then the profit is added to the baseline amount. The management fee is

65% of the total. The entire operating profit is returned to the City upon settlement. During the last five years, the City's management fee has increased due to 1st Mariner Arena realizing annual net profits greater than \$450,000. The General Fund adopted budget for Fiscal 2012 is \$100,000 (22.2%) above the Fiscal 2011 level of appropriation.

548. Conduit System Management
Department of Transportation

Other Funds - \$5,868,339

This service provides development, maintenance, and control over approximately 741 miles of conduit ducts under the streets, lanes, and alleys of Baltimore City. In Fiscal 2012, this service projects to complete 2,300 inspections, review 1,800 permits, and clear 200 conduit obstructions. The Fiscal 2012 adopted budget is \$572,765 (10.8%) above the Fiscal 2011 level of appropriation due to the reallocation of pension contribution costs. The appropriation allows the agency to maintain current services.

590. Public Markets

General Fund - \$315,000

This service provides access to low cost, high quality foods to those who are underserved by local supermarket chains. Between the Baltimore Public Markets Corporation and Lexington Market, Inc., citizens enjoy access to six different markets, whereby the competition between local producers translates into low prices for consumers. These markets (Lexington Market, Avenue Market, Broadway Market, Cross Street Market, Hollins Market, and Northeast Market) also serve as cultural institutions that contribute to the vitality of their immediate vicinities. The Fiscal 2012 adopted budget is the same as the Fiscal 2011 level of appropriation.

656. Wage Investigation and Enforcement
Office of Civil Rights

General Fund - \$223,926

This service adds economic value to the City's low/moderate income work force through the enforcement of the City's Minimum, Living and Prevailing Wage Laws. A one stop location is provided for obtaining information and filing wage complaints, resulting in recovering back pay and lost wages for employees. For Fiscal 2012, the service will increase the percentage of cases closed within 6 months from 40% to 60%. The General Fund adopted budget for Fiscal 2012 is \$54,216 (31.9%) above the Fiscal 2011 level of appropriation. In Fiscal 2012, this service will implement a Labor Compliance Reporting System, an electronic system for contractors and sub-contractors to submit their payrolls for review and verification. The Office of Civil Rights will partner with the Office of Employment Development and the Minority Women Business Opportunity Office to develop and institute the reporting system.

682. Parking Management
Parking Authority of Baltimore City

Other Funds - \$39,603,427

This service provides parking management services that include: management of City-owned off-street garages and lots with over 10,000 parking spaces and over two million parkers annually; parking meter management and maintenance of over 700 multi-space

parking meters and 6,000 single-space parking meters throughout the City; administration of Residential Permit Parking and Residential Reserved Handicapped Parking programs; development of parking plans (as part of City planning activities); participation in the City's Site Plan Review process; administration of truck and passenger loading zones; and identification and implementation of parking demand management strategies such as car sharing. In Fiscal 2012, this service will distribute 32,500 Residential Permit Parking decals and Visitors Permits.

The Parking Enterprise Fund adopted budget for Fiscal 2012 is \$532,204 (1.6%) above the Fiscal 2011 level of appropriation. The Parking Management Fund adopted budget for Fiscal 2012 is \$318,196 or 5.7% above the Fiscal 2011 level of appropriation. Increases in both funds are for pension contributions and garage maintenance and repair.

685. Special Events Support
Department of Transportation

General & Motor Vehicle Funds - \$501,707

This service provides set-up of stages, booths, audio/visual, and electrical equipment for more than 200 fairs, festivals and other special events throughout the City. This service also provides for the chauffeur of visiting delegations, the delivery of material for events, and the installation of street banners and holiday decorations in commercial areas for dozens of major planned events annually such as parades, Presidential visits, fireworks, and sporting events. Beginning in Fiscal 2012, pop up tents will be provided for events (replacing the wooden booths) thereby reducing costs and set up time. The General and Motor Vehicle Funds adopted budget for Fiscal 2012 is \$103,300 (17.1%) below the Fiscal 2011 level of appropriation.

687. Inner Harbor Services
Department of Transportation

General & Motor Vehicle Funds - \$1,181,798

This service provides for maintenance of the public right-of-way at the Inner Harbor. Included are maintenance of the lighting, promenade, bulkhead, finger piers and water and utility hookups at the Inner Harbor. This service also provides the landscaping and maintenance of a number of fountains and public plazas, such as Hopkins Plaza, located throughout the central business district. The General and Motor Vehicle Funds adopted budget for Fiscal 2012 is \$100,263 (9.3%) above the Fiscal 2011 level of appropriation. The increase is for materials and supplies.

692. Bridge and Culvert Management
Department of Transportation

Motor Vehicle Fund - \$1,995,418

This service maintains 305 bridges, safe and timely passage of motorists, pedestrians, and bicyclists over roads, waterways, parks, and railroads. Included are federally mandated biennial Bridge Inspection Program, and the resultant maintenance, rehabilitation and/ or reconstruction of bridges and culvert, including bridge structures categorized as major storm water culverts. In addition, this service seeks to implement preventative maintenance programs that will extend service life of and improve safety on bridges. In Fiscal 2012, this service will provide preventative maintenance for 13 bridges and also inspect 313 bridges per two-year cycle.

The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$362,617 (22.2%) above the Fiscal 2011 level of appropriation. This increase allows the agency to perform additional types of work, such as repairs to the underside of bridges (especially when the bridge is over rail or water) and scour control (in-water work).

695. Dock Master

Other Funds - \$259,089

Department of Transportation

This service provides for the coordination of dockside activities and the docking of vessels within the Inner Harbor docking areas. Funding includes the collection of docking fees from transient pleasure boats, scheduling of docking for charter boats, cruise ships and special ship visits, and promoting the City's dock availability to tourists. This service also provides for the coordination of maintenance and repair services necessitated by visiting vessels. This service is self-supporting from the revenues it collects. The Special Fund adopted budget for Fiscal 2012 is \$114,429 (79.1%) above the Fiscal 2011 level of appropriation.

729. Real Property Database Management

General Fund - \$614,603

Department of General Services

This service maintains the real property maps, plats and property identification database. Unique identification numbers are assigned to each of the City's 235,000 properties. This service keeps accurate ownership and mapping information which associates the ownership and mailing address of each property with the unique identification number assigned to each property. These records constitute the real property database which is the basis for State assessment updates, real estate transfer taxes, property subdivisions, and property tax billings. For Fiscal 2012, this service expects to process 43,000 address changes and maintain its benchmark rate of 12% of returned tax bills. The Fiscal 2012 adopted budget is \$614,603, a decrease of \$49,005 or 7.4% below the Fiscal 2011 level of appropriation. Current services will be maintained.

**761. Development Oversight and
Project Support**

General Fund - \$767,817

Other Funds - \$85,732

Planning Department

This service helps to create stable, vibrant neighborhoods by overseeing the review of all development projects. The service supports the Planning Commission and City Council and includes researching all development proposals, meeting with applicants and stakeholders, notifying the respective communities, scheduling public meetings, ensuring that properties are posted, and preparing and presenting staff reports at public meetings.

The department estimates that it will approve 90% of subdivision plans in less than 30 days. The General Fund adopted budget for Fiscal 2012 is \$480,642 (167.4%) above the Fiscal 2011 level of appropriation due to elimination of Motor Vehicle Funds for this service. The Other Funds appropriation is a transfer from service # 766, Information Analysis and Data Gathering, part of which has merged into this service for Fiscal 2012.

792. Workforce Services for TANF Recipients

Other Funds - \$4,848,196

Mayor's Office of Employment Development

MOED is the recipient of two contracts from the Maryland Department of Human Resources through Baltimore City's Department of Social Services to provide services to welfare applicants and recipients. Services provided include offering local labor market information, job readiness preparation, career assessment and employability skills. The Fiscal 2012 adopted budget is \$130,194 or 3% above the Fiscal 2011 level of appropriation. MOED projects 3,500 temporary cash assistance recipients will participate in this service in Fiscal 2012.

793. Career Center Services for City Residents

General Fund - \$866,214

Mayor's Office of Employment Development

This service provides a full range of workforce services including opportunities to build career portfolios, by obtaining essential computer certifications, and building skills tied directly to Baltimore's high growth sectors. The Mayor's Office of Employment Development projects that over 600 jobseekers will upgrade their computer skills by acquiring basic computer proficiency, Microsoft Office Software and IC3 certifications. The General Fund adopted budget for Fiscal 2012 is \$56,708 or 7% above the Fiscal 2011 level of appropriation.

794. Administration-MOED

General Funds - \$1,134,786

Mayor's Office of Employment Development

Other Funds - \$102,051

This service provides administrative support and oversight to the Mayor's Office of Employment Development (MOED). The General Fund adopted budget for Fiscal 2012 is \$54,873 or 5% above the Fiscal 2011 level of appropriation.

795. Workforce Services for Baltimore Residents

Other Funds - \$7,782,331

Mayor's Office of Employment Development

This service is supported by federal Workforce Investment Act (WIA) funds to operate the Career Center Network, comprised of three comprehensive one stop career centers and two community connection satellites. The Fiscal 2012 federal fund adopted budget is \$442,931 or 6% above the Fiscal 2011 level of appropriation. MOED projects that it will meet the federally established 70% employment rate for WIA participants in Fiscal 2012.

798. YouthWorks Summer Job Program

General Fund - \$1,633,489

Mayor's Office of Employment Development

Other Funds - \$1,168,183

This service provides six week summer work experiences to thousands of Baltimore's youth. These experiences expose youth to career options and teach them work-life skills that will prepare them for future employment. To achieve the goal within available funds, it will reduce work hours per week from 30 to 25 and increase fund-raising and support from private and non-profit organizations. The General Fund adopted budget for Fiscal 2012 is \$38,600 or 2% below the Fiscal 2011 level of appropriation. In addition to the appropriation, \$50,000 of unspent funds from Fiscal 2011 were carried over to Fiscal 2012. The carry

forward amount will support MOED's goal of placing 5,000 youths in summer jobs, the same as Fiscal 2011, despite the expiration of stimulus funding.

809. Retention, Expansion and Attraction of Business **General Fund - \$712,739**
Baltimore Development Corporation (BDC) **Other Funds - \$100,000**

This service focuses on increasing jobs in Baltimore's key growth sectors, expanding companies located in Baltimore, investing in Baltimore, providing significant financial benefit to Baltimore and the State of Maryland, and fostering opportunities for MBE/WBE participation. The General Fund adopted budget for Fiscal 2012 is \$79,193 (10%) below the Fiscal 2011 level of appropriation. General Fund appropriations provide 60% of BDC's operating funds, with 40% historically derived from capital projects. Due to a recession-driven reduction in capital projects, BDC faces a significant budget challenge. For Fiscal 2012, BDC will reorganize staff and generate \$2.5 million through asset sales to meet its funding requirements. The City will need to develop a long-term funding plan for BDC.

810. Real Estate Development **General Fund - \$1,197,441**
Baltimore Development Corporation **Other Funds - \$100,000**

This service promotes real estate development, including strategic planning, development assistance, expediting building permits and other approvals, negotiating the sale or lease of City-owned properties and managing urban renewal areas and Business Parks. The General Fund adopted budget for Fiscal 2012 is \$133,049 (10%) below the Fiscal 2011 level of appropriation.

811. Inner Harbor Coordination **General Fund - \$506,000**
Baltimore Development Corporation

This service is responsible for the coordination of day-to-day operations, oversight and management of City leases and the planning and implementation of both economic and physical development of the Inner Harbor. This service is expected to increase Inner Harbor lease revenue in Fiscal 2012. BDC will coordinate services provided by the Departments of Transportation, Public Works, Recreation and Parks, Police, the Parking Authority, and the Waterfront Partnership to ensure the continued vibrancy of the Inner Harbor. The appropriation decreases total funding for this service by \$135,853 (21.2%). BDC has abolished a dedicated position for this function and has delegated the duties to other staff. The General Fund adopted budget for Fiscal 2012 is \$102,147 (25.3%) above the Fiscal 2011 level of appropriation due to the elimination of Motor Vehicle Funds for this service. Funding for Fiscal 2012 includes a grant for \$356,000 to Waterfront Partnership of Baltimore (WPB). For Fiscal 2012, WPB will provide 35,597 staff hours for cleaning and safety teams.

812. Business Support - Small Business Resource Center **General Fund - \$144,000**
Baltimore Development Corporation

The Small Business Resource Center provides business development services to entrepreneurs and existing businesses with less than \$5 million in annual revenue. Services are provided through a series of seminars, one on one counseling sessions, outreach events and targeted program. For Fiscal 2012, the Center will assist 190 business start ups. Small

businesses are vital to the City's economic recovery efforts. The General Fund adopted budget for Fiscal 2012 is \$144,000, a decrease of \$16,000 (10%) below the Fiscal 2011 level of appropriation.

813. Technology Development

General Fund - \$675,000

Baltimore Development Corporation

This service provides an array of services designed to help Baltimore entrepreneurs launch and sustain successful high-tech and bio-tech businesses. In 11 years, 219 participating firms have created more than 1,500 jobs and \$273 million in economic activity for the City, and 80% of graduating firms are still in business. The success of the Emerging Technology Center (ETC) has created significant regional, national and international exposure for Baltimore. The General Fund adopted budget for Fiscal 2012 is an increase of \$100,000 (17.4%) above the Fiscal 2011 level of appropriation. Increased funding will enable the ETC to serve 27 new companies that can help expand key economic sectors.

814. Improve and Promote Retail Districts

General Fund - \$765,534

Beyond Downtown

Other Funds - \$100,000

Baltimore Development Corporation

This service provides economic development functions and engages community members in the economic revitalization process. Initiatives have resulted in a five to one private to public dollar investment ratio, the sustainability of local merchants and the recruitment of national retailers such as Target to Baltimore. The loss of funding sources for BDC will mean reduced capacity to support business districts. The Fiscal 2012 appropriation funds the continuation of ten (10) current Main Streets, helping to improve retail districts beyond downtown. Some districts that have received past support may be graduated from the program. The General Fund adopted budget for Fiscal 2012 is \$85,059 (10%) below the Fiscal 2011 level of appropriation.

815. Live Baltimore

General Fund - \$315,000

Department of Housing and Community Development

This service promotes City living options and educates potential homebuyers. For Fiscal 2012, Live Baltimore will support a new residential recruitment marketing campaign that focuses on the creative class and existing homebuying outreach services. This new push will help the entire City - offering more educated and creative employees for our diversified economy, connecting residents to cultural opportunities, and promoting dynamic and thriving arts for visitors and residents alike that will bring value and prominence to our strong Baltimore brand. This service is expected to capture 7,000 new customers for city living information, serve 1,125 with the group's twice-annual "Buying into Baltimore" homebuying events, and help to underwrite promotional tours and advertising. The General Fund adopted budget for Fiscal 2012 is \$315,000, the same as Fiscal 2011 level of appropriation. Live Baltimore plans to raise an additional \$570,000 from foundations and private businesses. Fiscal Year 2012 revenues will increase by \$241,224 (73%) above Fiscal 2011.

820. Convention Sales and Tourism

General Fund - \$9,917,021

Visit Baltimore

This service supports Visit Baltimore, a nonprofit organization that provides a positive economic impact to Baltimore City by attracting trade conventions and group/leisure visitors through destination sales and marketing efforts for its various stakeholders. Stakeholders include hotels, restaurants, attractions, and the City government. In Fiscal 2012, this service expects to generate \$450 million in visitor spending, a \$50 return for each dollar the City invests in Visit Baltimore. By State law, Visit Baltimore receives 40% of the City's gross hotel tax revenue. The General Fund adopted budget for Fiscal 2012 is \$539,963 or 5.8% higher than the Fiscal 2011 level of appropriation. Visit Baltimore monitors the Sail Baltimore (\$10,000) and Pride of Baltimore (\$13,000) grants, which are included in the total appropriation.

824. Events, Art, Culture, and Film

General Fund - \$1,878,135

Baltimore Office of Promotion and the Arts

The Baltimore Office of Promotion and the Arts (BOPA) serves as the City's special events office, council for arts and culture, and film commission. The City's General Fund supports the salaries of staff that fundraise, coordinate events and festivals, administer arts grants, manage arts programs, and oversee facilities. BOPA leverages the City's investment by independently raising nearly \$4.0 million annually to produce activities and programs on behalf of the City. In Fiscal 2012, BOPA will produce 43 independent events, while sponsoring 310 features in various City festivals and events. Private sponsors have stepped up to support the 4th of July Fireworks, Preakness Parade, and other programming. The General Fund adopted budget for Fiscal 2012 is \$89,435 or 5% above the Fiscal 2011 level of appropriation. The increase supports programming around the Grand Prix and War of 1812 Commemoration.

828. Bromo Seltzer Arts Tower

General Fund - \$75,000

Baltimore Office of Promotion and the Arts

The Emerson Bromo Seltzer Tower is a historic landmark listed on the National Register of Historic Places since 1973. The Tower provides working space for local artists and opens its doors to the community as a place where creativity is celebrated and shared. The Tower was donated to the City on the condition that it would be preserved. In 2006, the City entered into a contractual agreement with a third party to fund the utilities and maintenance of the Tower through 2012. In Fiscal 2012, it will sponsor 21 local artists and attract nearly 3,000 visitors. The General Fund adopted budget for Fiscal 2012 is equal to the Fiscal 2011 level of appropriation.

**846. Discrimination Complaint Intake, Investigations,
Resolutions & Conciliations**

General Fund-\$580,467

Other Funds - \$50,884

Office of Civil Rights

This service investigates complaints of unlawful discrimination in the areas of employment, housing, public accommodation, education, and health and welfare occurring in Baltimore City. The General Fund adopted budget for Fiscal 2012 is \$31,389 (5.7%) above the Fiscal

2011 level of appropriation. Two Community Relations Commission Representatives will be reclassified as Program Compliance Officer II. This will allow staff of this service and Wage Commission to be cross-trained. The number of complaint cases closed will increase from 20 to 30 cases per investigator. The service will continue to close 75% of complaint cases within 250 days, in accordance with industry standards.

850. Liquor Licensing
Liquor Control Board

General Fund - \$633,054

This service provides for the issuance, transference and renewal of the City's alcoholic beverage and adult entertainment licenses. The service collaborates with applicants regarding license issuance, renewal requirements, and legislatively mandated community participation in the licensing process. The General Fund adopted budget for Fiscal 2012 is \$12,124 (2%) above the Fiscal 2011 level of appropriation. For Fiscal 2012, Liquor Licensing estimates 1,410 annual licenses will be renewed for liquor and adult entertainment.

855. Convention Center

General Fund - \$11,871,706
Other Funds - \$4,998,575

This service provides space and support services for meetings, trade shows, conventions and other functions conducted by local and national organizations that directly impact economic activity in Baltimore. This service strives to provide the highest quality experience to visitors and promote the City in the challenging regional and national hospitality industry. The Convention Center is a major driver of economic activity for the City. For Fiscal 2012, the service will host approximately 125 events. The revenues generated by this service are estimated at \$324,000 lower than Fiscal 2011 due to the economic downturn. The General Fund adopted budget for Fiscal 2012 is \$824,858 (6.5%) below the Fiscal 2011 level of appropriation. The State covers two-thirds of the Center's operating deficit, and the City covers one-third. The Convention Center's operating expense will be reduced due to cost reductions of approximately \$1.5 million related to carpet installation work completed in Fiscal 2011. The State subsidy is estimated to decrease from \$5.8 million in Fiscal 2011 to \$5 million for Fiscal 2012.

**869. Minority and Women's Business
Opportunity Office**
Law Department

General Fund - \$342,763

This service is responsible for certification of Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs), maintaining a directory of certified businesses, investigating alleged violations of the MWBE ordinance, maintaining statistics on availability and utilization of MBEs and WBEs, setting annual participation goals, setting contract participation goals on a contract by contract basis, setting participation goals on City-assisted projects, and providing assistance to bidders and developers in identifying MBE/WBE firms. There are over 1,300 certified firms. The Fiscal 2012 adopted budget includes a reduction of a one-time appropriation of \$70,000 to fund a new software system to automate the certification process. Current services will be maintained.

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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Innovative Government

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$70,672,184	\$68,774,246	\$(1,897,938)	(2.7)%
Motor Vehicle	196,931	173,012	(23,919)	(12.1)%
Federal	164,043	0	(164,043)	(100.0)%
State	346,401	1,346,461	1,000,060	288.7%
Special	12,424,387	13,205,259	780,872	6.3%
Water Utility	15,990,121	17,595,503	1,605,382	10.0%
Loan and Guarantee	3,240,696	3,260,296	19,600	0.6%
Total	\$103,034,763	\$104,354,777	\$1,320,014	1.3%

CITY SERVICES FUNDED FOR FISCAL 2012

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

100. City Council

General Funds - \$4,624,527

The City Council is the legislative branch of City government, as stated in the City Charter. The City Council is comprised of the President and 14 single member districts. This body enacts laws, holds hearings on topics of public interest, reviews City expenditures and operations, confirms certain municipal officers, and conducts bi-weekly meetings. It serves as a conduit through which the public's concerns and issues can be addressed. The Fiscal 2012 adopted budget is \$82,574 (1.8%) below the Fiscal 2011 level of appropriation.

106. Legislative Reference

General Fund - \$482,656

Other Funds - \$11,400

This service provides support to the City Council and Administration; drafts all legislation and resolutions for the Mayor and City Council; researches and reports on existing and proposed City and State legislation; provides reports and minutes of the meetings of City agencies; administers and enforces the City's ethics law; operates the Legislative Reference Library; publishes and distributes the City Code, the City Building, Fire and Related Codes, the City Charter and the Code of Public Local Laws; prints City legislation; and revises the City Code and other publications annually or as is appropriate.

The Fiscal 2012 adopted budget is \$358 (0.1%) below the Fiscal 2011 level of appropriation. The Fiscal 2012 adopted budget will allow current service levels to be maintained. The Special Fund adopted budget is \$11,400, unchanged from the Fiscal 2011 level of appropriation.

107. Archives and Records Management

General Fund - \$473,458

Legislative Reference

This service is the repository for all city documents and historical data. The City has partnered with the State to apply for a grant to develop a web-enabled, publicly accessible, fully searchable Baltimore City Archives system. As part of this grant the City must provide a suitable facility. The General Fund adopted budget for Fiscal 2012 is \$171,823 (57%) above than the Fiscal 2011 level of appropriation. Increased funding is for maintenance to prevent damage to records.

125. Executive Direction and Control

General Fund - \$3,575,701

Office of the Mayoralty

Other Funds - \$446,421

This service is responsible for providing the staffing and funding necessary for the daily operations of the Mayor's Office. The Office directs the operation of municipal agencies through the issuance of policies, directives and initiatives. The Office holds agency personnel accountable for meeting their objectives and measures their performance on a periodic basis by reviewing relevant data. Requests, complaints, and other inquiries directed to the Mayor concerning the operations of the City are investigated and responded to in a timely manner. For Fiscal 2012, Service 127, State Relations and Service 353, Office of Community Affairs, have been combined into this service. The Fiscal 2012 General Fund adopted budget is \$329,505 (8.4%) less than the combined Fiscal 2011 budgets of services 125, 127, and 353, and 19% below the Fiscal 2010 levels. Eighteen positions will remain vacant. Non-personnel expenditures will be reduced by \$83,000.

128. Labor Contract Negotiations and Administration

General Fund - \$712,479

Office of the Labor Commissioner

This service funds the Office of the Labor Commissioner (OLC) mandated to conduct contract negotiations with eight city unions and one professional organization representing 85% of the City's workforce. The OLC negotiates collective bargaining agreements with respect to wages, hours, benefits and other terms and conditions of employment. The OLC oversees the administration of the Memoranda of Understanding including grievance and arbitration hearings, mediation, issues of contract language interpretation and convening and coordinating labor-management committees. The OLC studies and makes recommendations for the establishment, revision, or correction of City policies and procedures with respect to labor management matters. The Fiscal 2012 funding level will allow the OLC to maintain current level of service. The General Fund adopted budget for Fiscal 2012 is \$11,674 (1.6%) below the Fiscal 2011 level of appropriation.

130. Administration - Comptroller's Office

General Fund - \$363,863

Comptroller's Office

This service provides executive responsibility for the City's independent audit function as well as the Department of Real Estate, the Municipal Telephone Exchange and the Municipal Post Office. This service is also responsible for support service to the Board of Estimates and provides fiscal and personnel functions for itself and the departments under its supervision. The Fiscal 2012 adopted budget will maintain current services.

131. Audits

General Fund - \$3,340,209

Comptroller's Office

Under the direction of the City Auditor and the general supervision of the Comptroller, this service performs the annual audit of the City's Comprehensive Annual Financial Report (CAFR), as well as 12 separate audits of the financial statements of various governmental units, including the City's three pension systems and four enterprise funds. The Department is responsible for the Single Audit of the City's approximately 577 federal grants with expenditures of \$232 million. A number of performance audits are also conducted of City agency activities to ensure the efficiency of operations, the adequacy of internal control structure and compliance with City laws, policies and procedures. The Department of Audits also prevents and investigates alleged fraud, theft, bribery and other economic irregularities in City government. Other services performed by the Department of Audits include reviewing contract change orders and other transactions submitted for Board of Estimates' approval and conducting special request, fraud and revenue recovery audits. The Fiscal 2012 adopted budget includes \$126,352 to upgrade auditor positions. An additional \$142,599 is appropriated to unfreeze three vacant auditor positions.

132. Real Estate

General Fund - \$598,682

Comptroller's Office

Other Funds - \$145,986

This service is responsible in all matters relating to the acquisition, sale, lease, exchange or other disposition of real property of the City. The Department works closely with the Department of Housing and Community Development, the Baltimore Development Corporation, the Department of General Services and the Mayor's Office in accomplishing its goals. The Fiscal 2012 adopted budget will maintain current services.

133. Municipal Telephone Exchange

Other Funds - \$16,165,941

Comptroller's Office

This service provides communication equipment and service for all City agencies. The City's telephone system encompasses 26,000 stations, 16,000 phone lines and 4,100 active voice mail boxes serving approximately 800 addresses. Eleven full time and three part time phone operators provide 24-hour coverage for persons wishing to contact City agencies. The Municipal Telephone Exchange will be seeking bids to replace the City's current telephone system with a Managed Service VOIP System. The Fiscal 2012 adopted budget will maintain current services.

136. Municipal Post Office

Other Funds - \$874,374

Comptroller's Office

This service provides United States and inter-office mail for City agencies. Staff collects and distributes mail to approximately 175 pick-up/drop-off locations. The Fiscal 2012 adopted budget will maintain current services.

148. Revenue Collection

Department of Finance

General Fund - \$2,933,589

Other Funds - \$435,733

The Bureau of Revenue Collections has the responsibility to collect all revenue owed to the City of Baltimore through various taxes, fines, fees and penalties. Customer service will continue to be improved by using web-based technology to make license applications and three additional bill types available on-line. The Bureau's Inspection Unit, which performs inspections of businesses required to have licenses and also manages the collection of self-reported City taxes such as the telecommunications, parking, hotel and energy taxes, has been made self-supporting through a Special Fund initiative that will increase City revenue. The number of inspections performed is expected to increase from 13,200 to 17,000 in Fiscal 2012. In Fiscal 2012 this service will assume collection of recordation taxes from the State, saving the City nearly half a million dollars a year. The Fiscal 2012 General Fund adopted budget is \$2,933,589, a decrease of \$66,399 or 2.2% below the Fiscal 2011 level of appropriation. The Fiscal 2012 adopted budget will allow for maintenance of current services.

150. Treasury Management

Department of Finance

General Fund - \$1,000,844

This service provides for the management of the City's cash, investments, debt and banking services. Treasury Management provides important oversight and control of the City finances to ensure cash is available to pay bills through the issuance of debt and timely investment of City funds. This service also maintains the City's banking and trustee relationships so that the City's corporate cash, payroll and trust accounts are properly maintained. The Fiscal 2010 annual rate of return on investments was 0.634%, more than tripling the 0.197% average rate of return of 6-month Treasury bonds. Additionally, the average rate of interest on bonds issued (2.31%) was just over half of the benchmark bond buyer index rate of 4.00%. The Fiscal 2012 adopted budget is \$1,000,844, a decrease of \$94,729 or 8.6% below the Fiscal 2011 budget. The Fiscal 2012 appropriation will allow for maintenance of current services.

185. Zoning, Tax and Other Appeals

Municipal Zoning Appeals

General Fund - \$465,832

This service provides specific procedures and regulations to implement the City's Comprehensive Plan for the orderly development and the most appropriate use of land throughout the City of Baltimore. The Board of Municipal and Zoning Appeals (BMZA) plays a crucial role in the administration and implementation of the zoning code. BMZA provides public notice and schedules hearings regarding conditional use permits, variances for physical development projects, applications relating to nonconforming uses of property, street signs and off-street parking regulations. For Fiscal 2011, the average number of days to issue a written decision after a hearing is 90 days. The General Fund adopted budget for Fiscal 2012 is \$74,481 (19%) above the Fiscal 2011 level of appropriation. The appropriation will allow the service to hire an attorney to draft all BMZA opinions within 30 days of each hearing.

189. Fleet Management

Department of General Services

Other Funds - \$43,363,876

This service is responsible for management and maintenance of more than 5,600 pieces of motorized equipment comprising the City's fleet and assigned among the various City agencies. Agencies are charged for rental of vehicles. For Fiscal 2012 this service is examining a new web-based product that will enable customers to make on-line appointments for minor equipment and vehicle repairs. Successful implementation and application will improve customer satisfaction and significantly decrease downtime incurred for routine repairs. Additionally, Fleet Management will continue to reduce the percentage of fully depreciated vehicles. Timely replacement of fleet equipment is crucial in obtaining a positive impact on vehicle capital, operating costs, reliability, availability, and safety. For Fiscal 2012 this service expects to provide 9,500 preventive maintenance inspections, an increase of nearly 300 over Fiscal 2010. The Fiscal 2012 adopted budget will maintain current services.

347. CitiStat Operations

Office of the Mayoralty

General Fund - \$517,883

The Office of CitiStat Operations is a Mayoral management service designed to utilize intensive performance management of municipal agencies. CitiStat analysts are responsible for developing performance measurements for a portfolio of City agencies and identifying opportunities to make City services better, faster, and cheaper. In Fiscal 2012, this service plans to conduct 188 meetings to improve interagency coordination and to hold all major City agencies accountable for results. The Fiscal 2012 adopted budget will maintain current services.

487. Operation of War Memorial Building

War Memorial Commission

General Fund - \$278,827

Other Funds - \$50,000

This service supports the operation of the War Memorial Building, which was established in 1925 to honor Marylanders who lost their lives in World War I and to provide meeting space for veteran's organizations. It is operated by the War Memorial Commission. The Commission is established in the Annotated Code of Maryland Articles, and defines the Commission as a jointly held title between Baltimore City and the State of Maryland. The Fiscal 2012 adopted budget allows the agency to provide current level of service. The agency is seeking ways to make the facility more self-supporting through rental income. The General Fund adopted budget for Fiscal 2012 is \$33,206 (13.5%) above the Fiscal 2011 level of appropriation. The Special Fund adopted budget for Fiscal 2012 is \$50,000, the same as the Fiscal 2011 level of appropriation.

649. Special Facilities

Recreation and Parks Department

General Fund - \$203,925

Other Funds - \$1,131,896

The Department operates the following ten special facilities: Clarence "Du" Burns Arena, William J. Myers Soccer Pavilion, Baltimore Rowing and Resource Center, Patterson Park Boat Lake, Upton Boxing Facility, Carroll Park Skateboarding & Bike Facility, Dominic "Mimi" DiPietro Family Skating Center, Shake & Bake Family Fun Center, Mt. Pleasant Ice Arena, and the Northwest Baltimore Park Golf Driving Range. In Fiscal 2012, all special

facilities are to operate in an entrepreneurial fashion. A General Fund adopted budget of \$203,925 will provide for maintenance expenses previously budgeted within the Department of General Services. Revenues from Special Facilities have been transferred from the General Fund to a self-supporting special account.

672. Water and Wastewater Consumer Services

Other Funds - \$17,595,503

Department of Public Works

This service provides for timely and accurate quarterly meter reading and billing of 411,000 water accounts. This includes the installation and maintenance of water meters, delinquent turn offs, and utility billing customer service. The customer service section of this Division provides customer support for customer inquiries and escalated complaints and makes necessary adjustments to bills for the consumer through a vetted mediation process. This service also includes the management of the senior and low income assistance programs. All current service levels will be maintained in Fiscal Year 2012. This service will improve efficiency in Fiscal 2012 by reducing the number of estimated water meter readings from 10% in Fiscal 2011 to 9% in Fiscal 2012. The Water Utility Fund adopted budget for Fiscal 2012 is \$1.6 million (10.0%) above the Fiscal 2011 level of appropriation. These increases are primarily due to salary and other personnel costs, particularly in pension and health benefits.

698. Administration

General Fund - \$878,450

Department of Finance

Other Funds - \$4,345

The Office of the Director of Finance is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City Budget process and holding the internal Bureaus - Budget and Management Research, Revenue Collections, Purchasing, Accounting, Payroll Services, Treasury Management, and the Office of Risk Management - accountable for their performance. The Office also coordinates all Human Resources activity within the department; manages the combined charity management contract and the deferred compensation management contract for the City; performs management analysis; and executes initiatives with other City agencies to improve the efficiency and effectiveness of government. The Fiscal 2012 General Fund adopted budget is \$878,450, a decrease of \$63,822 or 6.8% below the Fiscal 2011 budget. The Fiscal 2012 adopted budget will allow for maintenance of current services.

699. Procurement

General Fund - \$2,522,960

Department of Finance

This service offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is legally required by the City Charter and includes nearly all purchases of over \$5,000 and many below that amount. In Fiscal 2010 this service processed 21,407 purchase orders totaling over \$260.0 million and supported 10,150 vendors in Citibuy, the City's automated purchasing system. For Fiscal 2012, the service hopes to increase the number of Citibuy registered vendors to 13,000. In Fiscal 2011, benchmark turn-around times for purchase order processing have been met over 90% of the time. The Fiscal 2012 adopted budget is \$2,522,960, an increase of \$164,977 or 7.0% above the Fiscal

2011 level of appropriation. The adopted budget includes a \$350,000 appropriation for Citibuy maintenance, a cost previously paid for with capital funds. The Fiscal 2012 adopted budget will allow for maintenance of current services.

700. Surplus Property Disposal
Department of Finance

Other Funds - \$185,323

This service offers City agencies a professional service for the proper disposition of surplus property. The use of a centralized surplus property system is required by the City Charter. This service was initiated in Fiscal 2010 with the goal to eventually cover expenses with sales proceeds. The Fiscal 2012 adopted budget will allow for maintenance of current services.

701. Printing Services
Department of Finance

Other Funds - \$3,412,982

The Digital Document Division is an Internal Service fund operation supplying document services to the City of Baltimore government. The services offered to City agencies and the Baltimore City Public School System are professional graphic design, printing, copying, document scanning, data center printing, and forms distribution. This service will continue to control costs and ensure self-sufficiency by reducing the amount of its equipment to the minimum essential to continue efficient operations. The Fiscal 2012 adopted budget will allow for maintenance of current services.

702. Accounts Payable
Department of Finance

General Fund - \$1,074,996

The Accounts Payable service is responsible for paying an average of 12,000 vendor invoices each month and providing support to agencies and vendors in all matters relating to payments. The City must pay invoices within 30 days of delivery of the good and/or service. Payments are processed through the CityDynamics accounts payable module using state-of-the-art best practices. This service will continue the practice of centrally scanning all vendor invoices to ensure that agencies are held accountable for timely payment. The percent of vendor payments made within 30 days is expected to increase from 58% in Fiscal 2009 to 90% in Fiscal 2012. The Fiscal 2012 adopted budget is \$1,074,996 a decrease of \$109,809 or 9.3% below the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation includes a reduction of \$116,375 which represents a pro-rated share of rent savings due to the sale of the MECU Building. Current services will be maintained.

703. Payroll Services
Department of Finance

General Fund - \$2,972,274

Payroll Services is responsible for paying 1,200 weekly employees, 15,000 biweekly employees, 5,000 Fire and Police Retirees, and seasonal employees including 5,000 - 7,000 Youthworks employees. The Payroll Service is also responsible for ensuring that proper internal controls exist over the payroll process, coordinating quarterly payroll tax reporting, coordinating garnishment processing, reconciling payroll bank accounts, and coordinating year-end processing of W-2's and 1099's. In Fiscal 2011, this service processed an average of

231 manual checks per month, well below its benchmark of 250. The Fiscal 2012 adopted budget is \$2,972,274, a decrease of \$120,649 or 3.9% below the Fiscal 2011 level of appropriation. The Fiscal 2012 adopted budget includes a reduction of \$116,375 which represents a pro-rated share of rent savings due to the sale of the MECU Building. Current services will be maintained.

704. Accounting Operations
Department of Finance

General Fund- \$937,978

The Accounting Operations service provides accounting and reporting services for the City of Baltimore. The service is responsible for ensuring that proper internal controls are in place for processing financial transactions and that these transactions and reports are recorded and prepared in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB). Financial transactions are recorded and reports are prepared and generated using the City's financial system, CityDynamics. In Fiscal 2012, the Bureau expects to oversee 2,400,000 financial transactions. The Fiscal 2012 adopted budget is \$937,978, a decrease of \$169,158 or 15.3% below the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation includes a reduction of \$156,654 which represents a pro-rated share of rent savings due to the sale of the MECU Building. Current services will be maintained.

705. Loan and Guarantee Program
Department of Finance

Other Funds - \$3,260,269

The Bureau of Accounting and Payroll Service (BAPS) provides full accounting services to the Loan and Guarantee program including all general ledger and accounts payable functions. This program provides for utilization of proceeds from certain bond issues, grants, donations, and contributions appropriated by the City and also certain funds included in the capital portion of the annual Ordinance of Estimates. Such funds are used for direct loans or for guarantees for loans made by third parties for residential, commercial, and industrial rehabilitation and development, or for the construction of certain capital projects. BAPS services all of the Program's loans including monthly, quarterly or semi-annual billings for principal and interest and prepares monthly, quarterly or semi-annual bills to borrowers for principal and interest. This service also prepares payoff statements and confirmation loan balances to borrowers or auditors when requested. Additionally, BAPS prepares the program's annual financial statements and coordinates with outside auditors. The Fiscal 2012 appropriation will allow for maintenance of current services.

707. Risk Management
Department of Finance

Other Funds - \$7,726,932

The Office of Risk Management administers the City's risk management and insurance program for City assets and liabilities. Insurance policies are procured by the Office to provide the broadest coverage at the lowest cost. When damages exceed insured deductibles, claims are filed by the Office to expedite recovery from the insurance company. The Office seeks to prevent employee injuries by promoting accident prevention, providing safety training and ensuring regulatory compliance. After an injury occurs, the Office manages the Workers' Compensation claims and coordinates the services provided by the

Workers' Compensation Claims Administrator, the Occupational Health Clinic and Workers' Compensation counsel. In Fiscal 2010, there were 13 claims filed per 100 employees for an average cost of \$6,837 per claim. In Fiscal 2012, Risk Management aims to reduce claims to 12 per 100 employees and the average cost to \$6,500. The Fiscal 2012 adopted budget is \$7,726,932, an increase of \$90,096 or 1.2% above the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation will allow for maintenance of current services.

708. Operating Budget Management

General Fund - \$1,186,748

Department of Finance

This service provides for the management of the City's \$2.3 billion annual operating budget. Revenues and expenditures are monitored throughout the year, and state and local legislation is analyzed to determine the impact on the City budget. Outreach efforts ensure citizens have a clear understanding of the City budget. This service also aims to provide high-level research and analysis on management, performance, and financing of City services. It includes administering and analyzing the City's annual Citizen Survey. For Fiscal 2012 this service has been combined with Service 709, Management Research. One budget analyst position will be abolished. The Fiscal 2012 adopted budget is \$1,186,748, an increase of \$131,195 or 12.4% above the combined Fiscal 2011 budgets of Service 708 and 709. The adopted budget includes a new \$225,000 appropriation for contractual information technology support. This represents a 50% savings from the current appropriation of \$450,000 included in the Fiscal 2011 budget of the Mayor's Office of Information Technology. The Fiscal 2012 appropriation will allow for maintenance of current services.

710. Property Tax Billing Integrity and Recovery

General Fund - \$78,863

Department of Finance

This service was established in Fiscal 2011 to ensure property tax credits are not fraudulent, that new construction is assessed in an expedient manner, that State assessors have all relevant City information available to them when they assess commercial properties, and that personal property taxes are billed in a timely manner. The Fiscal 2012 adopted budget includes funding for one full-time permanent position. When operational, the unit projects an increase in revenue recoveries of at least \$375,000 per year, and potentially far more.

711. Finance Project Management

General Fund - \$252,490

Department of Finance

This new service, currently a part of Service 148, Revenue Collection, is responsible for coordinating, designing, and implementing all systems changes within the Department of Finance. This includes the management of the Integrated Tax System project, the implementation of a new recordation tax system, and the design of a personal property tax system.

726. Administration – General Services

Department of General Services

General Fund - \$59,179
Motor Vehicle Fund - \$16,305
Other Funds - \$234,278

This service provides leadership and support to the various services in General Services in the areas of Administrative Direction, Human Resources and Fiscal Management. Additional administrative support is provided by the Department of Public Works in the areas of Legislative Affairs, Media and Communications, Safety and Training and Contract Administration. Expenditures supporting this service are charged internally among the agency's various services. Current services will be maintained.

730. Public and Private Energy Performance

Department of General Services

Other Funds - \$971,554

This service oversees implementation and management of technologies to minimize energy usage and cost to the City while maximizing opportunities from renewable energy sources consistent with the City's Sustainability Plan and State mandates. This service will continue to expand its operations to include developing energy policies, analyzing additional energy-related proposals, applying for more grant funds, evaluating energy legislation, advocating for legislative change, investigating renewable power generation, creating green job opportunities, selling more energy credits to private companies, and collecting revenue from utilities in exchange for removing a portion of our electric load from the area's power grid during times of severe power demand. For Fiscal 2012, this service expects a cumulative City government electricity savings since Fiscal 2006 of 48 million kilowatt hours (approximately \$5.0 million). This cumulative electricity savings would be enough to provide electric service for 6,500 average City households. Current services will be maintained.

731. Facilities Management

Department of General Services

General Fund - \$13,877,074
Motor Vehicle Fund - \$156,707
Other Funds - \$1,000,000

This service is responsible for maintaining over 500 municipal buildings owned by the Mayor and City Council. These buildings comprise over 3.7 million square feet of work space. Tenant agencies include most all departments of City government. The service expects to continue to reduce its overall maintenance cost from \$4.05 per square foot in Fiscal 2009 to \$3.80 per square foot in Fiscal 2012. Significant reductions in vendor costs have been realized in the past two years through contractual changes, increased in-house maintenance efforts, and improved operational practices. The Fiscal 2012 General Fund adopted budget is \$13,877,074, a reduction of \$1,492,704 or 9.7% below the Fiscal 2011 level of appropriation. \$1.6 million has been transferred to the Department of Recreation and Parks for building maintenance. The appropriation also includes an additional \$896,859 for improvements to the MECU Building, recently purchased by the City. The amount added for improvements represents the net savings from rental payments. An across-the-board utility cost adjustment plus savings from lower building temperatures in the winter and higher temperatures in the summer will save \$428,000. The service has also identified approximately \$447,000 in personnel costs which can be charged to other funding sources.

770. Human Resources Administration

General Funds - \$1,321,115

Department of Human Resources (DHR)

The Department of Human Resources Administration is responsible for the agency's overall performance, budget preparation and implementation, procurement functions, human resource functions for policy development, city-wide communications, criminal background investigations, and Civil Service Commission administration. DHR advises the Mayor and agency heads on personnel matters. The General Fund adopted budget for Fiscal 2012 is \$1,774,831 (57.3%) below the Fiscal 2011 level of appropriation. The Fiscal 2012 appropriation eliminates funding for two vacant positions and moves funding for Human Resources Information System (HRIS) support to Benefits Administration (771).

771. Benefits Administration

General Fund - \$1,958,631

Department of Human Resources

Other Funds - \$2,110,746

The Employee Benefits Division (EBD) is responsible for administering the City's health and welfare plans. The Division provides centralized administration for the self-insured medical plans; the prescription drug and Medicare Part D benefits; a dental HMO and PPO; a vision plan; basic and optional life insurance programs; two flexible spending accounts; the commuter transit program, and the unemployment insurance and Employee Assistance Programs. The number of active and retired employees who are anticipated to be enrolled in the city's medical coverage plan in Fiscal 2012 is 28,403. Funding for Human Resources Information System (HRIS) support is moved to this service from the Human Resources Administration service. The General Fund adopted budget for Fiscal 2012 is \$1,623,180 (483.9%) above the Fiscal 2011 level of appropriation. The Internal Service Fund adopted budget is \$3,148 (0.1%) below the Fiscal 2011 level of appropriation.

772. Civil Service Management

General Fund - \$1,178,407

Department of Human Resources

Other Funds - \$61,468

This service is responsible for identifying, classifying into occupational groups, and establishing compensation levels for the positions that comprise Baltimore City's workforce. This division conducts position, organization and compensation studies and advises the Board of Estimates on changes proposed by City agencies. It is also responsible for salary administration, overseeing salary policy issues, and developing and maintaining specifications for job classifications. A total of 495 class and position actions were reviewed in Fiscal 2010, and 500 are estimated to be reviewed in Fiscal 2012. In Fiscal 2012, DHR will continue to work with hiring agencies to conduct process improvement efforts to maintain the number of days to fill a vacancy at 66 business days with the implementation of a service agreement to ensure that expectations are understood and met citywide. The General Fund adopted budget for Fiscal 2012 is \$49,415 (4.0%) below the Fiscal 2011 level of appropriation. The Internal Service Fund adopted budget for Fiscal 2012 is \$5,123 (9.1%) above the Fiscal 2011 level of appropriation.

773. City of Baltimore University
Department of Human Resources

General Fund - \$65,980

This service within the Department of Human Resources offers a wide curriculum of training courses to Baltimore City Employees. The training and development program ensures the uniform development, implementation, and maintenance of strategic learning opportunities. The program addresses diverse training programs such as supervisory and leadership development, new employee orientation, customer service, communications, diversity, sexual harassment prevention, workplace violence prevention, and includes other employee development programs that are at the discretion of both agencies and employees. This is primarily a self-supporting function that draws its revenues from city agencies. In Fiscal 2012, the division anticipates training approximately 7,000 employees. Four training officer positions are transferred in from Department of Public Works and Department of Transportation. The General Fund adopted budget for Fiscal 2012 is \$2,029 (3.0%) below the Fiscal 2011 level of appropriation.

802. Administration - MOIT

Mayor's Office of Information Technology

General Fund - \$811,222

This service provides and directs the resources needed for successful and effective IT deployment within the City. MOIT keeps a watchful eye on technology advances and utilization of IT resources in the City and ensures that the most effective strategies are successfully implemented. The Fiscal 2012 adopted budget is \$811,222, a decrease of \$127,065 or 13.5% below the Fiscal 2011 level of appropriation. The Fiscal 2012 adopted budget will maintain current services.

803. Application Support Services

Mayor's Office of Information Technology

General Fund - \$4,752,773

This service develops, installs, maintains and operates the computer systems and applications that enable City agencies to effectively and efficiently manage their operations. MOIT supports both mainframe based business applications and internet applications that allow citizens to access information and perform transactions online. There is also a robust Intranet web site that empowers City employees by providing fast access to accurate information and web based applications to perform a wide range of business functions. MOIT also supports the Enterprise-wide Geographic Information System (EGIS.) The Fiscal 2012 adopted budget includes a transfer of \$225,000 to Service 708, Budget and Management Research, for contractual IT support to the central budget system. The Fiscal 2012 appropriation will maintain current services.

804. Call Center Services

Mayor's Office of Information Technology

General Fund - \$2,064,876

The 311 call center is the intake system for the city serving as the one call to City Hall. The call center is divided into two specific disciplines: city services and the police non-emergency unit. Customers call 311 to request services as well as obtain general information. The 311 service assists customers by answering police related questions and writing police reports for lost or stolen items with a value under \$1,500. The service is also responsible for the development, implementation, and continuing support of the Customer

Service Request System (CitiTrack), which provides universal, standardized, inter-agency call intake and work order management. This service also provides an automatic call-out system to citizens and city businesses for a host of emergency and city broadcast notifications. The Fiscal 2012 recommendation is \$2,064,876, a decrease of \$806,183 or 28.1% below the Fiscal 2011 level of appropriation. An additional \$500,000 of carry forward appropriation from Fiscal 2011 was approved, which will allow current hours of operation to be maintained (6:00 a.m. to 10:00 p.m., seven days per week).

805. Infrastructure Support Services

Mayor's Office of Information Technology

General Fund - \$1,984,251

Other Funds - \$3,392,917

This service is responsible for maintaining the City's Internet connectivity, CCTV operation, 800MHz Safety Radio System infrastructure and connectivity, mainframe applications, and help desk support. The help desk processes roughly 500 service requests per week. The Fiscal 2012 General Fund adopted budget is \$1,984,251, a decrease of \$203,201 or 9.3% below the Fiscal 2011 level of appropriation. The adopted budget includes a reduction of contracted staff assigned to resolve help desk issues. It is anticipated that resolution time will increase from 1 day to 1.5 days.

833. Innovation Fund

General Fund --\$768,680

New for Fiscal 2012, the Innovation Fund invests in ideas with potential to improve results for citizens and save money. Awarded through a competitive process, the first three Innovation Fund projects are:

- **Clinical Services - Bureau of Disease Control (BDC) Laboratory (Health Department) - \$191,730.** This project will update the BDC Laboratory. This upgrade will more than double the number of lab tests they process per year - from 122,293 to 252,533; expand their services to new clients for a projected \$1.2 million of new revenue per year; decrease annual operational costs by \$136,500, and reduce testing turnaround time from 5 days to 1 day.
- **Environmental Health (Health Department) - \$140,800.** This project will modernize Environmental Health (EH) services in Baltimore City by transitioning from entirely paper-based enterprise to an automated, paperless business process, or web-based quality management system. Modernizing EH's business process will result in a decrease of \$78,000 in annual operating costs, and a projected \$800,000 in increased license renewal and citation revenue over the next five years.
- **E-Plans Review (Housing and Community Development) - \$436,150.** This project will modernize the (development) Plans Review process, taking it from the current paper system to an all-electronic review process. Transitioning to e-Plans will decrease turnaround time to complete plans review by at least 20% on all projects; increase customer-satisfaction because developers will no longer have to print costly plans to submit on paper for review; and decrease annual operating costs by \$54,000.

836. Inspector General

General Fund - \$544,091

Office of the Inspector General

This service provides for the professional and independent investigation of allegations of fraud, waste and abuse within City government; among those vendors and businesses doing business with or seeking to do business with the City; and those individuals, organizations, and businesses receiving some benefit from the City. The Fiscal 2012 adopted budget is \$150,232 (38.1%) above the Fiscal 2011 level of appropriation. The Fiscal 2012 proposal includes the creation of an Auditor Supervisor (CPA) position and a Rewards Program that is designed to increase actionable leads, savings and recoveries. The agency will train 650 employees and others through new employee orientations, supervisor trainings and specific investigator trainings on requests of various agencies.

860. Administration – Law

General Fund - \$581,996

Law Department

Other Funds - \$105,288

This service provides for the overall direction and control of the agency. For Fiscal 2012 Service 866, General Advice and Representation, was combined into this service. The Fiscal 2012 adopted budget will maintain current services.

861. Controversies

General Fund - \$1,503,263

Law Department

Other Funds - \$4,717,509

This service provides the general litigation, labor and employment, land use, collections and pre-litigation claims investigation services for the City. This service has been steadily increasing City revenue streams while avoiding or limiting liability payouts despite mounting numbers of claims against the City. In Fiscal 2010, this service defended 369 general and employment lawsuits. The City was successful at trial in 297 of the lawsuits (81%). Of the \$210.7 million in damages sought from the City, only \$2.5 million was paid out. From Fiscal 2005 to Fiscal 2010, this service has more than doubled tax and bill collections from \$9.0 million to over \$20.0 million per year. The City has also recovered millions in affirmative suits brought against those who have caused the City some economic damage. In Fiscal 2010, the service defended 36 zoning appeals and filed 28 condemnation cases in order to make available land for redevelopment. For Fiscal 2012 Service 862, Transactions; Service 865, Employment Advice; Service 867, Land Use and Environmental Matters; and Service 868, Litigation and Workers Compensation; were combined into this service. The Fiscal 2012 appropriation will maintain current services.

862. Transactions

General Fund - \$894,485

Law Department

Other Funds - \$111,398

This service provides Charter mandated legal services essential for City operations and governance. With attorneys experienced and knowledgeable in the nuances of City government and municipal law, this Group provides advice for the City's real estate, economic development, lending and municipal finance; it negotiates, drafts and reviews all City contracts, and advises the Mayor's Office, the City Council, and all City agencies, boards and commissions on the entire range of legal issues facing the City. In 2010 this service provided advice in over 1,000 separate matters, drafted or revised 1,255 legal documents, and reviewed 1,976 for form and legal sufficiency. It also handled 50 immediate

needs for advice. For Fiscal 2012 Service 863, Contracts; Service 864, Corporate Real Estate; and Service 870, Opinions and Advice were combined into this service. The Fiscal 2012 appropriation will maintain current services.

876. Media Production

Mayor's Office of Cable and Communication

General Fund - \$441,690

Other Funds - \$852,894

The Mayor's Office of Cable and Communications (MOCC) operates and provides programming for the City's cable channel (Channel 25). This service supports City agencies and the private sector with media related videos and data networking services. This service currently televises City Council and Planning Commission meetings. Beginning July 2011, Board of Estimates meetings and Liquor Board hearings will also be televised. This service's goal for Fiscal 2012 is to increase in-house original programming hours by 50% within existing resources. The service hopes to increase the percentage of media production revenue received from outside sources from 5% in Fiscal 2010 to 25% in Fiscal 2012. Cable currently has a \$2,500 per month production agreement with the Veteran's Administration and is actively pursuing a major sub-leasing agreement with a media production company. The service's ultimate goal is to be self-supporting within three years. The Fiscal 2012 General Fund adopted budget is \$441,690, a decrease of \$40,310 or 8.4% below the Fiscal 2011 level of appropriation. Current services will be maintained.

899. Fair Conduct of Elections

Board of Elections

General Fund --\$5,980,658

This service administers and conducts elections. This service is authorized by the Public General Laws of Maryland and is empowered to make rules consistent with State laws to ensure the proper and efficient registration of voters and conduct of elections. The preparation and execution of an Election Day includes training of 2,400 election judges and voting machine technicians, preparation of 2,000 touch screen units, and 750 electronic pollbooks. This is not only to ensure that all 290 precincts and five early voting sites in the City are open on time with staff, materials, and supplies, but to ensure approximately 90,000 registered voters have a convenient and accessible location to vote as well. Three elections will be held in Fiscal 2012, including the City primary and general elections, and Presidential primary. Early voting is expanded from three to six days for the City elections. The Fiscal 2012 General Fund adopted budget is \$586,565 (8.9%) below the Fiscal 2011 level of appropriation. In addition to the appropriation, the agency will carry forward \$1,555,555 in unspent funding from Fiscal 2011.

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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 A Cleaner and Healthier City

OUTCOME BUDGET OVERVIEW

Fund	Fiscal 2011	Fiscal 2012	Change	%
General	\$69,618,557	\$71,346,449	\$1,727,892	2.5%
Motor Vehicle	33,839,338	29,634,325	(4,205,013)	(12.4)%
Federal	78,739,488	76,322,193	(2,417,295)	(3.1)%
State	27,441,149	24,819,144	(2,622,005)	(9.6)%
Special	2,192,682	2,043,460	(149,222)	(6.8)%
Wastewater Utility	178,188,836	185,494,128	7,305,292	4.1%
Water Utility	118,492,719	126,571,438	8,078,719	6.8%
Total	\$508,512,769	\$516,231,137	\$7,718,368	1.5%

CITY SERVICES FUNDED FOR FISCAL 2012

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

303. Clinical Services

Health Department

General Fund - \$3,923,553

Other Funds - \$5,339,457

The Division of Clinical Services provides primary and secondary prevention and treatment of sexually transmitted diseases (STD), HIV, tuberculosis, and oral health. It includes funding for two STD Clinics, two HIV primary care clinics, the Eastern Chest Clinic, two dental clinics, the Baltimore Disease Control Laboratory, and the Men’s Health Clinic. The Men’s Health Center is a stand-alone clinic housed within the Druid Health Center. The Fiscal 2012 General Fund adopted budget is approximately \$3.9 million, a decrease of \$1,403 or less than 0.1% below the Fiscal 2011 level of appropriation. Federal funding for select research grants has been provided directly to Baltimore Medical Systems instead of this service. Performance measures for Fiscal 2012 include 29,000 HIV tests performed and 70% of out-of-care persons with HIV linked to ongoing healthcare.

305. Healthy Homes

Health Department

General Fund - \$878,672

Other Funds - \$2,210,170

This service carries out activities to reduce asthma morbidity and mortality, childhood lead poisoning, and home injuries. General funds are used to provide lead poisoning inspections and enforcement, and as match and leverage required for competitive federal grants. The Fiscal 2012 General Fund adopted budget is \$878,672, an increase of \$35,357 or 4.2% above the Fiscal 2011 level of appropriation. The Lead Abatement Program has been re-assigned to the Department of Housing. In Fiscal 2012, 1,100 homes will be inspected for health and safety risks and 70% of children in asthma programs will have improved symptoms.

307. Substance Abuse and Mental Health

Health Department

General Fund - \$1,903,627

Other Funds - \$1,049,589

Baltimore Substance Abuse Systems, Inc. (BSAS) funds and oversees a continuum of substance abuse services including school and community-based prevention and treatment for adolescents; assessment and referral at courts, Department of Social Services, hospitals, and other locations; medication-assisted treatment (methadone and buprenorphine); short-term and long-term residential treatment; and recovery support centers during evening and weekend hours. Baltimore Mental Health Services, Inc. is required by law to receive \$549,000 from the City local funds for day rehabilitation services. The General Fund adopted budget for Fiscal 2012 is \$1,903,627, a decrease of \$37,661 or 1.9% from the Fiscal 2011 level of appropriation. Grant funding for care coordination job services will no longer be provided; private organizations will continue to provide these services in place of BSAS. For Fiscal 2012, more than 13,600 clients will be admitted to BSAS-funded programs and 60% of clients will be retained in outpatient substance abuse treatment for at least 90 days.

308. Maternal and Child Health

Health Department

General Fund - \$1,255,331

Other Funds - \$18,037,310

This service operates programs to promote positive birth outcomes, including a nurse home-visiting program, nutrition support, family planning services, and infant and child fatality review. Other programs improve the health of children, enhance readiness for kindergarten, and promote positive youth development through immunization, Reach Out and Read, Baltimore Infants and Toddlers Program, and year-round after-school programs. The Fiscal 2012 General Fund adopted budget is approximately \$1.25 million, an increase of \$73,000 or 6.2% above the Fiscal 2011 level of appropriation. The Fiscal 2012 budget maintains current services, including reproductive health services for 9,000 clients and community outreach services for 2,640 clients. Other funding includes a new \$1.2 million federal Birth Outcomes grant.

311. Health Services for the Aging

Health Department

General Fund - \$58,475

Other Funds - \$6,812,302

This service promotes health, improves the quality of life, and prevents the premature institutionalization of Baltimore City senior citizens. It is comprised of the Senior Community Service Employment Program (SCSEP), Adult Evaluation and Review Services, Medical Assistance Personal Care Services, Retired Seniors and Volunteers Program, and Senior Companion Program. SCSEP is projected to serve 75 participants, 100% of whom will demonstrate increased awareness of cardiovascular disease. Health Services for the Aging was part of the Chronic Disease Prevention service in Fiscal 2011, but has been defined as a stand-alone service in Fiscal 2012. This funding level allows Health Services for the Aging to continue at the current level of services.

315. Emergency Services

Health Department

General Fund - \$448,410

Other Funds - \$10,890,700

This service addresses disease outbreaks and urgent public health needs. Everyday service includes response to outbreak of infectious illness; transport of chronically ill; and planning, training, and preparation for large-scale public health emergencies. The Fiscal 2012

adopted budget is \$8,354 or 1.9% above the Fiscal 2011 level of appropriation. This service will curtail training, office supplies expenditures, and personal-vehicle travel reimbursement. Federal funding for H1N1 flue response has been discontinued. For outbreak-related investigations requiring travel, the Office of Acute Communicable Disease will seek the assistance of other Health Department programs that have City vehicles. Performance indicators projected in Fiscal 2012 include 95.5% of transports completed on time; 1,500 investigated cases of reportable infectious diseases; and facilitating 247,000 transports of chronically ill persons.

385. Health and Welfare Grants

General Fund - \$993,072

This service provides grants to various health and welfare organizations to aid disadvantaged citizens and citizens with special needs. In Fiscal 2012, this service will provide funding to the Family League of Baltimore City – Pre- and Post-Natal Home Visits and to the Maryland School for the Blind to pay the tuition costs of Baltimore residents. The home visiting program is an important part of the City’s Birth Outcomes Plan. It provides intensive services to 300 families in 12 high-risk communities. Its performance targets for the coming year include efforts to expand the availability of evidence-based home visiting slots by 130%, which in the long term will aid in achieving the broader goals of reducing the rates of pre-term births and low birth weight by 10% and deaths from unsafe sleep by 30%. The General Fund adopted budget for Fiscal 2012 is \$993,072, a decrease of \$125,000 or 11.2% below the Fiscal 2011 level of appropriation. Funding for Health and Welfare Grants in Fiscal 2012 does not include a grant to the Legal Aid Bureau, Inc., which received \$125,000 in Fiscal 2011.

647. Youth and Adult Sports

General Fund - \$529,519

Recreation and Parks Department

Other Funds - \$146,243

This service provides a wide array of athletic choices for all age groups. Programs and activities include boxing, indoor soccer, skateboarding, track and field, football, basketball, hockey, broomball, and more. Various levels of leagues for youth, adults and seniors are also provided. The Fiscal 2012 General Fund adopted budget is a reduction of \$83,481, or 13.6% from the Fiscal 2011 level of appropriation. One vacant clerical position has been eliminated within this service. Funding for sports activities will be offered at reduced levels, with an emphasis on elimination of the lowest participation programs.

651. Recreation for Seniors

General Fund - \$430,051

Recreation and Parks Department

The Senior Citizens Division offers recreational programs and events Baltimore adults age 50 and older. The Division provides support and assistance to 94 golden age clubs located throughout Baltimore City. Recreation for Seniors coordinates 20 City-wide events and recreational programs draw 6,300 participants. The Fiscal 2012 adopted budget is \$430,051, an increase of \$81,051 or 23.2%, will provide for movement of one position from the Therapeutic Recreation service; funding will allow for maintenance of current services.

652. Therapeutic Recreation
Recreation and Parks Department

General Fund - \$346,532

This service offers a wide range of adapted leisure activities during the spring and summer months for adults and children with disabilities. Activities include wheelchair sports, day programs for young adults and seniors with disabilities, ceramics programs, Special Olympics, and Saturday night social club. Therapeutic Recreation currently serves 16,600 participants, with 75% of participants reporting satisfaction with programming. The Fiscal 2012 adopted budget allows basic programs and services to continue. Recreation and Parks will consider a new business model for this service and opportunities for additional collaboration with partners, such as Special Olympics, ARC of Baltimore, Chimes and League for People with Disabilities. The new business model will use partners and day programs to support the in-house programming effort to provide therapeutic recreation and seek reimbursement for service costs from insurance programs. The Fiscal 2012 General Fund adopted budget is \$84,082 (19.5%) below the Fiscal 2011 level of appropriation, due to movement of a position into the Recreation for Seniors service and incorporation of furlough savings.

654. Urban Forestry
Recreation and Parks Department

General Fund - \$167,060
Motor Vehicle Fund - \$2,673,450
Other Funds - \$100,000

This service manages trees on public property and rights of way, and on private property through the TreeBaltimore initiative. Funding for this service includes continued use of CityWorks, software that is used to manage the tree maintenance schedule. The Fiscal 2012 Motor Vehicle Fund adopted budget is approximately \$2.7 million, a reduction of \$297,634 or 10.0% below the Fiscal 2011 level of appropriation. The General Fund adopted budget is \$167,060, a reduction of \$23,035 or 12.1% below the Fiscal 2011 level of appropriation. The impact of this reduction would be the elimination of half of the daily contractor crews; the remaining contractor crew will work 5 out of 12 months. Stump grinding services would be eliminated. Pruning services would be discontinued except for hazard elimination and through a geographically-based pilot preventative pruning program. Response time for urgent storm cleaning and tree removal would increase in duration from two to four days, and daily crews would respond to urgent/priority requests only. Because this service is funded at a reduced level from Fiscal 2011, no new trees will be planted. The Department will focus on encouraging private property tree planting.

660. Solid Waste Administration
Department of Public Works

General Fund - \$1,828,362

This service includes the bureau head and administrative support staff responsible for all operations of the bureau including payroll management, fiscal operations, procurement, human resources, data compilation for reports and analyzing operations to maximize efficiency. Overall, the for Fiscal 2012 adopted budget for this service is \$127,588 (6.5%) below the Fiscal 2011 level of appropriation. Funding for three vacant positions is eliminated.

661. Public Right of Way Cleaning

Department of Public Works

General Fund - \$6,814,224
Motor Vehicle Fund - \$18,814,422

This service cleans public rights-of-way and clears debris away from storm drains to protect water quality. Activities include Street and Alley Operations, Mechanical Sweeping Operations, Cleaning of Business Districts, Marine Operations, and Graffiti Removal. The Fiscal 2012 adopted budget reduces the Graffiti Removal operation by approximately 25%, resulting in the elimination of funding for three vacant laborer positions or two crews. The City will look to community organizations to hold volunteer events focused on graffiti clean-up to supplement this program. The budget also includes funding to create a new position to expand community clean-up events, partner with the Department of Planning to promote participation of business districts in keeping their storefront areas clean, and to measure street cleanliness. In Fiscal 2012 this service will provide 82,000 miles of mechanical street sweeping and complete 90% of service requests on time. The General Fund adopted budget for Fiscal 2012 is \$6.8 million, \$2,913 or 0.03% below the Fiscal 2011 level of appropriation. The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$18.8 million, \$8,855 or 0.05% below the Fiscal 2011 level of appropriation.

663. Waste Removal and Recycling

Department of Public Works

General Fund - \$17,036,322

This service provides household waste and recycling pick up from over 210,000 households, 290 multi-family dwellings, and commercial businesses through the 1+1 Program. This service also includes condominium refuse collection and bulk trash collection. In Fiscal 2012, the City aims for 30% of households' waste to be recycled as well as to reduce customer complaints from 6,000 in Fiscal 2011 to 5,500 in Fiscal 2012 based on 197,000 households. The General Fund adopted budget for Fiscal 2012 is \$17.0 million, a decrease of \$744,594 or 4.2% below the Fiscal 2011 level of appropriation. The savings are achieved by charging residents for bulk trash pickup, effective January 1, 2012. Residents will be encouraged to use the City's five bulk trash drop-off sites.

664. Waste Re-Use and Disposal

Department of Public Works

General Fund - \$18,352,535

This service manages nearly 700,000 tons of mixed refuse and recycling materials at the City's landfill and the Northwest Transfer Station, which is integral to the efficiency of solid waste by providing a centralized drop off facility for trucks to shorten trips and consolidate material prior to movement to Baltimore Refuse Energy Systems Company (BRESKO) or to the recycling facility. The Fiscal 2012 adopted budget maintains current services and includes funding for the Landfill Trust and for increased maintenance required by the federal Environmental Protection Agency (EPA) and the Maryland Department of the Environment (MDE) mandates. The General Fund adopted budget for Fiscal 2012 is \$18.4 million, an increase of \$1.6 million or 9.8% above the Fiscal 2011 level of appropriation. The capital budget includes \$5.8 million for landfill upgrades mandated by the EPA and the MDE.

670. Water and Wastewater Administration

Other Funds - \$36,689,227

Department of Public Works

The Water and Wastewater Bureau Administration is charged with oversight, direction, support operations and financial management for all water, wastewater and surface water services and includes coordination with regulatory agencies in establishing strategic operations to meet required industry mandates. This service provides rate and annual utility budget appropriations for approval by the Director of Public Works. The Wastewater Utility Fund adopted budget for Fiscal 2012 is \$19.9 million, an increase of \$1.5 million or 8.2% above the Fiscal 2011 level of appropriation. The Water Utility Fund adopted budget for Fiscal 2012 is \$16.8 million, an increase of \$1.5 million or 9.8% above the Fiscal 2011 level of appropriation. These increases are primarily due to salary and other personnel costs, particularly in pension and retiree health benefits.

671. Water Management

Other Funds - \$71,376,784

Department of Public Works

This service provides for the operation of a water distribution system that supplies water to 1.6 million customers in the Baltimore Metropolitan region. This includes the maintenance of three watershed systems, three filtration plants, numerous pumping stations, and over 3,400 miles of water distribution mains. Baltimore's treatment and pumping facilities have a proven record of supplying safe and clean drinking water in compliance with all federal and State regulations. Additionally, this service maintains the city's 19,100 fire hydrants. All current service levels will be maintained in Fiscal 2012. This service will close ninety-five percent of service requests on time and analyze over 4,300 water distribution samples in Fiscal Year 2012. The Water Utility Fund adopted budget for Fiscal 2012 is \$71.4 million, an increase of \$2.7 million or 4.0% above the Fiscal 2011 level of appropriation. These increases are primarily due to salary and other personnel costs, particularly in pension and health benefits.

673. Wastewater Management

Other Funds - \$106,571,956

Department of Public Works

This service provides for wastewater collection and treatment of up to 253 million gallons/day of wastewater from 1.4 million people in the metropolitan region. This includes operation and maintenance of the two largest wastewater treatment facilities in Maryland, twelve wastewater pumping stations and 1,400 miles of sewer main. All current service levels will be maintained in Fiscal 2012. This service will treat 212 million gallons of wastewater in the budget year and will reduce the cost of treatment per million gallons from \$1,162 in Fiscal 2011 to \$1,154 in Fiscal 2012. The Wastewater Utility Fund adopted budget for Fiscal 2012 is \$106.6 million, an increase of \$1.4 million or 1.4% above the Fiscal 2011 level of appropriation. These increases are primarily due to salary and other personnel costs, particularly in pension and health benefits.

674. Surface Water Management

Department of Public Works

General Fund - \$945,299
Motor Vehicle Fund - \$4,948,531
Other Funds - \$1,638,851

This service provides for the protection, enhancement, and restoration of watersheds within the City of Baltimore and the Chesapeake Bay tributaries through water quality management and rigorous compliance measures mandated by the Environmental Protection Agency and the Clean Water Act. This service maintains 1,146 miles of storm drain pipe, 52,438 inlets, 27,561 manholes, 1,709 outfalls, four storm water pumping stations, and five debris collectors. This service encompasses activities that contribute to advancing the Baltimore City Sustainability Plan and the City-County Watershed Agreement. The City is exploring alternative financing options to meet new, tougher Federal and State stormwater management requirements. This service will remove 150 tons of trash from waterways during the fiscal year and collect over 2,400 water quality samples to support the federal and State MS4 permit requirements and identify illicit discharges of pollution to our waterways. The General Fund adopted budget for Fiscal 2012 is \$945,299 and maintains the Fiscal 2011 level of services. The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$4.9 million, a decrease of \$49,757 below the Fiscal 2011 level of appropriation. The Wastewater Utility Fund adopted budget for Fiscal 2012 is \$1.1 million, an increase of \$161,080 or 16.4% above the Fiscal 2011 level of appropriation. The Water Utility Fund adopted budget for Fiscal 2012 is \$494,925, an increase of \$74,159 or 17.6% above the Fiscal 2011 level of appropriation.

675. Engineering and Construction Management

Services - Water and Wastewater

Department of Public Works

Other Funds - \$95,788,748

This service provides for the design, construction and management of water, wastewater, stormwater and environmental restoration capital improvement projects. The City is currently subject to a federal consent decree that has been in effect since 2002, which places stringent requirements on the City to upgrade its sewerage system with the intent of eliminating sewer overflows and other illicit discharges. Additionally, the City must also complete upgrades to Enhanced Nutrient Removal (ENR) treatment at both the Back River and Patapsco wastewater treatment plants at an estimated cost of \$812 million to meet more stringent Chesapeake Bay environmental clean-up requirements. Under the Consent Decree, the City will also provide capital investment totaling approximately \$200 million to treat the City's five reservoirs in accordance with the Safe Drinking Water Act to comply with the Long Term 2 Enhanced Surface Water Treatment Rule. The Wastewater Utility Fund adopted budget for Fiscal 2012 is \$57.9 million, which is \$4.2 million (7.8%) above the Fiscal 2011 level of appropriation. The Water Utility Fund adopted budget for Fiscal 2012 is \$37.9 million, an increase of \$3.8 million or 11.0% above the Fiscal 2011 level of appropriation. The adopted budget includes funding for upgraded data processing and autocad equipment.

676. Administration - Public Works

Department of Public Works

General Fund - \$1,377,585
Motor Vehicle Fund - \$1,061,897

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Technical

Support, Contract Administration, Legislative Affairs, Media and Communications, and Safety and Training. These functions are supported financially by the Bureau of Water and Wastewater, the Bureau of Solid Waste and the Departments of General Services and Transportation. The General Fund adopted budget for Fiscal 2012 is \$1.4 million, an increase of \$531,853 (62.9%) above the Fiscal 2011 level of appropriation. This increase is due to the shifting of Worker's Compensation expense budgeted in Motor Vehicle Revenue fund appropriation to the General Fund. The Motor Vehicle fund adopted budget is \$1.1 million and funds the Department's share of the 800 MHz system. Overall, the adopted budget for this service is \$403,370 (14.3%) below the Fiscal 2011 level of appropriation. Funding is eliminated for eight vacant General Fund positions.

691. Public Rights-of-Way Landscape

Motor Vehicle Fund - \$1,909,945

Management

Department of Transportation

This service provides for the mowing and maintenance of grass in the median of City roadways; mulching and cleaning of tree pits; mowing of certain City owned lots; removal and cleaning of trash, debris and illegal signs; and installation of street banners and hanging baskets in commercial areas throughout the City. The department is in the process of outsourcing a major portion of this service. The department will continue to use in-house crews for difficult terrain such as highway embankments, etc. Twenty-six positions are abolished in Fiscal 2012, although no employees will be laid off. Funding is included for median plantings provided by the Department of Recreation and Parks. Mowing frequency will remain at the current level. The Motor Vehicle Fund adopted budget for Fiscal 2012 is \$2.4 million (55.4%) below the Fiscal 2011 level of appropriation.

715. Administration - Health

General Fund - \$3,611,041

Health Department

Other Funds - \$180,421

Administration provides departmental leadership, facilitates and guides the agency's delivery of services, and ensures agency compliance with City, state, and federal laws, procedures, and standards. Administration is composed of Executive Leadership, External Affairs, Fiscal Services, Human Resources, Facilities & Maintenance, Grants & Policy Development, and Epidemiology & Planning. The Fiscal 2012 General Fund adopted budget is approximately \$3.6 million, a reduction of \$187,463 or 4.9% below the Fiscal 2011 level of appropriation. The Fiscal 2012 allocation will result in a lack of funding for the vacant deputy CFO, epidemiologist and accountant I positions. These reductions will slow the processing of contracts for Board of Estimates approval, impede the collection of Health Department related fees, and reduce fiscal oversight of five quasi-governmental organizations that work exclusively on behalf of BCHD. For Fiscal 2012, 155 grants will be processed, 160 employees will be processed for hire, and 95% of all contracts will be processed on time.

717. Environmental Health

General Fund - \$3,223,851

Health Department

Other Funds - \$6,930,272

The Division of Environmental Health protects public health by conducting inspections of food service facilities and other facilities requiring sanitation to ensure compliance with State and local health codes. The Child and Adult Care Food Program promotes adequate

nutrition to infants and children through age twelve enrolled in licensed Family Child Care Homes. For Fiscal 2012, 13,000 inspections will be conducted with 100% of mandated inspections completed and 100% of complaints will close on time. The Fiscal 2012 General Fund adopted budget is approximately \$3.2 million, an increase of \$134,475 or 4.4% above the Fiscal 2011 level of appropriation. This funding level in Environmental Health allows for the current level of service to continue.

718. Chronic Disease Prevention

Health Department

General Fund - \$1,179,340

Other Funds - \$2,938,815

This service reduces the incidence of chronic illnesses. A multi-pronged approach confronts disease risk, detection, and treatment. The Fiscal 2012 General Fund adopted budget is \$23,738 or 2.0% below the Fiscal 2011 level of appropriation, due to movement of one position into Health Services for the Aging. Chronic Disease Prevention will maintain current services in the Needle Exchange, Staying Alive, Overdose Prevention, and Cardiovascular Health Disparities programs, provided that there are no changes in State funding levels. State grant funding for this service will not be known until closer to the start of Fiscal 2012. The outcome goals for this service are that 75 HIV+ clients will be referred for care and 50 clients will be linked for insurance and benefits. Health Services for the Aging, which was part of this service in Fiscal 2011, is now a stand-alone service (311).

720. HIV Treatment Services for the Uninsured

Health Department

General Fund - \$497,786

Other Funds - \$26,062,086

This service is composed of two programs: the Ryan White Program administered in the Division of Chronic Disease Prevention and the Early Intervention Initiative Program administered in the Division of Clinical Services. The Fiscal 2012 General Fund adopted budget of \$497,786 will be used as required federal matching funds for the Ryan White Act grant that provides the vast majority of funding (\$22 million) for these activities. Principal performance measures projected for Fiscal 2012 include 10,200 HIV/AIDS-infected persons receiving medical care and 85 HIV/AIDS-infected persons receiving directly-observed therapy services. In addition, 400 patients will be served in the EII program and 60% of patients discharged from HIV/DOT will successfully dis-enroll from the program.

721. Senior Centers

Health Department

General Fund - \$645,418

Other Funds - \$3,992,919

This service provides opportunities for older adults and adults with disabilities to remain healthy and active within their communities. This service operates six public facilities which include the Zeta Center, Waxter Center, Oliver, Sandtown, Hatton, and John Booth Centers. Service delivery includes access to recreational and social activities, the cultivation of hobbies and interests, and educational opportunities. Healthy living is promoted through physical exercise, nutrition, health education and outreach activities. Senior Centers also provide immediate access to information and assistance. It is anticipated that 49,000 seniors (44% of Baltimore's senior population) will access Senior Centers. The Fiscal 2012 General Fund adopted budget is a decrease of \$29,062 or 4.3% from the Fiscal 2011 level of appropriation due to changes in employee medical coverage and furloughs; this funding level will allow Senior Centers to maintain current services.

722. Administration-CARE
Health Department

General Fund - \$465,802
Other Funds - \$71,745

The Commission on Aging and Retirement Education is the designated Area Agency on Aging for Baltimore City. It is responsible for planning and coordinating a comprehensive service system for older adults. This service addresses the administration of federal and State grants for older adults and adults with disabilities. Administrative support functions also serve as a mechanism to link and coordinate services to isolated and vulnerable adults. The Fiscal 2012 General Fund adopted budget of \$465,802, an increase of \$120,616 or 34.9% from the Fiscal 2011 level of appropriation, includes funding for a federally mandated Area Agency on Aging Director. This position cannot be charged to State or federal grants without reducing funding for senior services.

723. Advocacy and Supportive Care for Seniors
Health Department

General Fund - \$78,311
Other Funds - \$2,098,843

This service operates 13 programs that provide direct advocacy, supportive services and crisis resolution. Areas of intervention for older adults and adults with disabilities include benefits, entitlements, employment information, affordable and accessible health care, safe and stable housing and vibrant neighborhoods. Advocacy and supportive services serve as a link to coordinate services. It is projected that 50 seniors will receive homeless intervention services, 20% of whom will be linked to internal and external resources. The for Fiscal 2012 General Fund adopted budget of \$78,311 will maintain current services.

724. Assistive and Directive Care for Seniors
Health Department

Motor Vehicle Fund - \$226,080
Other Funds - \$3,654,008

This service provides older adults and persons with disabilities and caregivers with direct care and assistive services, helping them to remain in their own homes and community settings. Direct services include health, nutrition, assistance with the activities of daily living, mobility including transportation, legal services, and housing and home modification. Caregivers are provided with supportive services. More than 22,700 seniors will be served, and 52% of participants will receive homebound meals. The Fiscal 2012 Motor Vehicle Fund adopted budget is \$226,080, which will allow for continued provision of current services.

754. Summer Food Program
Department of Housing and Community Development

Other Funds - \$3,243,731

This service provides breakfast and lunch to children under 18 during the summer months. This service anticipates that the number of children who receive meals will increase from 756,000 to 771,000 in Fiscal 2012. The Special Fund adopted budget for Fiscal 2012 is \$9,770 (0.3%) above the Fiscal 2011 level of appropriation.

765. Sustainability
Planning Department

General Fund- \$200,683
Other Funds - \$158,681

This service funds the Baltimore Office of Sustainability, which integrates sustainability principles into City operations and policy decisions, and acts as a catalyst to create sustainable behavior in the larger Baltimore community by building community capacity to make change. The essence of sustainability is to increase efficiency without sacrificing future finances, community health or our environment. The General Fund adopted budget for Fiscal 2012 is \$93,148 (86.6%) above the Fiscal 2011 level of appropriation. The recommended funding level allows the creation of a new position to implement the City's new Food Policy Initiative by activating ten acres of vacant land for the cultivation of food in 2012. This staff position will implement 70% of the 2009 Food Policy Task Force's recommendations and leverage \$300,000 through Federal grants and philanthropic giving. This service will expand Youth Environmental Stewardship Programs by increasing the number of students participating in sustainability education programs and activities from 1,000 to 2,000 in Fiscal 2012. The service will also expand the Baltimore Neighborhood Energy Challenge to create 12 new green jobs, train 239 volunteers to be neighborhood energy captains, distribute 2,000 additional energy savings kits, and enroll 861 households in home energy use monitoring program through Baltimore Gas & Electric.

894. Outreach to the Homeless
Mayor's Office of Human Services

Other Funds - \$1,004,013

This service connects the homeless to housing, education, work training, and other related services through pro-active outreach efforts involving direct intervention. The effort to reach out to the City's 3,400 homeless population is an important safety-net for the City's most vulnerable citizens. The City will continue to distribute 10,000 information cards ("street cards") that provide useful information on how to easily access services. In Fiscal 2012, the Mayor's Office of Human Services aims to engage 375 clients in services, an increase of 25 clients from the Fiscal 2011 goal. The Fiscal 2012 adopted budget is \$200,000 (16.6%) below the Fiscal 2011 level of appropriation. This decrease is due to a correction to the appropriation level and not a reduction in the State grant award for the emergency food assistance program.

895. Temporary Housing for the Homeless
Mayor's Office of Human Services

General Fund - \$4,155,588
Other Funds - \$8,263,492

This service supports the operation of temporary housing for homeless individuals and families. There are two central components of this effort: a 24-hour City-sponsored homeless shelter for 350 men and women, currently located at 210 Guilford Avenue, and a 75-bed shelter for homeless women and children located at 1114 Mount Street. In Fiscal 2011, the City will finish construction and open the Harry and Jeannette Weinberg Housing and Resource Center. This shelter will be Baltimore's first permanent, 24-hour shelter for men and women and will replace the temporary shelter on Guilford Avenue. In all, the City will serve approximately 6,100 homeless individuals with temporary housing in Fiscal 2012. The General Fund adopted budget for Fiscal 2012 is \$397,453 (10.6%) above the Fiscal 2011 level of appropriation. Additionally funding over \$131,825 has been added for building maintenance for the new homeless shelter. An additional \$265,628 has been transferred from Service 356 for utilities.

FISCAL 2012

OPERATING APPROPRIATIONS BY FUND

	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Operating Funds				
Local and State-shared Funds				
General	\$1,380,819,744	\$1,407,868,024	\$27,048,280	2.0%
Motor Vehicle	152,787,793	151,296,150	(1,491,643)	(1.0)
Parking Management	16,560,761	17,721,906	1,161,145	7.0
Convention Center Bond	4,602,084	4,602,084	0	0.0
Total	1,554,770,382	1,581,488,164	26,717,782	1.7
Enterprise Funds				
Waste Water Utility	178,188,836	185,494,128	7,305,292	4.1
Water Utility	134,482,840	144,166,941	9,684,101	7.2
Parking Enterprise	33,208,000	33,740,204	532,204	1.6
Conduit Enterprise	5,295,574	5,868,339	572,765	10.8
Loan and Guarantee Enterprise	3,802,016	3,821,616	19,600	0.5
Total	354,977,266	373,091,228	18,113,962	5.1
Grant Funds				
Federal	211,519,755	204,600,102	(6,919,653)	(3.3)
State	80,121,109	76,824,483	(3,296,626)	(4.1)
Special	60,769,009	60,938,869	169,860	0.3
Total	352,409,873	342,363,454	(10,046,419)	(2.9)
Total Operating - All Funds	\$2,262,157,521	\$2,296,942,846	\$34,785,325	1.5%

OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND FUND

Governmental Outcome	General	Motor Vehicle	Enterprise and Utility	Federal	State	Other Special Purpose	Total
Better Schools	286,339,182	0	0	39,342,406	11,661,012	10,546,745	347,889,345
Safer Streets	528,140,884	43,131,083	0	27,167,296	22,421,020	37,840,791	658,701,074
Stronger Neighborhoods	65,930,888	41,192,429	0	45,801,064	10,108,037	8,602,208	171,634,626
Growing Economy	48,165,202	2,983,572	39,608,543	15,967,143	6,468,809	11,024,396	124,217,665
Innovative Government	68,774,246	173,012	20,855,799	0	1,346,461	13,205,259	104,354,777
Cleaner and Healthier City	71,346,449	29,634,325	312,065,566	76,322,193	24,819,144	2,043,460	516,231,137
Retiree Pension and Health Benefits	197,366,937	17,760,393	0	0	0	0	215,127,330
Debt Service	118,710,152	13,725,672	561,320	0	0	0	132,997,144
Other	23,094,084	2,695,664	0	0	0	0	25,789,748
Total	\$1,407,868,024	\$151,296,150	\$373,091,228	\$204,600,102	\$76,824,483	\$83,262,859	\$2,296,942,846

FISCAL 2012 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY

Agency	Better Schools	Safer Streets	Stronger Neighborhoods	Growing Economy	Innovative Government
Board of Elections	0	0	0	0	5,980,658
City Council	0	0	0	0	4,624,527
Comptroller	0	0	0	0	4,448,740
Council Services	0	0	0	0	508,641
Courts: Circuit Court	0	15,438,111	0	0	0
Courts: Orphans' Court	0	476,428	0	0	0
Employees' Retirement Systems	0	0	0	0	10,292,067
Enoch Pratt Free Library	33,398,587	0	0	0	0
Finance	0	0	0	0	17,720,544
Fire	0	165,791,367	0	0	0
General Services	0	0	1,500,411	614,603	15,109,265
Health	17,314,809	4,961,894	0	0	0
Housing and Community Development	32,854,679	1,003,848	40,920,410	4,615,714	0
Human Resources	0	0	0	0	4,524,133
Law	0	485,564	0	342,753	2,979,744
Legislative Reference	0	0	0	0	967,514
Liquor License Board	0	0	1,499,534	633,054	0
Mayoralty	0	0	0	0	4,022,122
Mayoralty Related					
Art and Culture	0	0	0	6,907,950	0
Baltimore City Public Schools	249,254,029	0	0	0	0
Baltimore Economic Recovery Team (BERT)	0	0	0	3,400,000	0
Cable and Communications	0	0	0	0	1,294,584
Civic Promotion	0	0	0	10,232,021	0
Conditional Purchase Agreements	0	0	0	0	0
Contingent Fund	0	0	0	0	0
Convention Center Hotel	0	0	0	6,795,351	0
Convention Complex	0	0	0	22,022,365	0
Debt Service	0	0	0	0	0
Educational Grants	6,272,635	0	0	0	0
Employees' Retirement Contribution	0	0	0	0	0
Environmental Control Board	0	0	700,438	0	0
Health and Welfare Grants	0	0	0	0	0
Innovation Fund	0	0	0	0	768,680
Miscellaneous General Expenses	0	0	0	0	0
Office of CitiStat Operations	0	0	0	0	517,883
Office of Criminal Justice	0	12,529,604	0	0	0
Office of Employment Development	8,794,606	2,000,000	0	17,535,250	0
Office of Human Services	0	0	32,113,101	0	0
Office of Information Technology	0	0	0	0	9,613,122
Office of Neighborhoods	0	0	528,781	0	0
Office of the Inspector General	0	0	0	0	544,091
Office of the Labor Commissioner	0	0	0	0	712,479
Retirees' Benefits	0	0	0	0	0
Self-Insurance Fund	0	0	0	0	0
TIF Debt Service	0	0	0	0	0
Municipal and Zoning Appeals	0	0	0	0	465,832
Office of Civil Rights	0	207,500	94,646	855,277	0
Planning	0	0	2,053,162	853,549	0
Police	0	356,899,005	0	0	0
Public Works	0	0	3,305,049	0	17,595,503
Recreation and Parks	0	0	25,395,942	0	1,335,821
Sheriff	0	16,148,884	0	0	0
Social Services	0	0	0	0	0
State's Attorney	0	31,615,699	0	0	0
Transportation	0	51,143,170	63,523,152	49,409,778	0
War Memorial Commission	0	0	0	0	328,827
Total	347,889,345	658,701,074	171,634,626	124,217,665	104,354,777

Notes:

- (1) The above appropriation amounts are net of the Internal Service Fund.
- (2) Certain retiree pension, retiree health benefit, and debt service costs are allocated to outcomes.

FISCAL 2012 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY

Cleaner & Healthier City	Retiree Pension & Health Benefits	Debt Service	Other	Total	Agency
0	0	0	0	5,980,658	Board of Elections
0	0	0	0	4,624,527	City Council
0	0	0	0	4,448,740	Comptroller
0	0	0	0	508,641	Council Services
0	0	0	0	15,438,111	Courts: Circuit Court
0	0	0	0	476,428	Courts: Orphans' Court
0	0	0	0	10,292,067	Employees' Retirement Systems
0	0	0	0	33,398,587	Enoch Pratt Free Library
0	0	0	0	17,720,544	Finance
0	0	0	0	165,791,367	Fire
0	0	0	0	17,224,279	General Services
108,664,334	0	0	0	130,941,037	Health
3,243,731	0	0	0	82,638,382	Housing and Community Development
0	0	0	0	4,524,133	Human Resources
0	0	0	0	3,808,061	Law
0	0	0	0	967,514	Legislative Reference
0	0	0	0	2,132,588	Liquor License Board
0	0	0	0	4,022,122	Mayoralty
					Mayoralty Related
0	0	0	0	6,907,950	Art and Culture
0	0	0	0	249,254,029	Baltimore City Public Schools
0	0	0	0	3,400,000	Baltimore Economic Recovery Team (BERT)
0	0	0	0	1,294,584	Cable and Communications
0	0	0	0	10,232,021	Civic Promotion
0	0	27,038,753	0	27,038,753	Conditional Purchase Agreements
0	0	0	500,000	500,000	Contingent Fund
0	0	0	0	6,795,351	Convention Center Hotel
0	0	0	0	22,022,365	Convention Complex
0	0	100,451,235	0	100,451,235	Debt Service
0	0	0	0	6,272,635	Educational Grants
0	153,445,440	0	0	153,445,440	Employees' Retirement Contribution
0	0	0	0	700,438	Environmental Control Board
993,072	0	0	0	993,072	Health and Welfare Grants
0	0	0	0	768,680	Innovation Fund
0	0	0	12,271,626	12,271,626	Miscellaneous General Expenses
0	0	0	0	517,883	Office of CitiStat Operations
0	0	0	0	12,529,604	Office of Criminal Justice
0	0	0	0	28,329,856	Office of Employment Development
13,423,093	0	0	0	45,536,194	Office of Human Services
0	0	0	0	9,613,122	Office of Information Technology
0	0	0	0	528,781	Office of Neighborhoods
0	0	0	0	544,091	Office of the Inspector General
0	0	0	0	712,479	Office of the Labor Commissioner
0	61,681,890	0	0	61,681,890	Retirees' Benefits
0	0	0	12,872,566	12,872,566	Self-Insurance Fund
0	0	5,507,156	0	5,507,156	TIF Debt Service
0	0	0	0	465,832	Municipal and Zoning Appeals
0	0	0	0	1,157,423	Office of Civil Rights
359,364	0	0	0	3,266,075	Planning
0	0	0	0	356,899,005	Police
383,244,743	0	0	0	404,145,295	Public Works
4,392,855	0	0	0	31,124,618	Recreation and Parks
0	0	0	0	16,148,884	Sheriff
0	0	0	145,556	145,556	Social Services
0	0	0	0	31,615,699	State's Attorney
1,909,945	0	0	0	165,986,045	Transportation
0	0	0	0	328,827	War Memorial Commission
516,231,137	215,127,330	132,997,144	25,789,748	2,296,942,846	Total

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
BETTER SCHOOLS	337,056,589	347,889,345	10,832,756
310 School Health Services	16,315,897	16,438,812	122,915
General	5,060,039	5,036,597	(23,442)
Federal	668,661	589,636	(79,025)
State	897,800	935,045	37,245
Special	9,689,397	9,877,534	188,137
352 Baltimore City Public Schools	238,073,186	249,254,029	11,180,843
General	238,073,186	249,254,029	11,180,843
446 Educational Grants	6,777,483	6,272,635	(504,848)
General	6,777,483	6,272,635	(504,848)
604 Early Childhood Education	1,344,193	1,727,504	383,311
General	116,489	100,000	(16,489)
Federal	1,015,319	1,499,405	484,086
Special	212,385	128,099	(84,286)
605 Head Start	31,187,967	30,766,629	(421,338)
Federal	29,586,287	30,162,162	575,875
State	1,601,680	604,467	(997,213)
725 Senior Education	1,026,853	875,997	(150,856)
Federal	744,233	671,315	(72,918)
State	282,620	204,682	(77,938)
740 Dawson Center	240,000	360,546	120,546
Federal	240,000	360,546	120,546
788 Information Services	32,760,871	33,398,587	637,716
General	22,690,937	23,131,657	440,720
State	9,581,948	9,725,818	143,870
Special	487,986	541,112	53,126
791 BCPS Alternative Options Academy for Youth	189,364	191,000	1,636
State	189,364	191,000	1,636
797 Workforce Services for Out of School Youth-Youth Opportunity	2,503,129	2,544,264	41,135
General	2,503,129	2,544,264	41,135
799 Career Connections for In-School Youth	890,332	0	(890,332)
General	890,332	0	(890,332)
800 Workforce Services for WIA Funded Youth	5,747,314	6,059,342	312,028
Federal	5,747,314	6,059,342	312,028
SAFER STREETS	638,139,084	658,826,836	20,687,752
110 Circuit Court	16,052,900	15,438,111	(614,789)
General	8,086,638	8,079,791	(6,847)
Federal	1,432,652	1,491,852	59,200
State	6,449,760	5,765,085	(684,675)
Special	83,850	101,383	17,533
115 Prosecution of Criminals	22,748,423	27,393,425	4,645,002
General	19,161,466	21,163,748	2,002,282
Federal	611,287	1,493,317	882,030
State	2,925,670	4,686,360	1,760,690
Special	50,000	50,000	0
316 Youth Violence Prevention	2,979,326	1,940,506	(1,038,820)
General	487,685	520,176	32,491
Federal	0	250,000	250,000
State	1,491,641	1,170,330	(321,311)
Special	1,000,000	0	(1,000,000)
500 Street and Park Lighting	20,582,127	20,799,626	217,499
General	491,490	510,658	19,168
Motor Vehicle	20,090,637	20,288,968	198,331
600 Administration - Fire	13,143,017	13,141,627	(1,390)
General	12,143,017	12,064,137	(78,880)
Federal	1,000,000	1,000,000	0
Special	0	77,490	77,490

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
SAFER STREETS (CONTINUED)	638,139,084	658,826,836	20,687,752
602 Fire Suppression and Emergency Rescue	109,584,576	111,427,564	1,842,988
General	107,198,708	109,041,696	1,842,988
Federal	1,435,574	1,435,574	0
State	950,294	950,294	0
608 Emergency Management	216,793	231,765	14,972
Federal	210,716	226,398	15,682
State	6,077	5,367	(710)
609 Emergency Medical Services	22,329,334	22,495,371	166,037
General	10,281,847	9,975,374	(306,473)
State	47,487	47,487	0
Special	12,000,000	12,472,510	472,510
610 Fire and Emergency Community Outreach	356,413	245,031	(111,382)
General	356,413	245,031	(111,382)
611 Fire Code Enforcement	2,890,569	3,009,284	118,715
General	2,743,852	2,862,567	118,715
State	146,717	146,717	0
612 Fire Investigation	977,384	908,569	(68,815)
General	977,384	908,569	(68,815)
613 Fire Facilities Maintenance and Replacement	8,635,015	8,871,928	236,913
General	8,635,015	8,871,928	236,913
614 Fire Communications and Dispatch	3,445,735	3,659,799	214,064
General	3,443,535	3,657,599	214,064
State	2,200	2,200	0
615 Fire Recruitment and Training	1,629,516	1,800,429	170,913
General	1,629,516	1,800,429	170,913
621 Administration - Police	35,672,936	35,864,043	191,107
General	34,679,783	35,510,476	830,693
Motor Vehicle	591,046	0	(591,046)
State	359,147	319,543	(39,604)
Special	42,960	34,024	(8,936)
622 Police Patrol	179,081,431	177,469,230	(1,612,201)
General	174,598,189	172,832,034	(1,766,155)
Federal	47,523	150,000	102,477
State	4,435,719	4,487,196	51,477
623 Crime Investigation	34,920,447	37,187,859	2,267,412
General	34,590,787	36,937,859	2,347,072
Federal	79,660	0	(79,660)
State	250,000	250,000	0
624 Target Violent Criminals	22,867,898	23,891,011	1,023,113
General	17,995,742	19,130,728	1,134,986
State	2,397,156	2,385,283	(11,873)
Special	2,475,000	2,375,000	(100,000)
625 SWAT/ESU	4,662,498	6,829,122	2,166,624
General	4,662,498	6,829,122	2,166,624
626 Homeland Security - Intelligence	12,360,509	13,134,498	773,989
General	2,360,509	3,131,015	770,506
Federal	10,000,000	10,003,483	3,483
627 911 Communications Center	16,778,508	17,223,425	444,917
General	9,807,860	9,981,529	173,669
Special	6,970,648	7,241,896	271,248
628 Police Internal Affairs	4,530,454	4,759,040	228,586
General	4,530,454	4,759,040	228,586
632 Manage Police Records and Evidence Control Systems	6,299,251	6,488,665	189,414
General	6,299,251	6,488,665	189,414
634 Crowd, Traffic, and Special Events Management	9,896,259	9,790,131	(106,128)
General	1,885,000	1,729,671	(155,329)
Motor Vehicle	8,002,718	8,060,460	57,742
State	8,541	0	(8,541)

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
SAFER STREETS (CONTINUED)	638,139,084	658,826,836	20,687,752
635 Police Recruiting and Training	8,878,680	8,576,118	(302,562)
General	8,878,680	8,576,118	(302,562)
637 Special Operations - K-9 and Mounted Unit	2,675,414	2,817,809	142,395
General	2,675,414	2,817,809	142,395
638 Marine Unit	2,613,490	1,078,345	(1,535,145)
General	2,613,490	1,078,345	(1,535,145)
640 Special Operations - Aviation	4,108,000	4,136,537	28,537
General	4,108,000	4,136,537	28,537
642 Crime Laboratory	7,652,572	7,653,172	600
General	7,652,572	7,653,172	600
688 Snow and Ice Control	3,343,280	3,000,000	(343,280)
Motor Vehicle	3,343,280	3,000,000	(343,280)
693 Parking Enforcement	11,015,734	11,858,683	842,949
Parking Management	11,015,734	11,858,683	842,949
697 Traffic Safety	0	15,484,861	15,484,861
Motor Vehicle	0	11,781,655	11,781,655
Federal	0	938,401	938,401
Special	0	2,764,805	2,764,805
716 Animal Services	2,955,989	3,021,388	65,399
General	2,955,989	3,021,388	65,399
752 Community Outreach Services	1,151,366	1,003,848	(147,518)
General	1,039,080	1,003,848	(35,232)
Federal	112,286	0	(112,286)
757 Crime Camera Management	1,315,908	1,347,260	31,352
General	1,257,627	1,285,627	28,000
State	58,281	61,633	3,352
758 Coordination of Public Safety Strategy	11,031,450	11,182,344	150,894
General	271,280	321,077	49,797
Federal	9,350,846	9,352,742	1,896
State	1,134,324	1,143,525	9,201
Special	275,000	365,000	90,000
781 Administration - State's Attorney	3,407,163	3,052,831	(354,332)
General	3,389,866	3,052,831	(337,035)
Federal	16,969	0	(16,969)
State	328	0	(328)
782 Charging and Pretrial Services	3,525,434	0	(3,525,434)
General	2,007,222	0	(2,007,222)
State	1,518,212	0	(1,518,212)
784 Management Information Systems - State's Attorney	178,784	0	(178,784)
General	178,784	0	(178,784)
785 Non-Support Services	1,144,587	0	(1,144,587)
General	300,000	0	(300,000)
Federal	844,587	0	(844,587)
786 Victim and Witness Services	998,897	1,169,443	170,546
General	703,274	843,914	140,640
Federal	295,623	325,529	29,906
796 Workforce Services for Ex-Offenders	2,400,000	2,000,000	(400,000)
Federal	500,000	500,000	0
State	1,400,000	1,000,000	(400,000)
Special	500,000	500,000	0
817 Orphans' Court	481,007	476,428	(4,579)
General	481,007	476,428	(4,579)
848 Police Community Relations	207,680	207,500	(180)
General	207,680	207,500	(180)
871 Representation and Advice for Law Enforcement	546,397	611,326	64,929
General	452,693	485,564	32,871
Internal Service	93,704	125,762	32,058

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
SAFER STREETS (CONTINUED)	638,139,084	658,826,836	20,687,752
881 Courthouse Security	3,542,342	3,727,003	184,661
General	3,542,342	3,727,003	184,661
882 Deputy Sheriff Enforcement	10,039,227	10,049,792	10,565
General	10,039,227	10,049,792	10,565
884 District Court Sheriff Services	1,920,638	2,022,733	102,095
General	1,920,638	2,022,733	102,095
889 Child Support Enforcement	363,726	349,356	(14,370)
General	363,726	349,356	(14,370)
STRONGER NEIGHBORHOODS	180,572,650	171,634,626	(8,938,024)
117 Adjudication of Environmental Citations	606,460	700,438	93,978
General	606,460	700,438	93,978
354 Office of Neighborhoods	535,148	528,781	(6,367)
General	535,148	528,781	(6,367)
356 Administration - Human Services	3,427,582	2,541,150	(886,432)
General	601,734	394,701	(207,033)
Federal	1,841,740	1,979,098	137,358
State	121,690	121,690	0
Special	862,418	45,661	(816,757)
593 Community Support Projects	8,026,925	7,619,803	(407,122)
Federal	8,026,925	7,619,803	(407,122)
644 Administration - Rec and Parks	3,878,969	3,821,349	(57,620)
General	3,455,739	3,315,207	(140,532)
Motor Vehicle	155,747	149,164	(6,583)
State	127,785	209,900	82,115
Special	139,698	147,078	7,380
645 Aquatics	1,438,444	2,031,597	593,153
General	1,438,444	2,031,597	593,153
646 Park Maintenance	7,198,059	8,085,333	887,274
General	7,186,671	8,085,333	898,662
State	11,388	0	(11,388)
648 Community Recreation Centers	10,755,619	10,236,872	(518,747)
General	10,630,176	10,111,429	(518,747)
Special	125,443	125,443	0
650 Horticulture	1,008,932	689,105	(319,827)
General	694,931	689,105	(5,826)
Motor Vehicle	314,001	0	(314,001)
653 Special Events - Recreation	102,177	531,686	429,509
General	102,177	0	(102,177)
Special	0	531,686	531,686
662 Vacant/Abandoned Property Cleaning and Boarding	3,977,886	3,305,049	(672,837)
General	2,496,986	1,408,870	(1,088,116)
Federal	1,480,900	1,896,179	415,279
681 Administration - DOT	7,574,436	7,166,556	(407,880)
General	3,595,057	3,243,889	(351,168)
Motor Vehicle	3,604,379	3,547,667	(56,712)
Federal	375,000	375,000	0
683 Street Management	26,349,640	26,817,861	468,221
General	3,588,000	2,462,494	(1,125,506)
Motor Vehicle	22,761,640	24,355,367	1,593,727
684 Traffic Management	24,827,808	13,030,490	(11,797,318)
General	623,000	1,592,241	969,241
Motor Vehicle	16,444,551	7,170,089	(9,274,462)
Federal	4,585,260	3,700,000	(885,260)
Special	3,174,997	568,160	(2,606,837)
689 Vehicle Impounding and Disposal	5,568,951	8,193,981	2,625,030
General	4,457,242	4,693,981	236,739
Motor Vehicle	1,111,709	3,500,000	2,388,291

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
STRONGER NEIGHBORHOODS (CONTINUED)	180,572,650	171,634,626	(8,938,024)
690 Complete Streets and Sustainable Transportation	7,461,365	7,599,012	137,647
Motor Vehicle	176,345	469,806	293,461
State	79,480	80,000	520
Special	7,205,540	7,049,206	(156,334)
694 Survey Control	322,190	0	(322,190)
General	322,190	0	(322,190)
696 Street Cuts Management	0	715,252	715,252
Motor Vehicle	0	715,252	715,252
727 Building Permits and Municipal Consents	1,668,047	1,500,411	(167,636)
General	233,729	215,327	(18,402)
Motor Vehicle	1,434,318	1,285,084	(149,234)
728 Right-of-Way Infrastructure Project Coordination	509,834	0	(509,834)
Motor Vehicle	509,834	0	(509,834)
737 Administration - HCD	3,129,959	3,107,205	(22,754)
General	2,059,226	1,898,020	(161,206)
Federal	1,068,420	1,206,106	137,686
State	2,313	2,936	623
Special	0	143	143
738 Energy Assistance	5,826,711	6,010,225	183,514
State	5,826,711	6,010,225	183,514
741 Community Action Centers	4,843,600	4,843,642	42
General	892,265	854,619	(37,646)
Federal	939,460	955,790	16,330
State	3,011,875	3,033,233	21,358
742 Promote Homeownership	643,776	443,193	(200,583)
General	315,000	78,385	(236,615)
Federal	328,776	364,808	36,032
745 Housing Code Enforcement	12,105,425	12,333,176	227,751
General	12,025,168	12,283,176	258,008
State	30,257	0	(30,257)
Special	50,000	50,000	0
747 Register and License Properties and Contractors	399,870	400,919	1,049
General	399,870	400,919	1,049
748 Housing Development Finance and Project Management	1,291,056	1,399,746	108,690
Federal	1,291,056	1,399,746	108,690
749 Blight Elimination	2,994,889	1,929,862	(1,065,027)
General	2,994,889	1,929,862	(1,065,027)
750 Housing Rehabilitation Loans	911,999	1,550,557	638,558
General	0	59,243	59,243
Federal	911,999	1,491,314	579,315
751 Building and Zoning Inspections and Permits	6,120,143	6,125,724	5,581
General	6,120,143	6,125,724	5,581
762 Historic Preservation	425,931	433,781	7,850
General	123,514	111,544	(11,970)
Federal	302,417	322,237	19,820
763 Community Planning and Resource Management	778,174	1,216,159	437,985
General	205,916	519,095	313,179
Federal	572,258	697,064	124,806
768 Administration - Planning	451,213	403,222	(47,991)
General	437,648	401,516	(36,132)
Motor Vehicle	12,401	0	(12,401)
Federal	1,164	1,706	542
851 Liquor License Compliance	1,527,762	1,499,534	(28,228)
General	1,527,762	1,499,534	(28,228)
867 Land Use and Environmental Matters - Law	618,298	0	(618,298)
General	618,298	0	(618,298)

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
STRONGER NEIGHBORHOODS (CONTINUED)	180,572,650	171,634,626	(8,938,024)
878 Disabilities Commission	95,913	94,646	(1,267)
General	95,913	94,646	(1,267)
893 Homeless Prevention	1,016,936	1,015,576	(1,360)
Federal	638,356	636,996	(1,360)
State	378,580	378,580	0
896 Permanent Housing for the Homeless	22,152,523	23,712,733	1,560,210
General	201,212	201,212	0
Federal	21,145,857	23,155,217	2,009,360
State	443,496	271,473	(172,023)
Special	361,958	84,831	(277,127)
GROWING ECONOMY	131,416,546	124,217,665	(7,198,881)
493 Art and Culture Grants	4,945,869	4,954,815	8,946
General	4,945,869	4,954,815	8,946
535 Convention Center Hotel	6,526,351	6,795,351	269,000
General	6,526,351	6,795,351	269,000
540 1st Mariner Arena Operations	450,000	550,000	100,000
General	450,000	550,000	100,000
548 Conduits	5,295,574	5,868,339	572,765
Conduit Enterprise	5,295,574	5,868,339	572,765
575 Baltimore Economic Recovery Team (B.E.R.T.)	13,259,569	3,400,000	(9,859,569)
Federal	13,059,569	3,200,000	(9,859,569)
State	200,000	200,000	0
590 Public Markets	315,000	315,000	0
General	315,000	315,000	0
656 Wage Investigation and Enforcement	169,710	223,926	54,216
General	169,710	223,926	54,216
682 Parking Management	38,753,027	39,603,427	850,400
Parking Management	5,545,027	5,863,223	318,196
Parking Enterprise	33,208,000	33,740,204	532,204
685 Special Events Support	619,716	501,707	(118,009)
General	605,007	19,794	(585,213)
Motor Vehicle	0	481,913	481,913
State	14,709	0	(14,709)
687 Inner Harbor Services - Transportation	1,081,535	1,181,798	100,263
General	676,771	675,557	(1,214)
Motor Vehicle	404,764	506,241	101,477
692 Bridge and Culvert Management	1,632,801	1,995,418	362,617
Motor Vehicle	1,632,801	1,995,418	362,617
695 Dock Master	144,660	259,089	114,429
Special	144,660	259,089	114,429
729 Real Property Database Management	663,608	614,603	(49,005)
General	663,608	614,603	(49,005)
761 Development Oversight and Project Support	845,767	853,549	7,782
General	287,175	767,817	480,642
Motor Vehicle	558,592	0	(558,592)
Federal	0	85,732	85,732
792 Workforce Services for TANF Recipients	4,718,002	4,848,196	130,194
Federal	4,718,002	4,848,196	130,194
793 Employment Enhancement Services for Baltimore City Residents	809,506	866,214	56,708
General	809,506	866,214	56,708
794 Administration - MOED	1,179,913	1,236,837	56,924
General	1,079,913	1,134,786	54,873
State	100,000	102,051	2,051
795 Workforce Services for Baltimore Residents	7,339,400	7,782,331	442,931
Federal	7,339,400	7,782,331	442,931

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
GROWING ECONOMY (CONTINUED)	131,416,546	124,217,665	(7,198,881)
798 Youth Works Summer Job Program	1,758,517	2,801,672	1,043,155
General	1,672,089	1,633,489	(38,600)
State	86,428	1,168,183	1,081,755
809 Retention, Expansion, and Attraction of Businesses	891,932	812,739	(79,193)
General	791,932	712,739	(79,193)
Special	100,000	100,000	0
810 Real Estate Development	1,430,490	1,297,441	(133,049)
General	1,330,490	1,197,441	(133,049)
Special	100,000	100,000	0
811 Inner Harbor Coordination	641,853	506,000	(135,853)
General	403,853	506,000	102,147
Motor Vehicle	238,000	0	(238,000)
812 Business Support - Small Business Resource Center	160,000	144,000	(16,000)
General	160,000	144,000	(16,000)
813 Technology Development - Emerging Technology Center	575,000	675,000	100,000
General	575,000	675,000	100,000
814 Improve and Promote Retail Districts Beyond Downtown	950,593	865,534	(85,059)
General	850,593	765,534	(85,059)
Special	100,000	100,000	0
815 Live Baltimore	0	315,000	315,000
General	0	315,000	315,000
820 Convention Sales and Tourism Marketing	9,377,058	9,917,021	539,963
General	9,377,058	9,917,021	539,963
824 Events, Art, Culture, and Film	1,788,700	1,878,135	89,435
General	1,788,700	1,878,135	89,435
828 Bromo Seltzer Arts Tower	75,000	75,000	0
General	75,000	75,000	0
846 Discrimination Investigations, Resolutions and Conciliations	599,206	631,351	32,145
General	549,078	580,467	31,389
Federal	50,128	50,884	756
850 Liquor Licensing	620,930	633,054	12,124
General	620,930	633,054	12,124
855 Convention Center	18,460,445	16,870,281	(1,590,164)
General	12,696,564	11,871,706	(824,858)
State	5,763,881	4,998,575	(765,306)
857 Convention Center Debt Service	4,602,084	4,602,084	0
Convention Center Bond	4,602,084	4,602,084	0
864 Corporate Real Estate	322,067	0	(322,067)
General	322,067	0	(322,067)
869 Minority and Women's Business Opportunity Office	412,663	342,753	(69,910)
General	412,663	342,753	(69,910)
INNOVATIVE GOVERNMENT	184,861,544	187,608,358	2,746,814
100 City Council	4,707,101	4,624,527	(82,574)
General	4,707,101	4,624,527	(82,574)
103 Council Services	458,432	508,641	50,209
General	458,432	508,641	50,209
106 Legislative Reference Services	493,698	494,056	358
General	482,298	482,656	358
Special	11,400	11,400	0
107 Archives and Records Management	301,635	473,458	171,823
General	301,635	473,458	171,823
125 Executive Direction and Control - Mayoralty	2,638,942	4,022,122	1,383,180
General	2,638,942	3,575,701	936,759
State	0	346,461	346,461
Special	0	99,960	99,960

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
INNOVATIVE GOVERNMENT (CONTINUED)	184,861,544	187,608,358	2,746,814
127 State Relations	524,912	0	(524,912)
General	524,912	0	(524,912)
128 Labor Contract Negotiations and Administration	724,153	712,479	(11,674)
General	724,153	712,479	(11,674)
130 Executive Direction and Control - Comptroller	378,383	363,863	(14,520)
General	378,383	363,863	(14,520)
131 Audits	3,234,950	3,340,209	105,259
General	3,234,950	3,340,209	105,259
132 Real Estate Acquisition and Management	672,808	744,668	71,860
General	543,194	598,682	55,488
Special	129,614	145,986	16,372
133 Municipal Telephone Exchange	16,756,694	16,165,941	(590,753)
Internal Service	16,756,694	16,165,941	(590,753)
136 Municipal Post Office	763,271	874,374	111,103
Internal Service	763,271	874,374	111,103
148 Revenue Collection	3,436,607	3,369,322	(67,285)
General	2,999,988	2,933,589	(66,399)
Special	436,619	435,733	(886)
150 Treasury and Debt Management	1,095,573	1,000,844	(94,729)
General	1,095,573	1,000,844	(94,729)
152 Employees' Retirement System - Administration	5,535,965	5,817,330	281,365
Special	5,535,965	5,817,330	281,365
154 Fire and Police Retirement System - Administration	4,297,699	4,474,737	177,038
Special	4,297,699	4,474,737	177,038
185 Zoning, Tax and Other Appeals	391,351	465,832	74,481
General	391,351	465,832	74,481
189 Fleet Management	42,204,307	43,363,876	1,159,569
Internal Service	42,204,307	43,363,876	1,159,569
347 CitiStat Operations	503,188	517,883	14,695
General	503,188	517,883	14,695
353 Office of Community Projects	1,087,753	0	(1,087,753)
General	741,352	0	(741,352)
State	346,401	0	(346,401)
487 Operation of War Memorial Building	295,621	328,827	33,206
General	245,621	278,827	33,206
Special	50,000	50,000	0
649 Special Facilities Management - Recreation	1,171,489	1,335,821	164,332
General	248,504	203,925	(44,579)
Special	922,985	1,131,896	208,911
672 Water and Wastewater Consumer Services	15,990,121	17,595,503	1,605,382
Water Utility	15,990,121	17,595,503	1,605,382
698 Administration - Finance	956,251	882,795	(73,456)
General	942,272	878,450	(63,822)
Loan and Guarantee Enterprise	271	27	(244)
Internal Service	13,708	4,318	(9,390)
699 Procurement	2,357,983	2,522,960	164,977
General	2,357,983	2,522,960	164,977
700 Surplus Property Disposal	187,211	185,323	(1,888)
Special	187,211	185,323	(1,888)
701 Printing Services	3,305,115	3,412,982	107,867
Internal Service	3,305,115	3,412,982	107,867
702 Accounts Payable	1,184,805	1,074,996	(109,809)
General	1,184,805	1,074,996	(109,809)
703 Payroll	3,092,923	2,972,274	(120,649)
General	3,092,923	2,972,274	(120,649)

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
INNOVATIVE GOVERNMENT (CONTINUED)	184,861,544	187,608,358	2,746,814
704 Accounting	1,107,136	937,978	(169,158)
General	1,107,136	937,978	(169,158)
705 Loan and Guarantee Program	3,240,425	3,260,269	19,844
Loan and Guarantee Enterprise	3,240,425	3,260,269	19,844
707 Risk Management for Employee Injuries	7,636,836	7,726,932	90,096
Internal Service	7,636,836	7,726,932	90,096
708 Operating Budget Management	901,260	1,186,748	285,488
General	901,260	1,186,748	285,488
709 Management Research	154,293	0	(154,293)
General	154,293	0	(154,293)
710 Property Tax Billing Integrity and Recovery	84,500	78,863	(5,637)
General	84,500	78,863	(5,637)
711 Finance Project Management	0	252,490	252,490
General	0	252,490	252,490
726 Administration - General Services	112,747	309,762	197,015
General	82,404	59,179	(23,225)
Motor Vehicle	30,343	16,305	(14,038)
Internal Service	0	234,278	234,278
730 Public and Private Energy Performance	742,427	971,554	229,127
Internal Service	742,427	971,554	229,127
731 Facilities Management	15,536,366	15,033,781	(502,585)
General	15,369,778	13,877,074	(1,492,704)
Motor Vehicle	166,588	156,707	(9,881)
State	0	1,000,000	1,000,000
764 Six-Year Capital Improvement Program	148,016	0	(148,016)
General	64,933	0	(64,933)
Federal	83,083	0	(83,083)
766 Information Analysis for City Planning	387,381	0	(387,381)
General	306,421	0	(306,421)
Federal	80,960	0	(80,960)
770 Administration - Human Resources	3,095,946	1,321,115	(1,774,831)
General	3,095,946	1,321,115	(1,774,831)
771 Benefits Administration	2,449,345	4,069,377	1,620,032
General	335,451	1,958,631	1,623,180
Internal Service	2,113,894	2,110,746	(3,148)
772 Civil Service Management	1,284,167	1,239,875	(44,292)
General	1,227,822	1,178,407	(49,415)
Internal Service	56,345	61,468	5,123
773 COB University	68,009	65,980	(2,029)
General	68,009	65,980	(2,029)
802 Administration - MOIT	938,287	811,222	(127,065)
General	938,287	811,222	(127,065)
803 IT Application Support Services	4,671,079	4,752,773	81,694
General	4,671,079	4,752,773	81,694
804 Call Center Services	2,871,059	2,064,876	(806,183)
General	2,871,059	2,064,876	(806,183)
805 IT Infrastructure Support Services	5,574,715	5,377,168	(197,547)
General	2,187,452	1,984,251	(203,201)
Internal Service	3,387,263	3,392,917	5,654
833 Innovation Fund	0	768,680	768,680
General	0	768,680	768,680
836 Inspector General	393,859	544,091	150,232
General	393,859	544,091	150,232
860 Administration - Law	225,424	687,284	461,860
General	127,972	581,996	454,024
Internal Service	97,452	105,288	7,836

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
INNOVATIVE GOVERNMENT (CONTINUED)	184,861,544	187,608,358	2,746,814
861 Controversies	3,195,453	6,220,772	3,025,319
General	0	1,503,263	1,503,263
Internal Service	3,195,453	4,717,509	1,522,056
862 Transactions	0	1,005,883	1,005,883
General	0	894,485	894,485
Internal Service	0	111,398	111,398
863 Contracts Law	320,123	0	(320,123)
General	217,003	0	(217,003)
Internal Service	103,120	0	(103,120)
865 Employment Advice - Law	272,274	0	(272,274)
General	184,964	0	(184,964)
Internal Service	87,310	0	(87,310)
866 General Legal Advice and Representation	510,611	0	(510,611)
General	510,611	0	(510,611)
868 Litigation and Workers Compensation	2,038,376	0	(2,038,376)
General	674,790	0	(674,790)
Internal Service	1,363,586	0	(1,363,586)
870 Opinions and Advice for City and City Council	250,372	0	(250,372)
General	250,372	0	(250,372)
876 Media Production	1,334,894	1,294,584	(40,310)
General	482,000	441,690	(40,310)
Special	852,894	852,894	0
899 Fair Conduct of Elections	6,567,223	5,980,658	(586,565)
General	6,567,223	5,980,658	(586,565)
CLEANER AND HEALTHIER CITY	508,512,769	516,231,137	7,718,368
303 Clinical Services	10,113,312	9,263,010	(850,302)
General	3,924,956	3,923,553	(1,403)
Federal	5,838,721	4,989,651	(849,070)
State	193,129	193,300	171
Special	156,506	156,506	0
305 Healthy Homes	4,569,399	3,088,842	(1,480,557)
General	843,315	878,672	35,357
Federal	3,224,385	1,757,509	(1,466,876)
State	471,699	422,661	(49,038)
Special	30,000	30,000	0
307 Substance Abuse and Mental Health	6,313,517	2,953,216	(3,360,301)
General	1,941,288	1,903,627	(37,661)
Federal	0	325,000	325,000
State	4,372,229	724,589	(3,647,640)
308 Maternal and Child Health	19,449,998	19,292,641	(157,357)
General	1,182,131	1,255,331	73,200
Federal	16,092,678	14,986,980	(1,105,698)
State	868,689	1,758,830	890,141
Special	1,306,500	1,291,500	(15,000)
311 Health Services for the Aging	0	6,870,777	6,870,777
General	0	58,475	58,475
Federal	0	6,147,720	6,147,720
State	0	664,582	664,582
315 Emergency Services - Health	12,205,538	11,339,110	(866,428)
General	440,056	448,410	8,354
Federal	2,343,384	653,933	(1,689,451)
State	9,422,098	10,236,767	814,669
385 Health and Welfare Grants	1,118,072	993,072	(125,000)
General	1,118,072	993,072	(125,000)
647 Youth and Adult Sports	759,243	675,762	(83,481)
General	613,000	529,519	(83,481)
Special	146,243	146,243	0

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
CLEANER AND HEALTHIER CITY (CONTINUED)	508,512,769	516,231,137	7,718,368
651 Recreation for Seniors	349,000	430,051	81,051
General	349,000	430,051	81,051
652 Therapeutic Recreation	430,614	346,532	(84,082)
General	430,614	346,532	(84,082)
654 Urban Forestry	3,261,179	2,940,510	(320,669)
General	190,095	167,060	(23,035)
Motor Vehicle	2,971,084	2,673,450	(297,634)
State	100,000	100,000	0
660 Administration - DPW - SW	1,955,950	1,828,362	(127,588)
General	1,414,111	1,828,362	414,251
Motor Vehicle	541,839	0	(541,839)
661 Public Right-of-Way Cleaning	25,639,514	25,628,646	(10,868)
General	6,816,237	6,814,224	(2,013)
Motor Vehicle	18,823,277	18,814,422	(8,855)
663 Waste Removal and Recycling	17,780,916	17,036,322	(744,594)
General	17,780,916	17,036,322	(744,594)
664 Waste Re-Use and Disposal	16,719,408	18,352,535	1,633,127
General	16,719,408	18,352,535	1,633,127
670 Administration - DPW - WWW	33,674,340	36,689,227	3,014,887
Water Utility	15,281,138	16,786,011	1,504,873
Others	18,393,202	19,903,216	1,510,014
671 Water Management	68,643,635	71,376,784	2,733,149
Water Utility	68,643,635	71,376,784	2,733,149
673 Wastewater Management	105,125,831	106,571,956	1,446,125
Others	105,125,831	106,571,956	1,446,125
674 Surface Water Management	7,353,900	7,532,681	178,781
General	952,000	945,299	(6,701)
Motor Vehicle	4,998,288	4,948,531	(49,757)
Water Utility	420,766	494,925	74,159
Others	982,846	1,143,926	161,080
675 Engineering and Construction Management - Water and Wastewater	87,834,137	95,788,748	7,954,611
Water Utility	34,147,180	37,913,718	3,766,538
Others	53,686,957	57,875,030	4,188,073
676 Administration - DPW	2,845,191	2,439,482	(405,709)
General	845,732	1,377,585	531,853
Motor Vehicle	1,997,120	1,061,897	(935,223)
Federal	2,339	0	(2,339)
678 Rat Control	592,855	0	(592,855)
General	504,712	0	(504,712)
Federal	88,143	0	(88,143)
691 Public Rights-of-Way Landscape Management	4,281,650	1,909,945	(2,371,705)
Motor Vehicle	4,281,650	1,909,945	(2,371,705)
715 Administration - Health	4,003,492	3,791,462	(212,030)
General	3,798,504	3,611,041	(187,463)
Federal	100,992	72,259	(28,733)
State	24,453	47,315	22,862
Special	79,543	60,847	(18,696)
717 Environmental Health	9,982,239	10,154,123	171,884
General	3,089,376	3,223,851	134,475
Federal	6,745,200	6,733,175	(12,025)
State	147,663	147,097	(566)
Special	0	50,000	50,000
718 Chronic Disease Prevention	9,842,388	4,118,155	(5,724,233)
General	1,203,078	1,179,340	(23,738)
Federal	6,922,531	2,189,538	(4,732,993)
State	1,629,354	749,277	(880,077)
Special	87,425	0	(87,425)

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
CLEANER AND HEALTHIER CITY (CONTINUED)	508,512,769	516,231,137	7,718,368
720 HIV Treatment Services for the Uninsured	27,604,643	26,559,872	(1,044,771)
General	498,620	497,786	(834)
Federal	27,106,023	26,062,086	(1,043,937)
721 Senior Centers	4,551,100	4,638,337	87,237
General	674,480	645,418	(29,062)
Federal	3,007,330	3,264,209	256,879
State	729,358	728,710	(648)
Special	139,932	0	(139,932)
722 Administration - CARE	553,981	537,547	(16,434)
General	345,186	465,802	120,616
Federal	159,842	12,379	(147,463)
State	48,953	59,366	10,413
723 Advocacy and Supportive Care for Seniors	2,330,045	2,177,154	(152,891)
General	78,000	78,311	311
Federal	181,430	161,411	(20,019)
State	2,055,965	1,937,432	(118,533)
Special	14,650	0	(14,650)
724 Assistive and Directive Care for Seniors	3,367,471	3,880,088	512,617
Motor Vehicle	226,080	226,080	0
Federal	1,315,901	1,671,241	355,340
State	1,593,607	1,674,403	80,796
Special	231,883	308,364	76,481
754 Summer Food Service Program	3,233,961	3,243,731	9,770
State	3,233,961	3,243,731	9,770
765 Planning for a Sustainable Baltimore	281,136	359,364	78,228
General	107,535	200,683	93,148
Federal	159,601	144,681	(14,920)
State	14,000	14,000	0
894 Outreach to the Homeless	1,204,013	1,004,013	(200,000)
Federal	526,748	526,748	0
State	677,265	477,265	(200,000)
895 Temporary Housing for the Homeless	10,541,101	12,419,080	1,877,979
General	3,758,135	4,155,588	397,453
Federal	4,924,240	6,623,673	1,699,433
State	1,858,726	1,639,819	(218,907)
RETIREE PENSION AND HEALTH BENEFITS	217,218,426	215,127,330	(2,091,096)
351 Retirees' Benefits	72,904,218	61,681,890	(11,222,328)
General	64,852,818	53,146,637	(11,706,181)
Motor Vehicle	8,051,400	8,535,253	483,853
355 Employees' Retirement Contribution	144,314,208	153,445,440	9,131,232
General	133,331,520	144,220,300	10,888,780
Motor Vehicle	10,982,688	9,225,140	(1,757,548)
DEBT SERVICE	132,439,586	133,007,144	567,558
123 General Debt Service	99,331,090	100,451,235	1,120,145
General	82,784,544	86,725,563	3,941,019
Motor Vehicle	16,546,546	13,725,672	(2,820,874)
124 TIF Debt Service	5,833,119	5,507,156	(325,963)
General	5,833,119	5,507,156	(325,963)
129 Conditional Purchase Agreement Payments	27,275,377	27,048,753	(226,624)
General	26,704,058	26,477,433	(226,625)
Loan and Guarantee Enterprise	561,320	561,320	0
Internal Service	9,999	10,000	1

OPERATING BUDGET BY OUTCOME COMPARED WITH PRIOR YEAR BUDGET

OUTCOME, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
OTHER	13,870,811	25,789,748	11,918,937
121 Contingent Fund	500,000	500,000	0
General	500,000	500,000	0
122 Miscellaneous General Expenses	552,896	12,271,626	11,718,730
General	216,046	11,034,776	10,818,730
Motor Vehicle	336,850	1,236,850	900,000
126 Contribution to Self-Insurance Fund	12,672,359	12,872,566	200,207
General	11,225,082	11,413,752	188,670
Motor Vehicle	1,447,277	1,458,814	11,537
365 Public Assistance	145,556	145,556	0
General	145,556	145,556	0
GRAND TOTAL	2,344,088,005	2,380,332,189	36,244,184
LESS INTERNAL SERVICE FUND	81,930,484	83,389,343	1,458,859
TOTAL OPERATING APPROPRIATIONS	2,262,157,521	2,296,942,846	34,785,325
SUMMARY BY FUND			
General	1,380,819,744	1,407,868,024	27,048,280
Motor Vehicle	152,787,793	151,296,150	(1,491,643)
Parking Management	16,560,761	17,721,906	1,161,145
Convention Center Bond	4,602,084	4,602,084	0
Wastewater Utility	178,188,836	185,494,128	7,305,292
Water Utility	134,482,840	144,166,941	9,684,101
Parking Enterprise	33,208,000	33,740,204	532,204
Loan and Guarantee Enterprise	3,802,016	3,821,616	19,600
Conduit Enterprise	5,295,574	5,868,339	572,765
Federal	211,519,755	204,600,102	(6,919,653)
State	80,121,109	76,824,483	(3,296,626)
Special	60,769,009	60,938,869	169,860
TOTAL OPERATING APPROPRIATIONS	2,262,157,521	2,296,942,846	34,785,325
INTERNAL SERVICE FUND BY AGENCY			
Comptroller	17,519,965	17,040,315	(479,650)
Finance	10,955,659	11,144,232	188,573
General Services	42,946,734	44,569,708	1,622,974
Human Resources	2,170,239	2,172,214	1,975
Law	4,940,625	5,059,957	119,332
M-R: Conditional Purchase Agreements	9,999	10,000	1
M-R: Office of Information Technology	3,387,263	3,392,917	5,654
TOTAL INTERNAL SERVICE FUND	81,930,484	83,389,343	1,458,859

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Board of Elections	6,567,223	5,980,658	(586,565)
899 Fair Conduct of Elections	6,567,223	5,980,658	(586,565)
General	6,567,223	5,980,658	(586,565)
City Council	4,707,101	4,624,527	(82,574)
100 City Council	4,707,101	4,624,527	(82,574)
General	4,707,101	4,624,527	(82,574)
Comptroller	21,806,106	21,489,055	(317,051)
130 Executive Direction and Control - Comptroller	378,383	363,863	(14,520)
General	378,383	363,863	(14,520)
131 Audits	3,234,950	3,340,209	105,259
General	3,234,950	3,340,209	105,259
132 Real Estate Acquisition and Management	672,808	744,668	71,860
General	543,194	598,682	55,488
Special	129,614	145,986	16,372
133 Municipal Telephone Exchange	16,756,694	16,165,941	(590,753)
Internal Service	16,756,694	16,165,941	(590,753)
136 Municipal Post Office	763,271	874,374	111,103
Internal Service	763,271	874,374	111,103
Council Services	458,432	508,641	50,209
103 Council Services	458,432	508,641	50,209
General	458,432	508,641	50,209
Courts: Circuit Court	16,052,900	15,438,111	(614,789)
110 Circuit Court	16,052,900	15,438,111	(614,789)
General	8,086,638	8,079,791	(6,847)
Federal	1,432,652	1,491,852	59,200
State	6,449,760	5,765,085	(684,675)
Special	83,850	101,383	17,533
Courts: Orphans' Court	481,007	476,428	(4,579)
817 Orphans' Court	481,007	476,428	(4,579)
General	481,007	476,428	(4,579)
Employees' Retirement Systems	9,833,664	10,292,067	458,403
152 Employees' Retirement System - Administration	5,535,965	5,817,330	281,365
Special	5,535,965	5,817,330	281,365
154 Fire and Police Retirement System - Administration	4,297,699	4,474,737	177,038
Special	4,297,699	4,474,737	177,038
Enoch Pratt Free Library	32,760,871	33,398,587	637,716
788 Information Services	32,760,871	33,398,587	637,716
General	22,690,937	23,131,657	440,720
State	9,581,948	9,725,818	143,870
Special	487,986	541,112	53,126
Finance	28,740,918	28,864,776	123,858
148 Revenue Collection	3,436,607	3,369,322	(67,285)
General	2,999,988	2,933,589	(66,399)
Special	436,619	435,733	(886)
150 Treasury and Debt Management	1,095,573	1,000,844	(94,729)
General	1,095,573	1,000,844	(94,729)
698 Administration - Finance	956,251	882,795	(73,456)
General	942,272	878,450	(63,822)
Loan and Guarantee Enterprise	271	27	(244)
Internal Service	13,708	4,318	(9,390)
699 Procurement	2,357,983	2,522,960	164,977
General	2,357,983	2,522,960	164,977

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Finance (Continued)	28,740,918	28,864,776	123,858
700 Surplus Property Disposal	187,211	185,323	(1,888)
Special	187,211	185,323	(1,888)
701 Printing Services	3,305,115	3,412,982	107,867
Internal Service	3,305,115	3,412,982	107,867
702 Accounts Payable	1,184,805	1,074,996	(109,809)
General	1,184,805	1,074,996	(109,809)
703 Payroll	3,092,923	2,972,274	(120,649)
General	3,092,923	2,972,274	(120,649)
704 Accounting	1,107,136	937,978	(169,158)
General	1,107,136	937,978	(169,158)
705 Loan and Guarantee Program	3,240,425	3,260,269	19,844
Loan and Guarantee Enterprise	3,240,425	3,260,269	19,844
707 Risk Management for Employee Injuries	7,636,836	7,726,932	90,096
Internal Service	7,636,836	7,726,932	90,096
708 Operating Budget Management	901,260	1,186,748	285,488
General	901,260	1,186,748	285,488
709 Management Research	154,293	0	(154,293)
General	154,293	0	(154,293)
710 Property Tax Billing Integrity and Recovery	84,500	78,863	(5,637)
General	84,500	78,863	(5,637)
711 Finance Project Management	0	252,490	252,490
General	0	252,490	252,490
Fire	163,208,352	165,791,367	2,583,015
600 Administration - Fire	13,143,017	13,141,627	(1,390)
General	12,143,017	12,064,137	(78,880)
Federal	1,000,000	1,000,000	0
Special	0	77,490	77,490
602 Fire Suppression and Emergency Rescue	109,584,576	111,427,564	1,842,988
General	107,198,708	109,041,696	1,842,988
Federal	1,435,574	1,435,574	0
State	950,294	950,294	0
608 Emergency Management	216,793	231,765	14,972
Federal	210,716	226,398	15,682
State	6,077	5,367	(710)
609 Emergency Medical Services	22,329,334	22,495,371	166,037
General	10,281,847	9,975,374	(306,473)
State	47,487	47,487	0
Special	12,000,000	12,472,510	472,510
610 Fire and Emergency Community Outreach	356,413	245,031	(111,382)
General	356,413	245,031	(111,382)
611 Fire Code Enforcement	2,890,569	3,009,284	118,715
General	2,743,852	2,862,567	118,715
State	146,717	146,717	0
612 Fire Investigation	977,384	908,569	(68,815)
General	977,384	908,569	(68,815)
613 Fire Facilities Maintenance and Replacement	8,635,015	8,871,928	236,913
General	8,635,015	8,871,928	236,913
614 Fire Communications and Dispatch	3,445,735	3,659,799	214,064
General	3,443,535	3,657,599	214,064
State	2,200	2,200	0
615 Fire Recruitment and Training	1,629,516	1,800,429	170,913
General	1,629,516	1,800,429	170,913

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
General Services	61,437,336	61,793,987	356,651
189 Fleet Management	42,204,307	43,363,876	1,159,569
Internal Service	42,204,307	43,363,876	1,159,569
726 Administration - General Services	112,747	309,762	197,015
General	82,404	59,179	(23,225)
Motor Vehicle	30,343	16,305	(14,038)
Internal Service	0	234,278	234,278
727 Building Permits and Municipal Consents	1,668,047	1,500,411	(167,636)
General	233,729	215,327	(18,402)
Motor Vehicle	1,434,318	1,285,084	(149,234)
728 Right-of-Way Infrastructure Project Coordination	509,834	0	(509,834)
Motor Vehicle	509,834	0	(509,834)
729 Real Property Database Management	663,608	614,603	(49,005)
General	663,608	614,603	(49,005)
730 Public and Private Energy Performance	742,427	971,554	229,127
Internal Service	742,427	971,554	229,127
731 Facilities Management	15,536,366	15,033,781	(502,585)
General	15,369,778	13,877,074	(1,492,704)
Motor Vehicle	166,588	156,707	(9,881)
State	0	1,000,000	1,000,000
Health	138,165,188	130,941,037	(7,224,151)
303 Clinical Services	10,113,312	9,263,010	(850,302)
General	3,924,956	3,923,553	(1,403)
Federal	5,838,721	4,989,651	(849,070)
State	193,129	193,300	171
Special	156,506	156,506	0
305 Healthy Homes	4,569,399	3,088,842	(1,480,557)
General	843,315	878,672	35,357
Federal	3,224,385	1,757,509	(1,466,876)
State	471,699	422,661	(49,038)
Special	30,000	30,000	0
307 Substance Abuse and Mental Health	6,313,517	2,953,216	(3,360,301)
General	1,941,288	1,903,627	(37,661)
Federal	0	325,000	325,000
State	4,372,229	724,589	(3,647,640)
308 Maternal and Child Health	19,449,998	19,292,641	(157,357)
General	1,182,131	1,255,331	73,200
Federal	16,092,678	14,986,980	(1,105,698)
State	868,689	1,758,830	890,141
Special	1,306,500	1,291,500	(15,000)
310 School Health Services	16,315,897	16,438,812	122,915
General	5,060,039	5,036,597	(23,442)
Federal	668,661	589,636	(79,025)
State	897,800	935,045	37,245
Special	9,689,397	9,877,534	188,137
311 Health Services for the Aging	0	6,870,777	6,870,777
General	0	58,475	58,475
Federal	0	6,147,720	6,147,720
State	0	664,582	664,582
315 Emergency Services - Health	12,205,538	11,339,110	(866,428)
General	440,056	448,410	8,354
Federal	2,343,384	653,933	(1,689,451)
State	9,422,098	10,236,767	814,669

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Health (Continued)	138,165,188	130,941,037	(7,224,151)
316 Youth Violence Prevention	2,979,326	1,940,506	(1,038,820)
General	487,685	520,176	32,491
Federal	0	250,000	250,000
State	1,491,641	1,170,330	(321,311)
Special	1,000,000	0	(1,000,000)
715 Administration - Health	4,003,492	3,791,462	(212,030)
General	3,798,504	3,611,041	(187,463)
Federal	100,992	72,259	(28,733)
State	24,453	47,315	22,862
Special	79,543	60,847	(18,696)
716 Animal Services	2,955,989	3,021,388	65,399
General	2,955,989	3,021,388	65,399
717 Environmental Health	9,982,239	10,154,123	171,884
General	3,089,376	3,223,851	134,475
Federal	6,745,200	6,733,175	(12,025)
State	147,663	147,097	(566)
Special	0	50,000	50,000
718 Chronic Disease Prevention	9,842,388	4,118,155	(5,724,233)
General	1,203,078	1,179,340	(23,738)
Federal	6,922,531	2,189,538	(4,732,993)
State	1,629,354	749,277	(880,077)
Special	87,425	0	(87,425)
720 HIV Treatment Services for the Uninsured	27,604,643	26,559,872	(1,044,771)
General	498,620	497,786	(834)
Federal	27,106,023	26,062,086	(1,043,937)
721 Senior Centers	4,551,100	4,638,337	87,237
General	674,480	645,418	(29,062)
Federal	3,007,330	3,264,209	256,879
State	729,358	728,710	(648)
Special	139,932	0	(139,932)
722 Administration - CARE	553,981	537,547	(16,434)
General	345,186	465,802	120,616
Federal	159,842	12,379	(147,463)
State	48,953	59,366	10,413
723 Advocacy and Supportive Care for Seniors	2,330,045	2,177,154	(152,891)
General	78,000	78,311	311
Federal	181,430	161,411	(20,019)
State	2,055,965	1,937,432	(118,533)
Special	14,650	0	(14,650)
724 Assistive and Directive Care for Seniors	3,367,471	3,880,088	512,617
Motor Vehicle	226,080	226,080	0
Federal	1,315,901	1,671,241	355,340
State	1,593,607	1,674,403	80,796
Special	231,883	308,364	76,481
725 Senior Education	1,026,853	875,997	(150,856)
Federal	744,233	671,315	(72,918)
State	282,620	204,682	(77,938)
Housing and Community Development	83,258,108	82,638,382	(619,726)
593 Community Support Projects	8,026,925	7,619,803	(407,122)
Federal	8,026,925	7,619,803	(407,122)

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Housing and Community Development (Continued)	83,258,108	82,638,382	(619,726)
604 Early Childhood Education	1,344,193	1,727,504	383,311
General	116,489	100,000	(16,489)
Federal	1,015,319	1,499,405	484,086
Special	212,385	128,099	(84,286)
605 Head Start	31,187,967	30,766,629	(421,338)
Federal	29,586,287	30,162,162	575,875
State	1,601,680	604,467	(997,213)
737 Administration - HCD	3,129,959	3,107,205	(22,754)
General	2,059,226	1,898,020	(161,206)
Federal	1,068,420	1,206,106	137,686
State	2,313	2,936	623
Special	0	143	143
738 Energy Assistance	5,826,711	6,010,225	183,514
State	5,826,711	6,010,225	183,514
740 Dawson Center	240,000	360,546	120,546
Federal	240,000	360,546	120,546
742 Promote Homeownership	643,776	443,193	(200,583)
General	315,000	78,385	(236,615)
Federal	328,776	364,808	36,032
745 Housing Code Enforcement	12,105,425	12,333,176	227,751
General	12,025,168	12,283,176	258,008
State	30,257	0	(30,257)
Special	50,000	50,000	0
747 Register and License Properties and Contractors	399,870	400,919	1,049
General	399,870	400,919	1,049
748 Housing Development Finance and Project Management	1,291,056	1,399,746	108,690
Federal	1,291,056	1,399,746	108,690
749 Blight Elimination	2,994,889	1,929,862	(1,065,027)
General	2,994,889	1,929,862	(1,065,027)
750 Housing Rehabilitation Loans	911,999	1,550,557	638,558
General	0	59,243	59,243
Federal	911,999	1,491,314	579,315
751 Building and Zoning Inspections and Permits	6,120,143	6,125,724	5,581
General	6,120,143	6,125,724	5,581
752 Community Outreach Services	1,151,366	1,003,848	(147,518)
General	1,039,080	1,003,848	(35,232)
Federal	112,286	0	(112,286)
754 Summer Food Service Program	3,233,961	3,243,731	9,770
State	3,233,961	3,243,731	9,770
809 Retention, Expansion, and Attraction of Businesses	891,932	812,739	(79,193)
General	791,932	712,739	(79,193)
Special	100,000	100,000	0
810 Real Estate Development	1,430,490	1,297,441	(133,049)
General	1,330,490	1,197,441	(133,049)
Special	100,000	100,000	0
811 Inner Harbor Coordination	641,853	506,000	(135,853)
General	403,853	506,000	102,147
Motor Vehicle	238,000	0	(238,000)
812 Business Support - Small Business Resource Center	160,000	144,000	(16,000)
General	160,000	144,000	(16,000)
813 Technology Development - Emerging Technology Center	575,000	675,000	100,000
General	575,000	675,000	100,000

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Housing and Community Development (Continued)	83,258,108	82,638,382	(619,726)
814 Improve and Promote Retail Districts Beyond Downtown	950,593	865,534	(85,059)
General	850,593	765,534	(85,059)
Special	100,000	100,000	0
815 Live Baltimore	0	315,000	315,000
General	0	315,000	315,000
Human Resources	6,897,467	6,696,347	(201,120)
770 Administration - Human Resources	3,095,946	1,321,115	(1,774,831)
General	3,095,946	1,321,115	(1,774,831)
771 Benefits Administration	2,449,345	4,069,377	1,620,032
General	335,451	1,958,631	1,623,180
Internal Service	2,113,894	2,110,746	(3,148)
772 Civil Service Management	1,284,167	1,239,875	(44,292)
General	1,227,822	1,178,407	(49,415)
Internal Service	56,345	61,468	5,123
773 COB University	68,009	65,980	(2,029)
General	68,009	65,980	(2,029)
Law	8,712,058	8,868,018	155,960
860 Administration - Law	225,424	687,284	461,860
General	127,972	581,996	454,024
Internal Service	97,452	105,288	7,836
861 Controversies	3,195,453	6,220,772	3,025,319
General	0	1,503,263	1,503,263
Internal Service	3,195,453	4,717,509	1,522,056
862 Transactions	0	1,005,883	1,005,883
General	0	894,485	894,485
Internal Service	0	111,398	111,398
863 Contracts Law	320,123	0	(320,123)
General	217,003	0	(217,003)
Internal Service	103,120	0	(103,120)
864 Corporate Real Estate	322,067	0	(322,067)
General	322,067	0	(322,067)
865 Employment Advice - Law	272,274	0	(272,274)
General	184,964	0	(184,964)
Internal Service	87,310	0	(87,310)
866 General Legal Advice and Representation	510,611	0	(510,611)
General	510,611	0	(510,611)
867 Land Use and Environmental Matters - Law	618,298	0	(618,298)
General	618,298	0	(618,298)
868 Litigation and Workers Compensation	2,038,376	0	(2,038,376)
General	674,790	0	(674,790)
Internal Service	1,363,586	0	(1,363,586)
869 Minority and Women's Business Opportunity Office	412,663	342,753	(69,910)
General	412,663	342,753	(69,910)
870 Opinions and Advice for City and City Council	250,372	0	(250,372)
General	250,372	0	(250,372)
871 Representation and Advice for Law Enforcement	546,397	611,326	64,929
General	452,693	485,564	32,871
Internal Service	93,704	125,762	32,058
Legislative Reference	795,333	967,514	172,181
106 Legislative Reference Services	493,698	494,056	358
General	482,298	482,656	358
Special	11,400	11,400	0

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Legislative Reference (Continued)	795,333	967,514	172,181
107 Archives and Records Management	301,635	473,458	171,823
General	301,635	473,458	171,823
Liquor License Board	2,148,692	2,132,588	(16,104)
850 Liquor Licensing	620,930	633,054	12,124
General	620,930	633,054	12,124
851 Liquor License Compliance	1,527,762	1,499,534	(28,228)
General	1,527,762	1,499,534	(28,228)
Mayorality	4,251,607	4,022,122	(229,485)
125 Executive Direction and Control - Mayorality	2,638,942	4,022,122	1,383,180
General	2,638,942	3,575,701	936,759
State	0	346,461	346,461
Special	0	99,960	99,960
127 State Relations	524,912	0	(524,912)
General	524,912	0	(524,912)
353 Office of Community Projects	1,087,753	0	(1,087,753)
General	741,352	0	(741,352)
State	346,401	0	(346,401)
M-R: Art and Culture	6,809,569	6,907,950	98,381
493 Art and Culture Grants	4,945,869	4,954,815	8,946
General	4,945,869	4,954,815	8,946
824 Events, Art, Culture, and Film	1,788,700	1,878,135	89,435
General	1,788,700	1,878,135	89,435
828 Bromo Seltzer Arts Tower	75,000	75,000	0
General	75,000	75,000	0
M-R: Baltimore City Public Schools	238,073,186	249,254,029	11,180,843
352 Baltimore City Public Schools	238,073,186	249,254,029	11,180,843
General	238,073,186	249,254,029	11,180,843
M-R: Baltimore Economic Recovery Team (BERT)	13,259,569	3,400,000	(9,859,569)
575 Baltimore Economic Recovery Team (B.E.R.T.)	13,259,569	3,400,000	(9,859,569)
Federal	13,059,569	3,200,000	(9,859,569)
State	200,000	200,000	0
M-R: Cable and Communications	1,334,894	1,294,584	(40,310)
876 Media Production	1,334,894	1,294,584	(40,310)
General	482,000	441,690	(40,310)
Special	852,894	852,894	0
M-R: Civic Promotion	9,692,058	10,232,021	539,963
590 Public Markets	315,000	315,000	0
General	315,000	315,000	0
820 Convention Sales and Tourism Marketing	9,377,058	9,917,021	539,963
General	9,377,058	9,917,021	539,963
M-R: Conditional Purchase Agreements	27,275,377	27,048,753	(226,624)
129 Conditional Purchase Agreement Payments	27,275,377	27,048,753	(226,624)
General	26,704,058	26,477,433	(226,625)
Loan and Guarantee Enterprise	561,320	561,320	0
Internal Service	9,999	10,000	1
M-R: Contingent Fund	500,000	500,000	0
121 Contingent Fund	500,000	500,000	0
General	500,000	500,000	0
M-R: Convention Center Hotel	6,526,351	6,795,351	269,000
535 Convention Center Hotel	6,526,351	6,795,351	269,000
General	6,526,351	6,795,351	269,000

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
M-R: Convention Complex	23,512,529	22,022,365	(1,490,164)
540 1st Mariner Arena Operations	450,000	550,000	100,000
General	450,000	550,000	100,000
855 Convention Center	18,460,445	16,870,281	(1,590,164)
General	12,696,564	11,871,706	(824,858)
State	5,763,881	4,998,575	(765,306)
857 Convention Center Debt Service	4,602,084	4,602,084	0
Convention Center Bond	4,602,084	4,602,084	0
M-R: Debt Service	99,331,090	100,451,235	1,120,145
123 General Debt Service	99,331,090	100,451,235	1,120,145
General	82,784,544	86,725,563	3,941,019
Motor Vehicle	16,546,546	13,725,672	(2,820,874)
M-R: Educational Grants	6,777,483	6,272,635	(504,848)
446 Educational Grants	6,777,483	6,272,635	(504,848)
General	6,777,483	6,272,635	(504,848)
M-R: Employees' Retirement Contribution	144,314,208	153,445,440	9,131,232
355 Employees' Retirement Contribution	144,314,208	153,445,440	9,131,232
General	133,331,520	144,220,300	10,888,780
Motor Vehicle	10,982,688	9,225,140	(1,757,548)
M-R: Environmental Control Board	606,460	700,438	93,978
117 Adjudication of Environmental Citations	606,460	700,438	93,978
General	606,460	700,438	93,978
M-R: Health and Welfare Grants	1,118,072	993,072	(125,000)
385 Health and Welfare Grants	1,118,072	993,072	(125,000)
General	1,118,072	993,072	(125,000)
M-R: Innovation Fund	0	768,680	768,680
833 Innovation Fund	0	768,680	768,680
General	0	768,680	768,680
M-R: Miscellaneous General Expenses	552,896	12,271,626	11,718,730
122 Miscellaneous General Expenses	552,896	12,271,626	11,718,730
General	216,046	11,034,776	10,818,730
Motor Vehicle	336,850	1,236,850	900,000
M-R: Office of CitiStat Operations	503,188	517,883	14,695
347 CitiStat Operations	503,188	517,883	14,695
General	503,188	517,883	14,695
M-R: Office of Criminal Justice	12,347,358	12,529,604	182,246
757 Crime Camera Management	1,315,908	1,347,260	31,352
General	1,257,627	1,285,627	28,000
State	58,281	61,633	3,352
758 Coordination of Public Safety Strategy	11,031,450	11,182,344	150,894
General	271,280	321,077	49,797
Federal	9,350,846	9,352,742	1,896
State	1,134,324	1,143,525	9,201
Special	275,000	365,000	90,000
M-R: Office of Employment Development	27,535,477	28,329,856	794,379
791 BCPS Alternative Options Academy for Youth	189,364	191,000	1,636
State	189,364	191,000	1,636
792 Workforce Services for TANF Recipients	4,718,002	4,848,196	130,194
Federal	4,718,002	4,848,196	130,194
793 Employment Enhancement Services for Baltimore City Residents	809,506	866,214	56,708
General	809,506	866,214	56,708

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
M-R: Office of Employment Development (Continued)	27,535,477	28,329,856	794,379
794 Administration - MOED	1,179,913	1,236,837	56,924
General	1,079,913	1,134,786	54,873
State	100,000	102,051	2,051
795 Workforce Services for Baltimore Residents	7,339,400	7,782,331	442,931
Federal	7,339,400	7,782,331	442,931
796 Workforce Services for Ex-Offenders	2,400,000	2,000,000	(400,000)
Federal	500,000	500,000	0
State	1,400,000	1,000,000	(400,000)
Special	500,000	500,000	0
797 Workforce Services for Out of School Youth-Youth Opportunity	2,503,129	2,544,264	41,135
General	2,503,129	2,544,264	41,135
798 Youth Works Summer Job Program	1,758,517	2,801,672	1,043,155
General	1,672,089	1,633,489	(38,600)
State	86,428	1,168,183	1,081,755
799 Career Connections for In-School Youth	890,332	0	(890,332)
General	890,332	0	(890,332)
800 Workforce Services for WIA Funded Youth	5,747,314	6,059,342	312,028
Federal	5,747,314	6,059,342	312,028
M-R: Office of Human Services	43,185,755	45,536,194	2,350,439
356 Administration - Human Services	3,427,582	2,541,150	(886,432)
General	601,734	394,701	(207,033)
Federal	1,841,740	1,979,098	137,358
State	121,690	121,690	0
Special	862,418	45,661	(816,757)
741 Community Action Centers	4,843,600	4,843,642	42
General	892,265	854,619	(37,646)
Federal	939,460	955,790	16,330
State	3,011,875	3,033,233	21,358
893 Homeless Prevention	1,016,936	1,015,576	(1,360)
Federal	638,356	636,996	(1,360)
State	378,580	378,580	0
894 Outreach to the Homeless	1,204,013	1,004,013	(200,000)
Federal	526,748	526,748	0
State	677,265	477,265	(200,000)
895 Temporary Housing for the Homeless	10,541,101	12,419,080	1,877,979
General	3,758,135	4,155,588	397,453
Federal	4,924,240	6,623,673	1,699,433
State	1,858,726	1,639,819	(218,907)
896 Permanent Housing for the Homeless	22,152,523	23,712,733	1,560,210
General	201,212	201,212	0
Federal	21,145,857	23,155,217	2,009,360
State	443,496	271,473	(172,023)
Special	361,958	84,831	(277,127)
M-R: Office of Information Technology	14,055,140	13,006,039	(1,049,101)
802 Administration - MOIT	938,287	811,222	(127,065)
General	938,287	811,222	(127,065)
803 IT Application Support Services	4,671,079	4,752,773	81,694
General	4,671,079	4,752,773	81,694
804 Call Center Services	2,871,059	2,064,876	(806,183)
General	2,871,059	2,064,876	(806,183)
805 IT Infrastructure Support Services	5,574,715	5,377,168	(197,547)
General	2,187,452	1,984,251	(203,201)
Internal Service	3,387,263	3,392,917	5,654

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
M-R: Office of Neighborhoods	535,148	528,781	(6,367)
354 Office of Neighborhoods	535,148	528,781	(6,367)
General	535,148	528,781	(6,367)
M-R: Office of the Inspector General	393,859	544,091	150,232
836 Inspector General	393,859	544,091	150,232
General	393,859	544,091	150,232
M-R: Office of the Labor Commissioner	724,153	712,479	(11,674)
128 Labor Contract Negotiations and Administration	724,153	712,479	(11,674)
General	724,153	712,479	(11,674)
M-R: Retirees' Benefits	72,904,218	61,681,890	(11,222,328)
351 Retirees' Benefits	72,904,218	61,681,890	(11,222,328)
General	64,852,818	53,146,637	(11,706,181)
Motor Vehicle	8,051,400	8,535,253	483,853
M-R: Self-Insurance Fund	12,672,359	12,872,566	200,207
126 Contribution to Self-Insurance Fund	12,672,359	12,872,566	200,207
General	11,225,082	11,413,752	188,670
Motor Vehicle	1,447,277	1,458,814	11,537
M-R: TIF Debt Service	5,833,119	5,507,156	(325,963)
124 TIF Debt Service	5,833,119	5,507,156	(325,963)
General	5,833,119	5,507,156	(325,963)
Municipal and Zoning Appeals	391,351	465,832	74,481
185 Zoning, Tax and Other Appeals	391,351	465,832	74,481
General	391,351	465,832	74,481
Office of Civil Rights	1,072,509	1,157,423	84,914
656 Wage Investigation and Enforcement	169,710	223,926	54,216
General	169,710	223,926	54,216
846 Discrimination Investigations, Resolutions and Conciliations	599,206	631,351	32,145
General	549,078	580,467	31,389
Federal	50,128	50,884	756
848 Police Community Relations	207,680	207,500	(180)
General	207,680	207,500	(180)
878 Disabilities Commission	95,913	94,646	(1,267)
General	95,913	94,646	(1,267)
Planning	3,317,618	3,266,075	(51,543)
761 Development Oversight and Project Support	845,767	853,549	7,782
General	287,175	767,817	480,642
Motor Vehicle	558,592	0	(558,592)
Federal	0	85,732	85,732
762 Historic Preservation	425,931	433,781	7,850
General	123,514	111,544	(11,970)
Federal	302,417	322,237	19,820
763 Community Planning and Resource Management	778,174	1,216,159	437,985
General	205,916	519,095	313,179
Federal	572,258	697,064	124,806
764 Six-Year Capital Improvement Program	148,016	0	(148,016)
General	64,933	0	(64,933)
Federal	83,083	0	(83,083)
765 Planning for a Sustainable Baltimore	281,136	359,364	78,228
General	107,535	200,683	93,148
Federal	159,601	144,681	(14,920)
State	14,000	14,000	0

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Planning (Continued)	3,317,618	3,266,075	(51,543)
766 Information Analysis for City Planning	387,381	0	(387,381)
General	306,421	0	(306,421)
Federal	80,960	0	(80,960)
768 Administration - Planning	451,213	403,222	(47,991)
General	437,648	401,516	(36,132)
Motor Vehicle	12,401	0	(12,401)
Federal	1,164	1,706	542
Police	352,998,347	356,899,005	3,900,658
621 Administration - Police	35,672,936	35,864,043	191,107
General	34,679,783	35,510,476	830,693
Motor Vehicle	591,046	0	(591,046)
State	359,147	319,543	(39,604)
Special	42,960	34,024	(8,936)
622 Police Patrol	179,081,431	177,469,230	(1,612,201)
General	174,598,189	172,832,034	(1,766,155)
Federal	47,523	150,000	102,477
State	4,435,719	4,487,196	51,477
623 Crime Investigation	34,920,447	37,187,859	2,267,412
General	34,590,787	36,937,859	2,347,072
Federal	79,660	0	(79,660)
State	250,000	250,000	0
624 Target Violent Criminals	22,867,898	23,891,011	1,023,113
General	17,995,742	19,130,728	1,134,986
State	2,397,156	2,385,283	(11,873)
Special	2,475,000	2,375,000	(100,000)
625 SWAT/ESU	4,662,498	6,829,122	2,166,624
General	4,662,498	6,829,122	2,166,624
626 Homeland Security - Intelligence	12,360,509	13,134,498	773,989
General	2,360,509	3,131,015	770,506
Federal	10,000,000	10,003,483	3,483
627 911 Communications Center	16,778,508	17,223,425	444,917
General	9,807,860	9,981,529	173,669
Special	6,970,648	7,241,896	271,248
628 Police Internal Affairs	4,530,454	4,759,040	228,586
General	4,530,454	4,759,040	228,586
632 Manage Police Records and Evidence Control Systems	6,299,251	6,488,665	189,414
General	6,299,251	6,488,665	189,414
634 Crowd, Traffic, and Special Events Management	9,896,259	9,790,131	(106,128)
General	1,885,000	1,729,671	(155,329)
Motor Vehicle	8,002,718	8,060,460	57,742
State	8,541	0	(8,541)
635 Police Recruiting and Training	8,878,680	8,576,118	(302,562)
General	8,878,680	8,576,118	(302,562)
637 Special Operations - K-9 and Mounted Unit	2,675,414	2,817,809	142,395
General	2,675,414	2,817,809	142,395
638 Marine Unit	2,613,490	1,078,345	(1,535,145)
General	2,613,490	1,078,345	(1,535,145)
640 Special Operations - Aviation	4,108,000	4,136,537	28,537
General	4,108,000	4,136,537	28,537
642 Crime Laboratory	7,652,572	7,653,172	600
General	7,652,572	7,653,172	600

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Public Works	388,133,684	404,145,295	16,011,611
660 Administration - DPW - SW	1,955,950	1,828,362	(127,588)
General	1,414,111	1,828,362	414,251
Motor Vehicle	541,839	0	(541,839)
661 Public Right-of-Way Cleaning	25,639,514	25,628,646	(10,868)
General	6,816,237	6,814,224	(2,013)
Motor Vehicle	18,823,277	18,814,422	(8,855)
662 Vacant/Abandoned Property Cleaning and Boarding	3,977,886	3,305,049	(672,837)
General	2,496,986	1,408,870	(1,088,116)
Federal	1,480,900	1,896,179	415,279
663 Waste Removal and Recycling	17,780,916	17,036,322	(744,594)
General	17,780,916	17,036,322	(744,594)
664 Waste Re-Use and Disposal	16,719,408	18,352,535	1,633,127
General	16,719,408	18,352,535	1,633,127
670 Administration - DPW - WWW	33,674,340	36,689,227	3,014,887
Water Utility	15,281,138	16,786,011	1,504,873
Others	18,393,202	19,903,216	1,510,014
671 Water Management	68,643,635	71,376,784	2,733,149
Water Utility	68,643,635	71,376,784	2,733,149
672 Water and Wastewater Consumer Services	15,990,121	17,595,503	1,605,382
Water Utility	15,990,121	17,595,503	1,605,382
673 Wastewater Management	105,125,831	106,571,956	1,446,125
Others	105,125,831	106,571,956	1,446,125
674 Surface Water Management	7,353,900	7,532,681	178,781
General	952,000	945,299	(6,701)
Motor Vehicle	4,998,288	4,948,531	(49,757)
Water Utility	420,766	494,925	74,159
Others	982,846	1,143,926	161,080
675 Engineering and Construction Management - Water and Wastewater	87,834,137	95,788,748	7,954,611
Water Utility	34,147,180	37,913,718	3,766,538
Others	53,686,957	57,875,030	4,188,073
676 Administration - DPW	2,845,191	2,439,482	(405,709)
General	845,732	1,377,585	531,853
Motor Vehicle	1,997,120	1,061,897	(935,223)
Federal	2,339	0	(2,339)
678 Rat Control	592,855	0	(592,855)
General	504,712	0	(504,712)
Federal	88,143	0	(88,143)
Recreation and Parks	30,353,725	31,124,618	770,893
644 Administration - Rec and Parks	3,878,969	3,821,349	(57,620)
General	3,455,739	3,315,207	(140,532)
Motor Vehicle	155,747	149,164	(6,583)
State	127,785	209,900	82,115
Special	139,698	147,078	7,380
645 Aquatics	1,438,444	2,031,597	593,153
General	1,438,444	2,031,597	593,153
646 Park Maintenance	7,198,059	8,085,333	887,274
General	7,186,671	8,085,333	898,662
State	11,388	0	(11,388)
647 Youth and Adult Sports	759,243	675,762	(83,481)
General	613,000	529,519	(83,481)
Special	146,243	146,243	0

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Recreation and Parks (Continued)	30,353,725	31,124,618	770,893
648 Community Recreation Centers	10,755,619	10,236,872	(518,747)
General	10,630,176	10,111,429	(518,747)
Special	125,443	125,443	0
649 Special Facilities Management - Recreation	1,171,489	1,335,821	164,332
General	248,504	203,925	(44,579)
Special	922,985	1,131,896	208,911
650 Horticulture	1,008,932	689,105	(319,827)
General	694,931	689,105	(5,826)
Motor Vehicle	314,001	0	(314,001)
651 Recreation for Seniors	349,000	430,051	81,051
General	349,000	430,051	81,051
652 Therapeutic Recreation	430,614	346,532	(84,082)
General	430,614	346,532	(84,082)
653 Special Events - Recreation	102,177	531,686	429,509
General	102,177	0	(102,177)
Special	0	531,686	531,686
654 Urban Forestry	3,261,179	2,940,510	(320,669)
General	190,095	167,060	(23,035)
Motor Vehicle	2,971,084	2,673,450	(297,634)
State	100,000	100,000	0
Sheriff	15,865,933	16,148,884	282,951
881 Courthouse Security	3,542,342	3,727,003	184,661
General	3,542,342	3,727,003	184,661
882 Deputy Sheriff Enforcement	10,039,227	10,049,792	10,565
General	10,039,227	10,049,792	10,565
884 District Court Sheriff Services	1,920,638	2,022,733	102,095
General	1,920,638	2,022,733	102,095
889 Child Support Enforcement	363,726	349,356	(14,370)
General	363,726	349,356	(14,370)
Social Services	145,556	145,556	0
365 Public Assistance	145,556	145,556	0
General	145,556	145,556	0
State's Attorney	32,003,288	31,615,699	(387,589)
115 Prosecution of Criminals	22,748,423	27,393,425	4,645,002
General	19,161,466	21,163,748	2,002,282
Federal	611,287	1,493,317	882,030
State	2,925,670	4,686,360	1,760,690
Special	50,000	50,000	0
781 Administration - State's Attorney	3,407,163	3,052,831	(354,332)
General	3,389,866	3,052,831	(337,035)
Federal	16,969	0	(16,969)
State	328	0	(328)
782 Charging and Pretrial Services	3,525,434	0	(3,525,434)
General	2,007,222	0	(2,007,222)
State	1,518,212	0	(1,518,212)
784 Management Information Systems - State's Attorney	178,784	0	(178,784)
General	178,784	0	(178,784)
785 Non-Support Services	1,144,587	0	(1,144,587)
General	300,000	0	(300,000)
Federal	844,587	0	(844,587)
786 Victim and Witness Services	998,897	1,169,443	170,546
General	703,274	843,914	140,640
Federal	295,623	325,529	29,906

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
Transportation	158,854,494	165,986,045	7,131,551
500 Street and Park Lighting	20,582,127	20,799,626	217,499
General	491,490	510,658	19,168
Motor Vehicle	20,090,637	20,288,968	198,331
548 Conduits	5,295,574	5,868,339	572,765
Conduit Enterprise	5,295,574	5,868,339	572,765
681 Administration - DOT	7,574,436	7,166,556	(407,880)
General	3,595,057	3,243,889	(351,168)
Motor Vehicle	3,604,379	3,547,667	(56,712)
Federal	375,000	375,000	0
682 Parking Management	38,753,027	39,603,427	850,400
Parking Management	5,545,027	5,863,223	318,196
Parking Enterprise	33,208,000	33,740,204	532,204
683 Street Management	26,349,640	26,817,861	468,221
General	3,588,000	2,462,494	(1,125,506)
Motor Vehicle	22,761,640	24,355,367	1,593,727
684 Traffic Management	24,827,808	13,030,490	(11,797,318)
General	623,000	1,592,241	969,241
Motor Vehicle	16,444,551	7,170,089	(9,274,462)
Federal	4,585,260	3,700,000	(885,260)
Special	3,174,997	568,160	(2,606,837)
685 Special Events Support	619,716	501,707	(118,009)
General	605,007	19,794	(585,213)
Motor Vehicle	0	481,913	481,913
State	14,709	0	(14,709)
687 Inner Harbor Services - Transportation	1,081,535	1,181,798	100,263
General	676,771	675,557	(1,214)
Motor Vehicle	404,764	506,241	101,477
688 Snow and Ice Control	3,343,280	3,000,000	(343,280)
Motor Vehicle	3,343,280	3,000,000	(343,280)
689 Vehicle Impounding and Disposal	5,568,951	8,193,981	2,625,030
General	4,457,242	4,693,981	236,739
Motor Vehicle	1,111,709	3,500,000	2,388,291
690 Complete Streets and Sustainable Transportation	7,461,365	7,599,012	137,647
Motor Vehicle	176,345	469,806	293,461
State	79,480	80,000	520
Special	7,205,540	7,049,206	(156,334)
691 Public Rights-of-Way Landscape Management	4,281,650	1,909,945	(2,371,705)
Motor Vehicle	4,281,650	1,909,945	(2,371,705)
692 Bridge and Culvert Management	1,632,801	1,995,418	362,617
Motor Vehicle	1,632,801	1,995,418	362,617
693 Parking Enforcement	11,015,734	11,858,683	842,949
Parking Management	11,015,734	11,858,683	842,949
694 Survey Control	322,190	0	(322,190)
General	322,190	0	(322,190)
695 Dock Master	144,660	259,089	114,429
Special	144,660	259,089	114,429
696 Street Cuts Management	0	715,252	715,252
Motor Vehicle	0	715,252	715,252
697 Traffic Safety	0	15,484,861	15,484,861
Motor Vehicle	0	11,781,655	11,781,655
Federal	0	938,401	938,401
Special	0	2,764,805	2,764,805

FISCAL 2012

OPERATING BUDGET BY AGENCY COMPARED WITH PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	CHANGE IN BUDGET
War Memorial Commission	295,621	328,827	33,206
487 Operation of War Memorial Building	295,621	328,827	33,206
General	245,621	278,827	33,206
Special	50,000	50,000	0
GRAND TOTAL	2,344,088,005	2,380,332,189	36,244,184
LESS INTERNAL SERVICE FUND	81,930,484	83,389,343	1,458,859
TOTAL OPERATING APPROPRIATIONS	2,262,157,521	2,296,942,846	34,785,325
SUMMARY BY FUND			
General	1,380,819,744	1,407,868,024	27,048,280
Motor Vehicle	152,787,793	151,296,150	(1,491,643)
Parking Management	16,560,761	17,721,906	1,161,145
Convention Center Bond	4,602,084	4,602,084	0
Wastewater Utility	178,188,836	185,494,128	7,305,292
Water Utility	134,482,840	144,166,941	9,684,101
Parking Enterprise	33,208,000	33,740,204	532,204
Loan and Guarantee Enterprise	3,802,016	3,821,616	19,600
Conduit Enterprise	5,295,574	5,868,339	572,765
Federal	211,519,755	204,600,102	(6,919,653)
State	80,121,109	76,824,483	(3,296,626)
Special	60,769,009	60,938,869	169,860
TOTAL OPERATING APPROPRIATIONS	2,262,157,521	2,296,942,846	34,785,325
INTERNAL SERVICE FUND BY AGENCY			
Comptroller	17,519,965	17,040,315	(479,650)
Finance	10,955,659	11,144,232	188,573
General Services	42,946,734	44,569,708	1,622,974
Human Resources	2,170,239	2,172,214	1,975
Law	4,940,625	5,059,957	119,332
M-R: Conditional Purchase Agreements	9,999	10,000	1
M-R: Office of Information Technology	3,387,263	3,392,917	5,654
TOTAL INTERNAL SERVICE FUND	81,930,484	83,389,343	1,458,859

FISCAL 2012

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Board of Elections	3	0	0	0	3
899 Fair Conduct of Elections	3	0	0	0	3
General	3	0	0	0	3
City Council	64	0	0	0	64
100 City Council	64	0	0	0	64
General	64	0	0	0	64
Comptroller	108	1	0	0	109
130 Executive Direction and Control - Comptroller	11	1	0	0	12
General	11	1	0	0	12
131 Audits	47	0	0	0	47
General	47	0	0	0	47
132 Real Estate Acquisition and Management	15	0	0	0	15
General	13	0	0	0	13
Special	2	0	0	0	2
133 Municipal Telephone Exchange	23	0	0	0	23
Internal Service	23	0	0	0	23
136 Municipal Post Office	12	0	0	0	12
Internal Service	12	0	0	0	12
Council Services	7	0	0	0	7
103 Council Services	7	0	0	0	7
General	7	0	0	0	7
Courts: Circuit Court	146	2	(3)	0	145
110 Circuit Court	146	2	(3)	0	145
General	91	1	(2)	0	90
Federal	20	0	0	0	20
State	34	1	(1)	0	34
Special	1	0	0	0	1
Courts: Orphans' Court	5	0	0	0	5
817 Orphans' Court	5	0	0	0	5
General	5	0	0	0	5
Employees' Retirement Systems	91	0	0	0	91
152 Employees' Retirement System - Administration	50	0	0	0	50
Special	50	0	0	0	50
154 Fire and Police Retirement System - Administration	41	0	0	0	41
Special	41	0	0	0	41
Enoch Pratt Free Library	403	0	(4)	0	399
788 Information Services	403	0	(4)	0	399
General	340	(1)	(4)	1	336
State	55	0	0	0	55
Special	8	1	0	(1)	8
Finance	285	9	(1)	6	299
148 Revenue Collection	122	8	0	3	133
General	118	3	0	3	124
Special	4	5	0	0	9
150 Treasury and Debt Management	9	0	0	0	9
General	9	0	0	0	9
698 Administration - Finance	7	0	0	0	7
General	7	0	0	0	7
699 Procurement	36	0	0	1	37
General	36	0	0	1	37
700 Surplus Property Disposal	3	0	0	0	3
Special	3	0	0	0	3
701 Printing Services	21	0	0	0	21
Internal Service	21	0	0	0	21
702 Accounts Payable	14	0	0	0	14
General	14	0	0	0	14

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Finance (Continued)	285	9	(1)	6	299
703 Payroll	15	0	0	0	15
General	15	0	0	0	15
704 Accounting	22	0	0	1	23
General	22	0	0	1	23
705 Loan and Guarantee Program	2	0	0	0	2
Loan and Guarantee Enterprise	2	0	0	0	2
707 Risk Management for Employee Injuries	18	0	0	0	18
Internal Service	18	0	0	0	18
708 Operating Budget Management	14	0	(1)	2	15
General	14	0	(1)	2	15
709 Management Research	2	0	0	(2)	0
General	2	0	0	(2)	0
710 Property Tax Billing Integrity and Recovery	0	1	0	0	1
General	0	1	0	0	1
711 Finance Project Management	0	0	0	1	1
General	0	0	0	1	1
Fire	1,788	2	(1)	0	1,789
600 Administration - Fire	30	0	0	(2)	28
General	30	0	0	(2)	28
602 Fire Suppression and Emergency Rescue	1,385	0	0	(1)	1,384
General	1,385	0	0	(1)	1,384
608 Emergency Management	3	0	0	2	5
General	3	0	0	2	5
609 Emergency Medical Services	249	(3)	0	(3)	243
General	249	(3)	0	(3)	243
610 Fire and Emergency Community Outreach	1	1	0	(1)	1
General	1	1	0	(1)	1
611 Fire Code Enforcement	33	1	0	(1)	33
General	33	1	0	(1)	33
612 Fire Investigation	11	0	(1)	0	10
General	11	0	(1)	0	10
613 Fire Facilities Maintenance and Replacement	10	3	0	1	14
General	10	3	0	1	14
614 Fire Communications and Dispatch	43	0	0	3	46
General	43	0	0	3	46
615 Fire Recruitment and Training	23	0	0	2	25
General	23	0	0	2	25
General Services	428	1	0	(6)	423
189 Fleet Management	262	0	0	0	262
Internal Service	262	0	0	0	262
726 Administration - General Services	10	0	0	2	12
General	10	0	0	2	12
727 Building Permits and Municipal Consents	27	0	0	(1)	26
General	3	0	0	0	3
Motor Vehicle	24	0	0	(1)	23
728 Right-of-Way Infrastructure Project Coordination	9	0	0	(9)	0
Motor Vehicle	9	0	0	(9)	0
729 Real Property Database Management	10	0	0	0	10
General	10	0	0	0	10
730 Public and Private Energy Performance	14	1	0	0	15
Internal Service	14	1	0	0	15
731 Facilities Management	96	0	0	2	98
General	96	0	0	2	98

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Health	1,070	47	(13)	(14)	1,090
303 Clinical Services	91	3	(5)	0	89
General	26	0	(5)	0	21
Federal	63	3	0	0	66
State	2	0	0	0	2
305 Healthy Homes	72	6	(1)	(13)	64
General	9	0	0	2	11
Federal	56	6	(1)	(14)	47
State	7	0	0	(1)	6
307 Substance Abuse and Mental Health	2	0	0	(2)	0
General	1	0	0	(1)	0
Federal	1	0	0	(1)	0
308 Maternal and Child Health	150	18	0	1	169
General	16	0	0	2	18
Federal	131	18	0	(11)	138
State	3	0	0	10	13
310 School Health Services	370	0	(4)	1	367
General	82	0	(1)	5	86
Federal	13	0	0	4	17
State	13	0	0	1	14
Special	262	0	(3)	(9)	250
311 Health Services for the Aging	0	0	0	56	56
General	0	0	0	1	1
Federal	0	0	0	55	55
315 Emergency Services - Health	33	3	0	(5)	31
General	8	0	0	(1)	7
Federal	8	3	0	(4)	7
State	17	0	0	0	17
316 Youth Violence Prevention	44	0	0	0	44
General	8	0	0	1	9
State	27	0	0	(1)	26
Special	9	0	0	0	9
317 Grant Support Services	15	0	0	2	17
Special	15	0	0	2	17
715 Administration - Health	36	1	0	1	38
General	36	1	0	1	38
716 Animal Services	24	0	(3)	0	21
General	24	0	(3)	0	21
717 Environmental Health	53	0	0	0	53
General	38	0	0	0	38
Federal	13	0	0	0	13
State	2	0	0	0	2
718 Chronic Disease Prevention	76	1	0	(55)	22
General	9	1	0	(1)	9
Federal	56	0	0	(53)	3
State	10	0	0	0	10
Special	1	0	0	(1)	0
720 HIV Treatment Services for the Uninsured	25	14	0	0	39
General	3	0	0	0	3
Federal	22	14	0	0	36
721 Senior Centers	25	0	0	1	26
General	3	0	0	0	3
Federal	22	0	0	1	23
722 Administration - CARE	2	0	0	0	2
General	1	0	0	1	2
Federal	1	0	0	(1)	0

FISCAL 2012

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Health (Continued)	1,070	47	(13)	(14)	1,090
723 Advocacy and Supportive Care for Seniors	32	1	0	0	33
General	1	0	0	0	1
Federal	2	0	0	0	2
State	29	1	0	0	30
724 Assistive and Directive Care for Seniors	12	0	0	(1)	11
Federal	2	0	0	5	7
State	10	0	0	(6)	4
725 Senior Education	8	0	0	0	8
Federal	4	0	0	(1)	3
State	4	0	0	1	5
Housing and Community Development	535	8	(6)	14	551
593 Community Support Projects	16	0	0	(1)	15
Federal	16	0	0	(1)	15
604 Early Childhood Education	42	0	0	0	42
Federal	37	0	0	0	37
Special	5	0	0	0	5
605 Head Start	34	0	0	0	34
General	1	0	0	(1)	0
Federal	33	0	0	1	34
737 Administration - HCD	24	0	0	(1)	23
General	16	0	0	(1)	15
Federal	8	0	0	0	8
738 Energy Assistance	27	0	0	2	29
General	1	0	0	(1)	0
State	26	0	0	3	29
740 Dawson Center	3	0	0	0	3
Federal	3	0	0	0	3
742 Promote Homeownership	5	0	0	1	6
General	0	0	0	1	1
Federal	5	0	0	0	5
745 Housing Code Enforcement	208	0	(5)	1	204
General	185	0	(5)	3	183
State	1	0	0	(1)	0
Special	22	0	0	(1)	21
747 Register and License Properties and Contractors	10	0	0	2	12
General	10	0	0	2	12
748 Housing Development Finance and Project Management	9	0	0	0	9
Federal	9	0	0	0	9
749 Blight Elimination	31	8	0	0	39
General	31	8	0	0	39
750 Housing Rehabilitation Loans	17	0	0	12	29
General	0	0	0	1	1
Federal	17	0	0	11	28
751 Building and Zoning Inspections and Permits	101	0	(1)	(3)	97
General	101	0	(1)	(3)	97
752 Community Outreach Services	7	0	0	1	8
General	3	0	0	1	4
Federal	4	0	0	0	4
754 Summer Food Service Program	1	0	0	0	1
State	1	0	0	0	1
Human Resources	48	1	0	4	53
770 Administration - Human Resources	6	0	0	0	6
General	6	0	0	0	6
771 Benefits Administration	25	1	0	0	26
General	24	1	0	0	25
Internal Service	1	0	0	0	1

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Human Resources (Continued)	48	1	0	4	53
772 Civil Service Management	14	0	0	0	14
General	13	0	0	0	13
Internal Service	1	0	0	0	1
773 COB University	3	0	0	4	7
General	3	0	0	4	7
Law	96	2	0	2	100
860 Administration - Law	3	0	0	6	9
General	2	0	0	6	8
Internal Service	1	0	0	0	1
861 Controversies	13	2	0	42	57
General	0	2	0	19	21
Special	0	0	0	12	12
Internal Service	13	0	0	11	24
862 Transactions	12	0	0	4	16
General	0	0	0	15	15
Special	12	0	0	(12)	0
Internal Service	0	0	0	1	1
863 Contracts Law	6	0	0	(6)	0
General	5	0	0	(5)	0
Internal Service	1	0	0	(1)	0
864 Corporate Real Estate	4	0	0	(4)	0
General	4	0	0	(4)	0
865 Employment Advice - Law	6	0	0	(6)	0
General	5	0	0	(5)	0
Internal Service	1	0	0	(1)	0
866 General Legal Advice and Representation	5	0	0	(5)	0
General	5	0	0	(5)	0
867 Land Use and Environmental Matters - Law	9	0	0	(9)	0
General	9	0	0	(9)	0
868 Litigation and Workers Compensation	17	0	0	(17)	0
General	7	0	0	(7)	0
Internal Service	10	0	0	(10)	0
869 Minority and Women's Business Opportunity Office	7	0	0	0	7
General	7	0	0	0	7
870 Opinions and Advice for City and City Council	5	0	0	(5)	0
General	5	0	0	(5)	0
871 Representation and Advice for Law Enforcement	9	0	0	2	11
General	8	0	0	2	10
Internal Service	1	0	0	0	1
Legislative Reference	8	0	0	0	8
106 Legislative Reference Services	6	0	0	0	6
General	6	0	0	0	6
107 Archives and Records Management	2	0	0	0	2
General	2	0	0	0	2
Liquor License Board	34	0	0	0	34
850 Liquor Licensing	8	0	0	0	8
General	8	0	0	0	8
851 Liquor License Compliance	26	0	0	0	26
General	26	0	0	0	26
Mayoralty	52	1	0	3	56
125 Executive Direction and Control - Mayoralty	39	1	0	16	56
General	39	1	0	15	55
Special	0	0	0	1	1
127 State Relations	6	0	0	(6)	0
General	6	0	0	(6)	0
353 Office of Community Projects	7	0	0	(7)	0
General	7	0	0	(7)	0

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
M-R: Baltimore Economic Recovery Team (BERT)	45	0	0	0	45
575 Baltimore Economic Recovery Team (B.E.R.T.)	45	0	0	0	45
Federal	45	0	0	0	45
M-R: Cable and Communications	8	0	(4)	0	4
876 Media Production	8	0	(4)	0	4
General	4	0	0	0	4
Special	4	0	(4)	0	0
M-R: Convention Complex	175	0	(16)	0	159
855 Convention Center	175	0	(16)	0	159
General	175	0	(16)	0	159
M-R: Environmental Control Board	5	2	0	0	7
117 Adjudication of Environmental Citations	5	2	0	0	7
General	5	2	0	0	7
M-R: Office of Children, Youth and Families	3	0	0	(3)	0
350 Prisoner Re-Entry - Baltimore Rising	3	0	0	(3)	0
General	3	0	0	(3)	0
M-R: Office of CitiStat Operations	9	0	0	0	9
347 CitiStat Operations	9	0	0	0	9
General	9	0	0	0	9
M-R: Office of Criminal Justice	12	0	0	0	12
757 Crime Camera Management	1	0	0	0	1
State	1	0	0	0	1
758 Coordination of Public Safety Strategy	11	0	0	0	11
General	4	0	0	0	4
Federal	4	0	0	0	4
State	3	0	0	0	3
M-R: Office of Employment Development	300	0	0	0	300
791 BCPS Alternative Options Academy for Youth	2	0	0	0	2
State	2	0	0	0	2
792 Workforce Services for TANF Recipients	53	0	0	0	53
Federal	53	0	0	0	53
793 Employment Enhancement Services for Baltimore City Residents	5	0	0	0	5
General	5	0	0	0	5
794 Administration - MOED	36	0	0	0	36
General	18	0	0	0	18
Federal	18	0	0	0	18
795 Workforce Services for Baltimore Residents	124	0	0	18	142
Federal	124	0	0	18	142
796 Workforce Services for Ex-Offenders	9	0	0	(3)	6
General	3	0	0	(3)	0
State	6	0	0	0	6
797 Workforce Services for Out of School Youth-Youth Opportunity	32	0	0	1	33
General	32	0	0	1	33
799 Career Connections for In-School Youth	16	0	0	(16)	0
General	16	0	0	(16)	0
800 Workforce Services for WIA Funded Youth	23	0	0	0	23
Federal	23	0	0	0	23
M-R: Office of Human Services	102	1	0	0	103
356 Administration - Human Services	25	0	0	1	26
General	5	0	0	1	6
Federal	6	0	0	0	6
Special	14	0	0	0	14
741 Community Action Centers	72	0	0	(1)	71
General	17	0	0	(3)	14
Federal	12	0	0	0	12
State	43	0	0	2	45
896 Permanent Housing for the Homeless	5	1	0	0	6
Special	5	1	0	0	6

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
M-R: Office of Information Technology	139	0	(21)	0	118
802 Administration - MOIT	5	0	0	0	5
General	5	0	0	0	5
803 IT Application Support Services	40	0	0	0	40
General	40	0	0	0	40
804 Call Center Services	83	0	(21)	0	62
General	83	0	(21)	0	62
805 IT Infrastructure Support Services	11	0	0	0	11
General	11	0	0	0	11
M-R: Office of Neighborhoods	12	0	(1)	0	11
354 Office of Neighborhoods	12	0	(1)	0	11
General	12	0	(1)	0	11
M-R: Office of the Inspector General	4	0	0	0	4
836 Inspector General	4	0	0	0	4
General	4	0	0	0	4
M-R: Office of the Labor Commissioner	5	0	0	0	5
128 Labor Contract Negotiations and Administration	5	0	0	0	5
General	5	0	0	0	5
Municipal and Zoning Appeals	9	0	0	0	9
185 Zoning, Tax and Other Appeals	9	0	0	0	9
General	9	0	0	0	9
Office of Civil Rights	16	0	0	0	16
656 Wage Investigation and Enforcement	3	0	0	0	3
General	3	0	0	0	3
846 Discrimination Investigations, Resolutions and Conciliations	11	0	0	0	11
General	10	0	0	0	10
Federal	1	0	0	0	1
848 Police Community Relations	1	0	0	0	1
General	1	0	0	0	1
878 Disabilities Commission	1	0	0	0	1
General	1	0	0	0	1
Planning	49	0	(2)	0	47
761 Development Oversight and Project Support	17	0	0	1	18
General	9	0	0	8	17
Motor Vehicle	8	0	0	(8)	0
Federal	0	0	0	1	1
762 Historic Preservation	6	0	0	0	6
General	2	0	0	0	2
Federal	4	0	0	0	4
763 Community Planning and Resource Management	9	0	0	4	13
General	2	0	0	4	6
Federal	7	0	0	0	7
764 Six-Year Capital Improvement Program	2	0	0	(2)	0
General	1	0	0	(1)	0
Federal	1	0	0	(1)	0
765 Planning for a Sustainable Baltimore	4	0	0	0	4
General	2	0	0	0	2
Federal	2	0	0	0	2
766 Information Analysis for City Planning	4	0	(1)	(3)	0
General	4	0	(1)	(3)	0
768 Administration - Planning	7	0	(1)	0	6
General	7	0	(1)	0	6
Police	3,889	3	0	0	3,892
621 Administration - Police	100	0	0	(2)	98
General	100	0	0	(2)	98

FISCAL 2012

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Police (Continued)	3,889	3	0	0	3,892
622 Police Patrol	2,163	0	0	(3)	2,160
General	2,077	(2)	0	(1)	2,074
Federal	50	2	0	(2)	50
State	36	0	0	0	36
623 Crime Investigation	463	0	0	(1)	462
General	463	0	0	(1)	462
624 Target Violent Criminals	260	0	0	5	265
General	237	0	0	0	237
State	23	0	0	5	28
625 SWAT/ESU	61	0	0	19	80
General	61	0	0	19	80
626 Homeland Security - Intelligence	34	2	0	2	38
General	34	0	0	0	34
Federal	0	2	0	2	4
627 911 Communications Center	221	0	0	0	221
General	170	0	0	0	170
Special	51	0	0	0	51
628 Police Internal Affairs	59	0	0	0	59
General	59	0	0	0	59
632 Manage Police Records and Evidence Control Systems	143	0	0	0	143
General	143	0	0	0	143
634 Crowd, Traffic, and Special Events Management	91	0	0	(2)	89
General	26	0	0	(2)	24
Motor Vehicle	65	0	0	0	65
635 Police Recruiting and Training	95	0	0	0	95
General	95	0	0	0	95
637 Special Operations - K-9 and Mounted Unit	35	0	0	1	36
General	35	0	0	1	36
638 Marine Unit	31	0	0	(19)	12
General	31	0	0	(19)	12
640 Special Operations - Aviation	27	1	0	0	28
General	27	1	0	0	28
642 Crime Laboratory	106	0	0	0	106
General	106	0	0	0	106
Public Works	2,666	19	0	(4)	2,681
660 Administration - DPW - SW	21	0	0	0	21
General	14	0	0	7	21
Motor Vehicle	7	0	0	(7)	0
661 Public Right-of-Way Cleaning	350	0	0	0	350
General	76	0	0	0	76
Motor Vehicle	274	0	0	0	274
662 Vacant/Abandoned Property Cleaning and Boarding	54	0	0	14	68
General	54	0	0	12	66
Federal	0	0	0	2	2
663 Waste Removal and Recycling	253	15	0	0	268
General	253	15	0	0	268
664 Waste Re-Use and Disposal	34	0	0	0	34
General	34	0	0	0	34
670 Administration - DPW - WWW	15	1	0	0	16
Water Utility	5	0	0	0	5
Wastewater Utility	10	1	0	0	11
671 Water Management	606	0	0	4	610
Water Utility	606	0	0	4	610
672 Water and Wastewater Consumer Services	177	0	0	0	177
Water Utility	177	0	0	0	177

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Public Works (Continued)	2,666	19	0	(4)	2,681
673 Wastewater Management	827	1	0	(4)	824
Wastewater Utility	827	1	0	(4)	824
674 Surface Water Management	73	1	0	0	74
General	8	0	0	1	9
Motor Vehicle	52	1	0	(1)	52
Water Utility	3	0	0	0	3
Wastewater Utility	10	0	0	0	10
675 Engineering and Construction Management - Water and Wastewater	140	0	0	0	140
Water Utility	55	0	0	0	55
Wastewater Utility	85	0	0	0	85
676 Administration - DPW	102	1	0	(4)	99
General	102	1	0	(4)	99
678 Rat Control	14	0	0	(14)	0
General	12	0	0	(12)	0
Federal	2	0	0	(2)	0
Recreation and Parks	312	0	(2)	0	310
644 Administration - Rec and Parks	39	0	(1)	1	39
General	39	0	(1)	0	38
State	0	0	0	1	1
645 Aquatics	3	0	0	2	5
General	3	0	0	2	5
646 Park Maintenance	88	0	0	(1)	87
General	88	0	0	(1)	87
647 Youth and Adult Sports	6	0	(1)	2	7
General	6	0	(1)	2	7
648 Community Recreation Centers	128	0	0	(3)	125
General	123	0	0	(3)	120
Federal	5	0	0	0	5
649 Special Facilities Management - Recreation	6	0	0	(1)	5
General	4	0	0	(4)	0
Special	2	0	0	3	5
650 Horticulture	13	0	0	0	13
General	11	0	0	0	11
Motor Vehicle	2	0	0	0	2
651 Recreation for Seniors	3	0	0	1	4
General	3	0	0	1	4
652 Therapeutic Recreation	4	0	0	(1)	3
General	4	0	0	(1)	3
653 Special Events - Recreation	1	0	0	0	1
General	1	0	0	(1)	0
Special	0	0	0	1	1
654 Urban Forestry	21	0	0	0	21
General	2	0	0	0	2
Motor Vehicle	19	0	0	0	19
Sheriff	213	0	0	0	213
881 Courthouse Security	87	0	0	0	87
General	87	0	0	0	87
882 Deputy Sheriff Enforcement	91	0	0	0	91
General	91	0	0	0	91
884 District Court Sheriff Services	29	0	0	0	29
General	29	0	0	0	29
889 Child Support Enforcement	6	0	0	0	6
General	6	0	0	0	6

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
State's Attorney	428	3	0	0	431
115 Prosecution of Criminals	316	3	0	67	386
General	265	0	0	40	305
Federal	8	0	0	10	18
State	43	3	0	17	63
781 Administration - State's Attorney	32	0	0	0	32
General	32	0	0	0	32
782 Charging and Pretrial Services	43	0	0	(43)	0
General	26	0	0	(26)	0
State	17	0	0	(17)	0
783 Community Outreach Services - State's Attorney	14	0	0	(14)	0
General	14	0	0	(14)	0
784 Management Information Systems - State's Attorney	2	0	0	(2)	0
General	2	0	0	(2)	0
785 Non-Support Services	10	0	0	(10)	0
Federal	10	0	0	(10)	0
786 Victim and Witness Services	11	0	0	2	13
General	7	0	0	2	9
Federal	4	0	0	0	4
Transportation	1,477	1	(33)	8	1,453
500 Street and Park Lighting	52	0	(4)	(1)	47
Motor Vehicle	52	0	(4)	(1)	47
548 Conduits	62	0	0	0	62
Conduit Enterprise	62	0	0	0	62
681 Administration - DOT	54	5	0	(1)	58
General	18	5	0	0	23
Motor Vehicle	36	0	0	(1)	35
682 Parking Management	7	0	0	0	7
Parking Management	7	0	0	0	7
683 Street Management	410	(1)	(2)	(4)	403
General	43	0	(2)	(1)	40
Motor Vehicle	367	(1)	0	(3)	363
684 Traffic Management	561	(1)	0	(425)	135
General	365	0	0	(353)	12
Motor Vehicle	192	(1)	0	(68)	123
Federal	4	0	0	(4)	0
685 Special Events Support	2	0	0	9	11
General	2	0	0	1	3
Motor Vehicle	0	0	0	8	8
687 Inner Harbor Services - Transportation	13	0	(1)	0	12
General	13	0	(1)	0	12
689 Vehicle Impounding and Disposal	59	0	0	0	59
General	59	0	0	0	59
690 Complete Streets and Sustainable Transportation	23	(1)	0	0	22
General	16	(1)	0	0	15
Motor Vehicle	2	0	0	1	3
State	1	0	0	0	1
Special	4	0	0	(1)	3
691 Public Rights-of-Way Landscape Management	58	0	(26)	(4)	28
General	5	0	(5)	0	0
Motor Vehicle	53	0	(21)	(4)	28
692 Bridge and Culvert Management	44	0	0	0	44
Motor Vehicle	44	0	0	0	44
693 Parking Enforcement	102	(1)	0	0	101
Parking Management	102	(1)	0	0	101
694 Survey Control	26	0	0	0	26
General	26	0	0	0	26

FISCAL 2012

CHANGES TO PERMANENT FULL-TIME POSITIONS

AGENCY, SERVICE AND FUND	FISCAL 2011 BUDGET	B OF E CHANGES	ABOLISHED POSITIONS	OTHER CHANGES	FISCAL 2012 BUDGET
Transportation (Continued)	1,477	1	(33)	8	1,453
695 Dock Master	4	0	0	0	4
Special	4	0	0	0	4
696 Street Cuts Management	0	0	0	9	9
Motor Vehicle	0	0	0	9	9
697 Traffic Safety	0	0	0	425	425
General	0	0	0	353	353
Motor Vehicle	0	0	0	68	68
Federal	0	0	0	4	4
War Memorial Commission	4	0	0	0	4
487 Operation of War Memorial Building	4	0	0	0	4
General	4	0	0	0	4
GRAND TOTAL	15,053	103	(107)	10	15,059
SUMMARY BY FUND					
General	9,653	42	(73)	10	9,632
Motor Vehicle	1,206	(1)	(25)	(17)	1,163
Parking Management	109	(1)	0	0	108
Wastewater Utility	932	2	0	(4)	930
Water Utility	846	0	0	4	850
Conduit Enterprise	62	0	0	0	62
Loan and Guarantee Enterprise	2	0	0	0	2
Federal	929	48	(1)	9	985
State	416	5	(1)	14	434
Special	519	7	(7)	(6)	513
Internal Service	379	1	0	0	380
GRAND TOTAL	15,053	103	(107)	10	15,059
LESS UNFUNDED POSITIONS (1)	554	NA	NA	226	780
FUNDED POSITIONS	14,499	103	(107)	(216)	14,279

Notes:

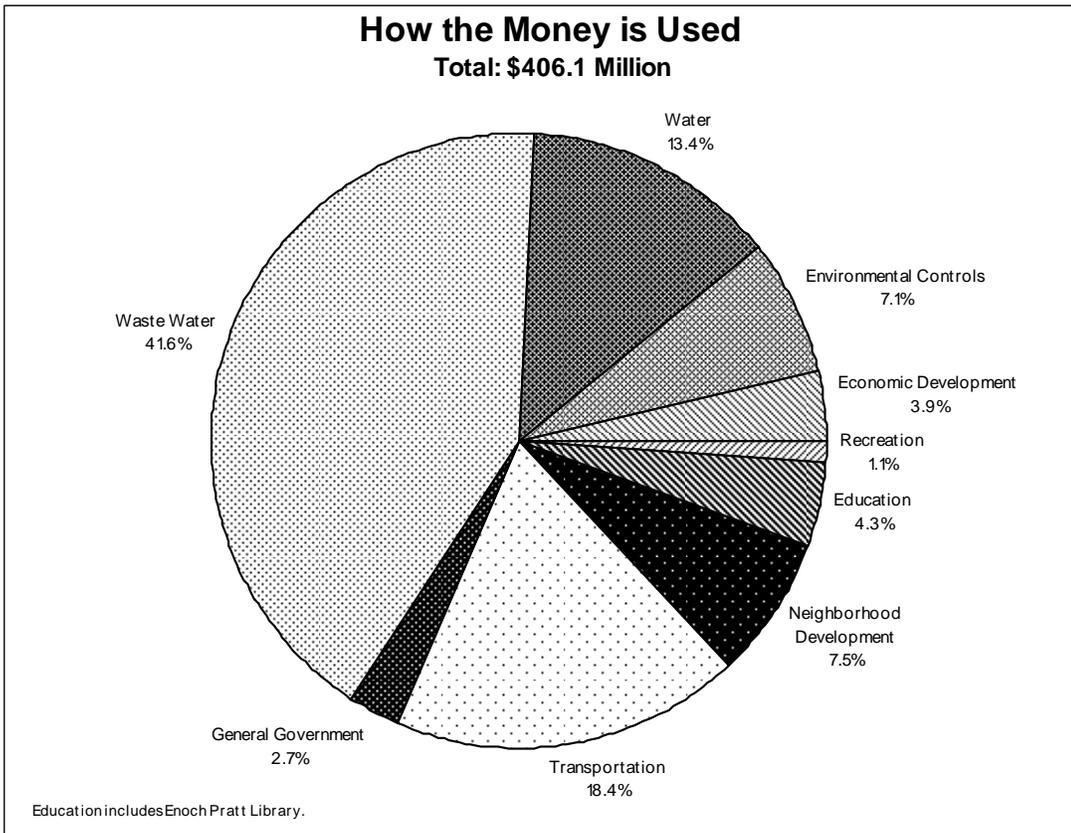
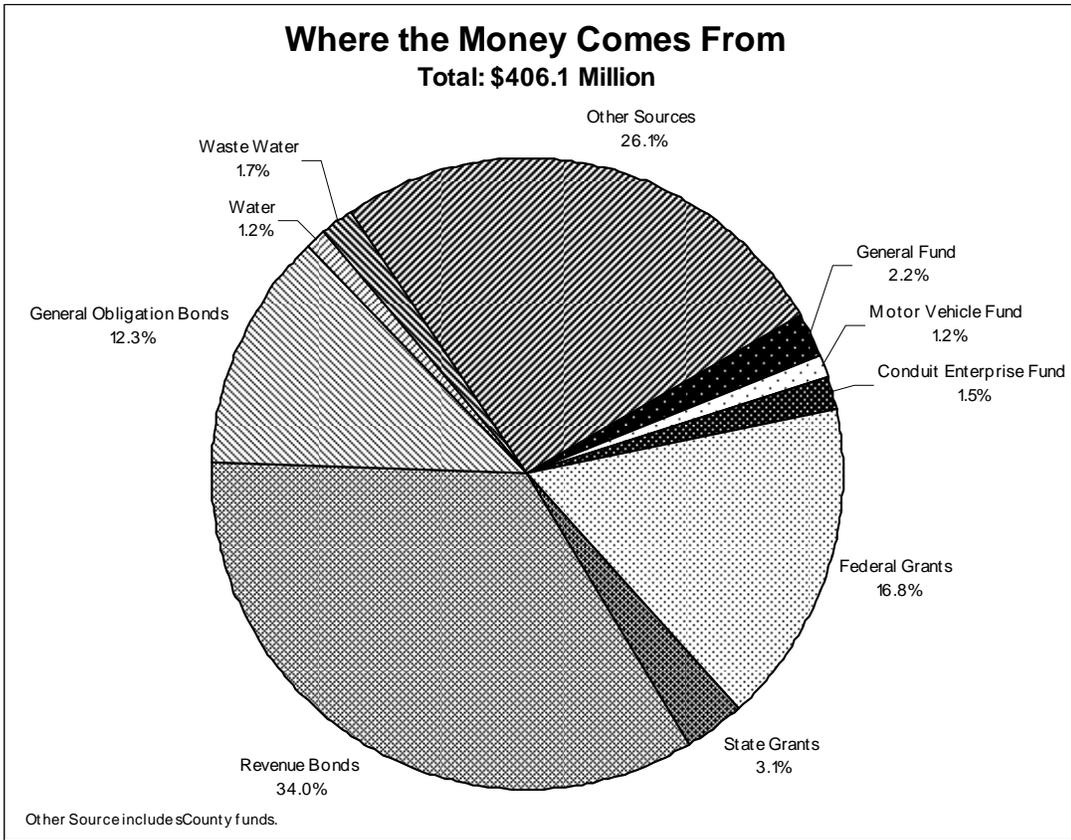
(1) Unfunded positions, commonly referred to as salary saved positions, are vacant positions that an agency is not planning to fill in a given budget year. These positions are included in the position count for an agency but they do not have any associated costs budgeted.

Fiscal 2012 Summary of the Adopted Budget

Capital Budget



Fiscal 2012 SUMMARY OF THE ADOPTED BUDGET Capital Budget



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Capital Budget Plan Highlights

After careful evaluation by the Board of Estimates of each project within the context of Citywide needs and objectives as developed by the Planning Commission and the Director of Finance, total appropriations in the Fiscal 2012 Capital Plan are \$406.1 million. Funding sources and amounts are:

Fund	Amount
General Fund (PAYGO)	\$ 9,000,000
Motor Vehicle (PAYGO)	5,000,000
Utility Funds (PAYGO)	11,450,000
Conduit Enterprise Fund (PAYGO)	6,000,000
General Obligation Bonds	50,000,000
Federal Grants	68,191,000
State Grants	12,410,000
Revenue Bonds	138,078,000
All Other	106,007,000
Total	\$ 406,136,000

BALTIMORE CITY PUBLIC SCHOOLS

The Fiscal 2012 appropriations total \$16.6 million for capital expenditures and general systemic improvements.

ECONOMIC DEVELOPMENT

The Fiscal 2012 appropriations total \$10.8 million. Development projects include \$2.5 million for economic development and retention activities, \$5.0 million for property management and maintenance of properties acquired for assemblage, \$700,000 for Downtown Partnership of Baltimore, and \$2.6 million for various industrial/commercial development projects.

HIGHWAYS AND TRANSPORTATION

The appropriations for Fiscal 2012 total \$74.7 million. Highway projects include \$17.8 million for federal highways and \$23.9 million for local highway construction.

NEIGHBORHOOD DEVELOPMENT

The appropriations for Fiscal 2012 total \$30.5 million. Housing and Community Development projects include \$3.2 million to acquire and demolish blighted properties and relocate displaced residents, \$2.3 million for the Uplands Redevelopment Area project, \$2.5 million for redevelopment in East Baltimore neighborhoods, \$19.6 million for various housing development projects and \$2.9 million for debt repayment on HUD loans.

WATER AND WASTEWATER

The appropriations for Fiscal 2012 total \$223.7 million. The projects include \$54.5 million for City water system and \$169.2 million for City wastewater system improvements. Significant projects include \$51.0 million for sewer system rehabilitation at Jones Falls Sewershed, \$10.8 million for the Back River Digester Renovations, \$11.0 million for the Southwest Diversion Pressure Sewer improvements, \$12.0 million for watershed road, culver and bridge maintenance, \$72.1 million for rehabilitation of various sewer systems, and \$16.0 million for water infrastructure rehabilitation and the installation of water mains.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Capital Plan Budgetary Policy

The Baltimore City Charter specifies that the Planning Commission shall submit a recommended Capital Plan and a long-range Capital Improvement Program to the Board of Estimates. The Board shall adopt such budget and program, as it deems appropriate after receiving reports and recommendations on the Planning Commission's proposals from the Director of Finance and the Board of Finance.

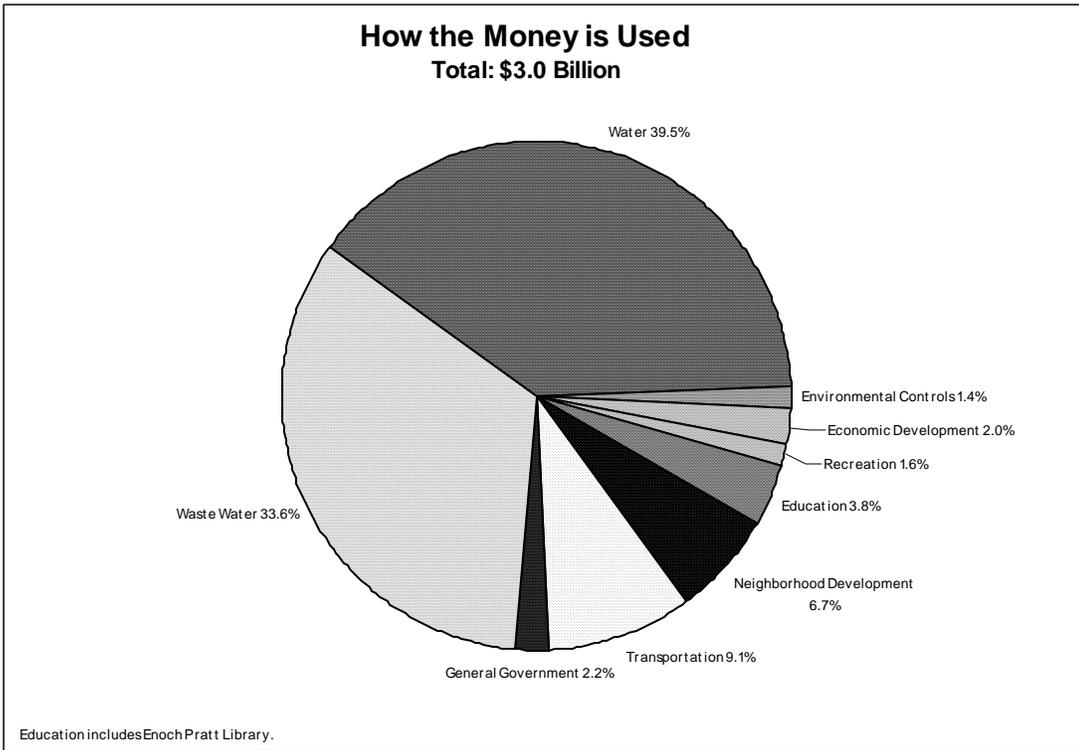
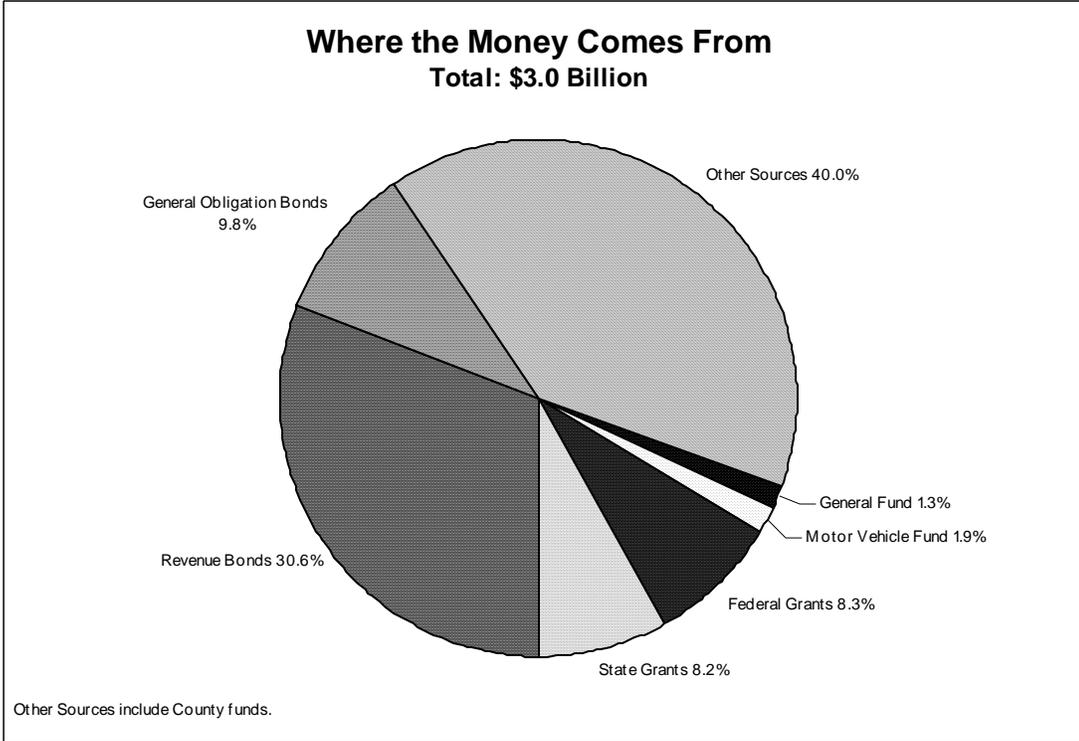
Capital Plan recommendations are founded on these tenets of financial management:

- there shall be no appropriation for needs which will not exist during the current fiscal period, and
- there shall be no appropriation unless the source of revenue is generated or earned during the fiscal period.

The City's policy is to annually finance a portion of capital improvements from the General Fund or current revenues on a pay-as-you-go basis. The Pay-As-You-Go General Fund appropriation to the Capital Program is \$9.0 million for Fiscal 2012. The General Fund Capital Plan recommendation by agency is as follows:

Convention Center	\$ 200,000
General Services	\$ 2,050,000
Housing and Community Development	\$ 125,000
Mayoralty-Related	\$ 402,000
Public Works	\$ 5,800,000
Recreation and Parks	\$ 423,000
Total	\$ 9,000,000

FISCAL 2012 - 2017
SUMMARY OF THE ADOPTED BUDGET
 Capital Improvement Program



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Capital Projects Impact on Operating Budget

Policy

In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects in their first and subsequent years of impact.

Fiscal 2012 Operating Impact of Capital Projects

Most of Baltimore City's capital program focuses on capital infrastructure maintenance and replacement. New facility projects or expansions with operating impacts are limited. For Fiscal 2012, agencies reported no significant impact to the operating budget for capital projects.

Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. For additional information relating to Debt Service, see pages 201 to 208.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Total Capital Appropriations

	Fiscal 2011 Budget	Fiscal 2012 Budget	Dollar Change	Percent Change
Capital Funds				
Pay-As-You-Go				
General	\$2,000,000	\$9,000,000	\$7,000,000	350.0%
Motor Vehicle	\$0	\$5,000,000	\$5,000,000	N/A
Conduit Enterprise	5,231,020	6,000,000	768,980	14.7
Waste Water Utility	3,750,000	6,750,000	3,000,000	80.0
Water Utility	5,650,000	4,700,000	(950,000)	(16.8)
Total	16,631,020	31,450,000	14,818,980	89.1
Grants				
Federal	85,651,000	68,191,000	(17,460,000)	(20.4)
State	296,610,000	12,410,000	(284,200,000)	(95.8)
Total	382,261,000	80,601,000	(301,660,000)	(78.9)
Loans and Bonds				
Revenue Bonds	117,883,000	138,078,000	20,195,000	17.1
General Obligation Bonds	60,000,000	50,000,000	(10,000,000)	(16.7)
Total	177,883,000	188,078,000	10,195,000	5.7
Mayor and City Council Real Property	2,500,000	8,125,000	5,625,000	225.0
All Other	94,544,000	97,882,000	3,338,000	3.5
Total Capital - All Funds	\$673,819,020	\$406,136,000	(\$267,683,020)	(39.7)%

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Capital Budget Fund Distribution by Agency Detail
(Dollars in Thousands)

Agency	General Funds	General Obligation Bonds	Revenue Loans	Motor Vehicle Funds	Utility Funds	Federal Funds	State Funds	Other Funds	TOTAL
Baltimore City Public Schools	0	16,634	0	0	0	0	0	0	16,634
Convention Center	200	0	0	0	0	0	0	2,000	2,200
Enoch Pratt Library	0	1,000	0	0	0	0	0	0	1,000
General Services	2,050	7,800	0	0	0	0	0	0	9,850
Housing & Community Development									
Community Development	0	9,116	0	0	0	14,509	5,526	1,375	30,526
Economic Development	125	3,125	0	0	0	0	0	7,500	10,750
Mayorality-Related									
Baltimore City Heritage Area Projects	0	75	0	0	0	0	0	0	75
Pier 1 and Inner Harbor Promenade	0	250	0	0	0	0	0	0	250
Creative Alliance I	0	100	0	0	0	0	0	0	100
Mount Vernon Place Conservancy	0	500	0	0	0	0	0	0	500
Baltimore Museum of Art	0	600	0	0	0	0	0	0	600
Everyman Theatre	0	200	0	0	0	0	0	0	200
National Aquarium in Baltimore	0	500	0	0	0	0	0	0	500
Port Discovery Children's Museum	0	100	0	0	0	0	0	0	100
Westside Strategy Implementation	402	0	0	0	0	0	0	0	402
Planning	0	100	0	0	0	0	15	800	915
Public Works									
Solid Waste	5,800	0	0	0	0	250	0	0	6,050
Storm Water	0	3,275	0	335	0	0	0	6,645	10,255
Pollution/Erosion Control	0	900	0	665	0	0	5,267	5,755	12,587
Waste Water	0	0	105,883	0	6,750	0	0	56,517	169,150
Water	0	0	32,195	0	4,700	0	0	17,555	54,450
Recreation and Parks	423	2,375	0	0	0	0	1,602	0	4,400
Transportation									
Alleys and Sidewalks	0	0	0	1,810	0	0	0	1,560	3,370
Federal Highways	0	2,700	(1,000)	1,180	0	13,920	0	1,000	17,800
Local Highways	0	500	1,000	1,798	6,000	14,560	0	0	23,858
Traffic	0	150	0	(788)	0	24,952	0	5,300	29,614
TOTAL BY FUNDING SOURCE	\$9,000	\$50,000	\$138,078	\$5,000	\$17,450	\$68,191	\$12,410	\$106,007	\$406,136

Fiscal 2012 Summary of the Adopted Budget

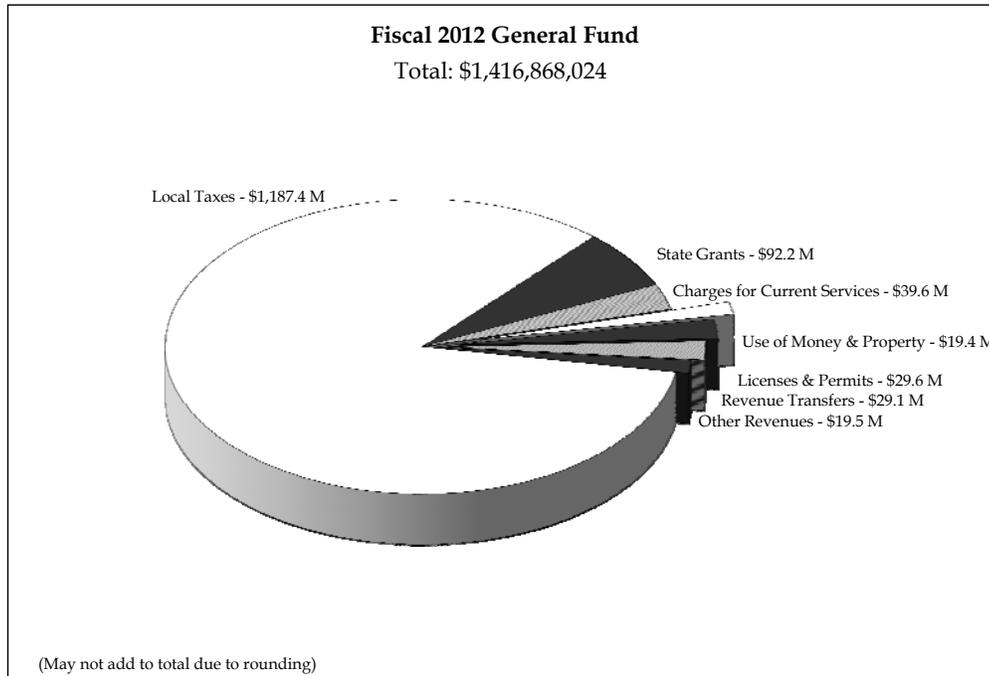
Revenue Detail



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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Budgetary Funds - Descriptions and Policies

General Fund



Policy and Objectives

The General Fund, the City's principal fund, contains revenues which finance appropriations for both ongoing operating expenses and Pay-As-You-Go (PAYGO) capital projects. The budget for this fund includes all unrestricted revenues that support appropriations not required to be budgeted in another fund. Appropriations approved in the Ordinance of Estimates or in supplemental appropriations may be for any program or activity not prohibited by the City Charter, public local law or other applicable law. Five major types of revenues comprise 96.6% of the \$1,416.9 million Fiscal 2011 budget. The five types of revenue are Local Taxes, State Grants, Charges for Current Services, Revenue from the Use of Money and Property, and Licenses and Permits. Revenue transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund.

Major Revenues

Local Taxes (83.8%)	
Property Tax	\$779.3 M
Income Tax	\$243.6 M
Sales & Services	\$121.6 M
Others	\$ 42.9 M
Total	\$1,187.4 M

Local Taxes represent 83.8% of total General Fund revenues and funding sources. The largest share of local taxes, 65.6%, comes from current year real and personal property tax receipts. Income taxes, with Fiscal 2012 estimated receipts of \$243.6 million, represent 20.5% of local tax revenues. Sales and service tax levies are imposed on energy consumption, certain telephone services,

property transfers, hotel occupancy, recordation and admissions and amusements. Sales and services taxes are an estimated \$121.6 million or 10.2% of Local Taxes.

State Grants (6.5%)	
Income Tax Disparity	\$79.1 M
Local Health Operations	\$ 6.7 M
Library Services & Others	\$ 6.4 M
Total	\$92.2 M

The largest State grant is the Income Tax Disparity Grant with \$79.1 million, followed by the grant funding operations of local health programs for \$6.7 million. The distribution of the Income Tax Disparity Grant is based upon a statutory formula created in 1992 by the Maryland General Assembly. The grant is made in order to bring the per capita income tax yield of Maryland's poorer subdivisions up to 75.0% of the State-wide yield. During the 2011 Legislative Session the Maryland General Assembly decided to fund this grant at the same level as Fiscal 2011, representing \$1.3 million less as compared to the \$80.3 million established by the formula. The Health Operation Grant as well as the Police Protection Aid were also maintained at the same appropriation level of Fiscal 2011; however, the General Assembly reduced the Library Service Aid by \$115,227 from the \$6,461,487 Fiscal 2011 appropriation.

Charges - Current Services (2.8%)	
Impounding cars and Sanitation & Waste Removal	\$14.9 M
Charges for Central City Services	\$14.3 M
Other	\$10.4 M
Total	\$39.6 M

In the Charges for Current Services group, revenues derived from sanitation and solid waste disposal, charges for cost allocated to enterprise funds, impounded vehicle storage fees, lien report fees, District Court services, port fire protection reimbursement and stadium security service charges account for 90.6% of the category total. The remaining revenues are generated from fees and charges for health, zoning and a wide variety of other services rendered by the City.

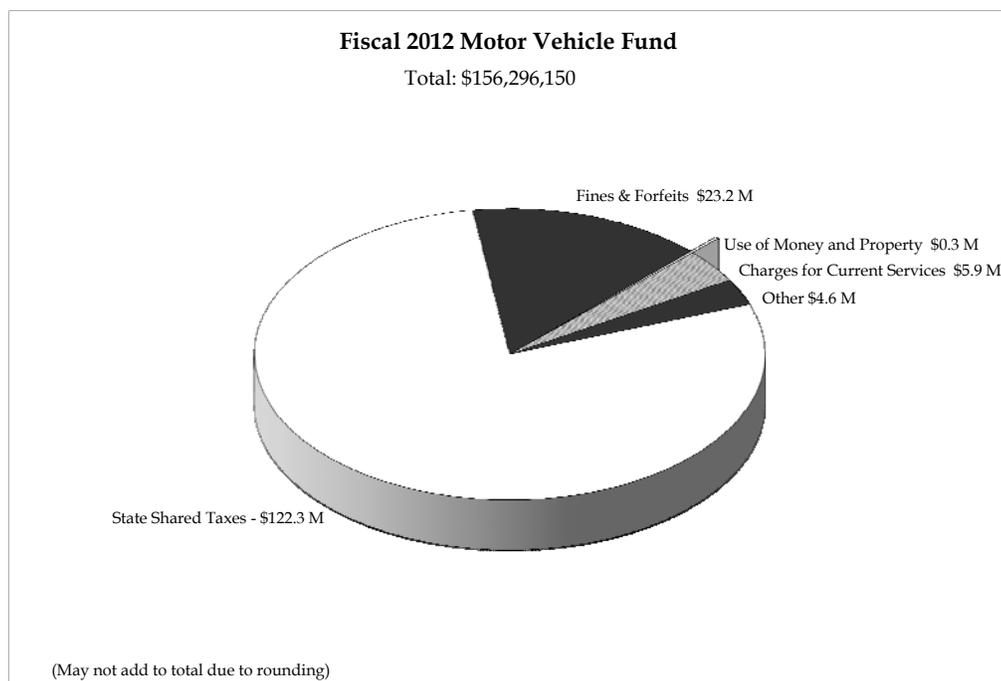
Licenses & Permits (2.1%)	
Public Safety & Reg	\$ 21.0 M
Business, Alcoholic Beverage & Marriage Licenses	\$ 5.1 M
Other License & Permits	\$ 3.5 M
Total	\$ 29.6 M

Three major groups comprise Licenses and Permits. The Public Safety and Regulation group, composed of building, housing, animal control and certain trades' permits, accounts for the majority of the revenue in this category, \$21.0 million. Significant revenue in this group, \$5.4 million, is derived from the 5% cable franchise fee. The City's power to raise revenues from this source is constrained by federal and State law. Certain license fees, including alcoholic beverage, marriage and some business licenses are set by State law.

Use of Money and Property (1.4%)	
Rental Income	\$15.4 M
Other Revenues	\$ 2.3 M
Earnings on Investments	\$ 1.7 M
Total	\$19.4 M

Income from the Use of Money and Property is dominated by three major categories, the rental of the Convention Center facility, rentals from the C. L. Benton Building and earnings on investments. Total income generated by the Convention Center accounts for 61.7% or \$9.5 million, rental revenue from the Benton building represents 12.7% or \$1.9 million, while earning on investment returns on the daily cash balances in the City Treasury account for 10.8% or \$1.7 million of the category total. All other revenues in this category account for \$2.3 million.

Motor Vehicle Fund



Policy and Objectives

The Motor Vehicle Fund was established to account for revenues that finance appropriations for operating and capital programs and projects for transportation related activities. State highway user revenues are the primary revenue. They are derived from motor vehicle fuel, titling and corporate income taxes and registration fees. State law provides a formula for sharing portions of these revenues with all Maryland municipalities and counties. It also sets forth specific expenditure limitations on the use of these revenues as follows: highway/street construction, reconstruction or maintenance; police traffic functions and traffic law enforcement; highway lighting, storm water drainage and street cleaning excluding collection of garbage, trash and refuse; debt service for construction, reconstruction or maintenance of highways/streets and lighting and storm water drainage; transportation facilities such as airport, highway, port, rail and transit facilities; and footpaths, bridle paths or horse trails and bicycle trails subject to certain limiting conditions.

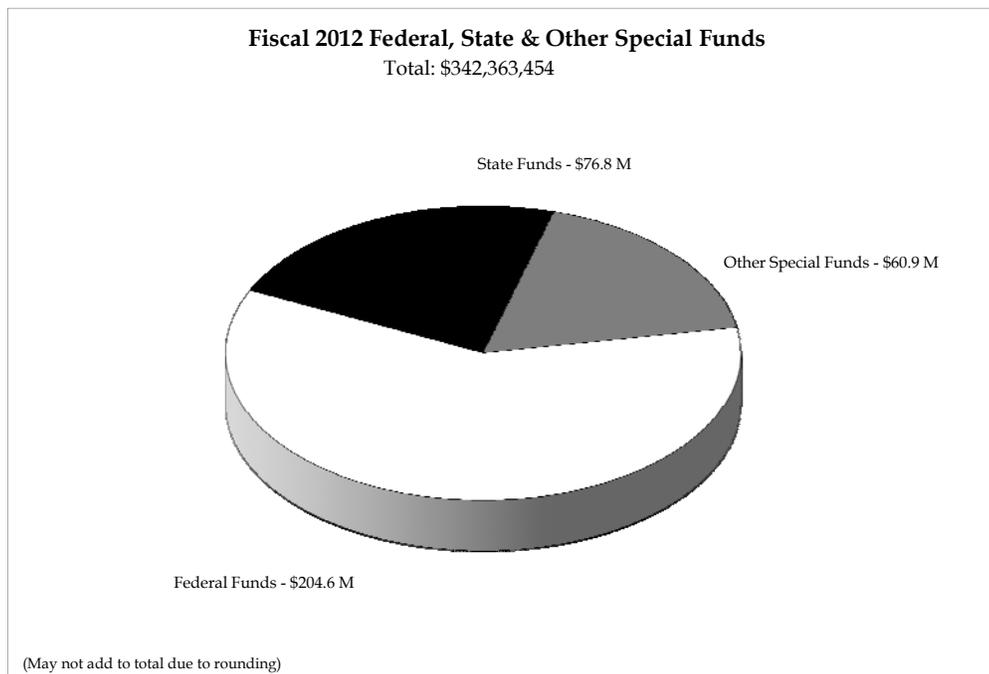
Major Revenues

The major revenue in the Motor Vehicle Fund, \$122.3 million, comes from State shared highway user revenues, which compose 78.2% of the total resources supporting the Fiscal 2012 budget plan. The State deposits the highway user revenues in the Gasoline and Motor Vehicle Revenue Account (GMVRA) for distribution to the local governments and the State's Transportation Trust Fund. The GMVRA revenue is derived from several sources. A portion of the State imposed 7.0% corporate income tax is deposited in the fund. The State shares the proceeds from its biennial vehicle registration fees with local governments. It also imposes the following taxes on fuels: 23.5 cents per gallon for gasoline and clean burning fuels; 24.25 cents per gallon for all other special fuels (e.g., diesel); and 7 cents per gallon on aviation fuel. Fuel tax revenues attributable to the rate that exceeds 18.5 cents per gallon are shared with the local governments. The State shares the Motor Vehicle Excise (titling) tax imposed at the rate of 6%. Finally, a portion of the sales and use tax collected on short-term vehicle rentals is distributed to this fund.

The City's share of the highway user revenues is calculated as the greater of 11.5% of total highway user revenues or \$157.5 million. The law also includes a provision for the City to share in a portion of the growth in total highway user revenues. During the 2011 legislative session, the General Assembly reduced the distribution of Highway User Revenues to the City for Fiscal 2011 and Fiscal 2012 in order to compensate for the shortfall in the State's General Fund budget. Additionally, in the 2011 Budget Reconciliation and Financing Act (BRFA), the General Assembly modified the local share of highway user revenues to permanently transfer a portion to the State general fund, and to allocate a flat 7.9 % in Fiscal 2011, 7.5% in Fiscal 2012 and 8.1% in Fiscal 2013 of total highway user revenues to the City.

Other major sources of revenue for the Motor Vehicle Fund include Speed Cameras, Red Light and Right Turn on Red fines, totaling \$23.1 million or 14.8% of the Fiscal 2012 Motor Vehicle Fund budget.

Federal, State and Other Special Grant Funds



Policy and Objectives

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

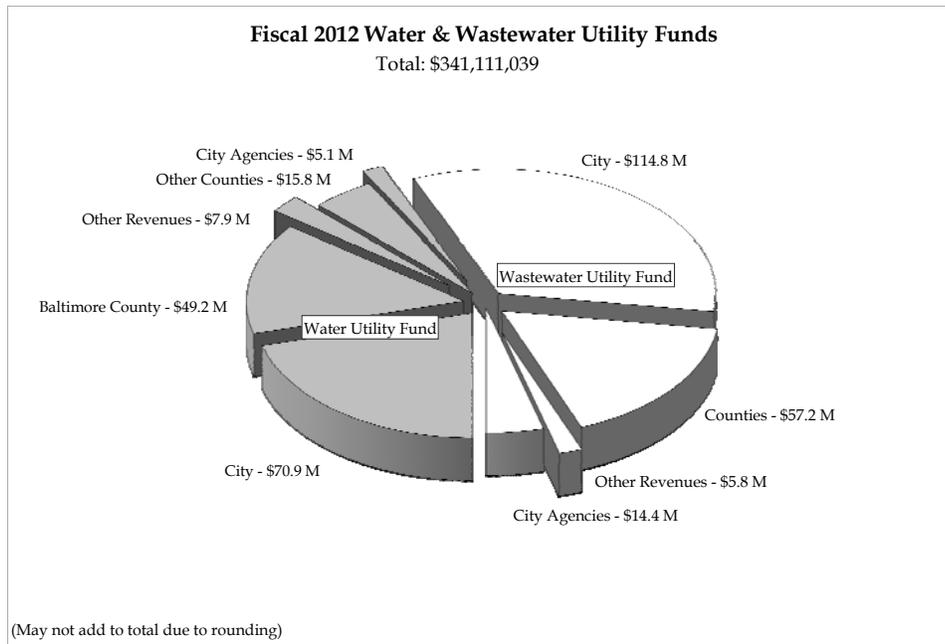
Major Revenues

The Fiscal 2012 Federal Fund appropriation is budgeted at \$204.6 million, \$6.9 million lower than in Fiscal 2011. This decline is largely explained by a \$9.9 million in stimulus funding. The budget includes significant federal grant increases for housing the homeless (\$3.7 million), housing rehabilitation loans (\$579K), Head Start and early childhood education (\$1.16 million), birth outcomes (\$1.2 million), youth violence prevention (\$250K), and workforce services (\$885K). Federal grants are reduced in the budget for lead abatement (-\$1.5 million) and H1N1 flu response (-\$1.7 million). Federal funding for select clinical services research grants has been provided directly to Baltimore medical Systems instead of the City's Health Department (\$849K). The full impacts of reductions to federal Community Development Block Grants (CDBG) and other programs are not reflected in the appropriation, due to delays in finalizing the Fiscal 2011 federal budget.

The Fiscal 2012 State aid budget is \$76.8 million, 4.1% or \$3.3 million lower than the Fiscal 2011 appropriation. This funding reduction is mostly explained by a \$3.7 million decline in aid supporting the Baltimore Substance Abuse Systems' care coordination services. These services will continue to be provided by private organizations. State grant appropriations were increased for the Youth Works Summer Jobs Program (\$1.1 million) and energy efficiency projects (\$1 million).

The Special Fund budget for Fiscal 2012 is \$60.9 million, same as in Fiscal 2011.

Water and Wastewater Utility Funds



Policy and Objectives

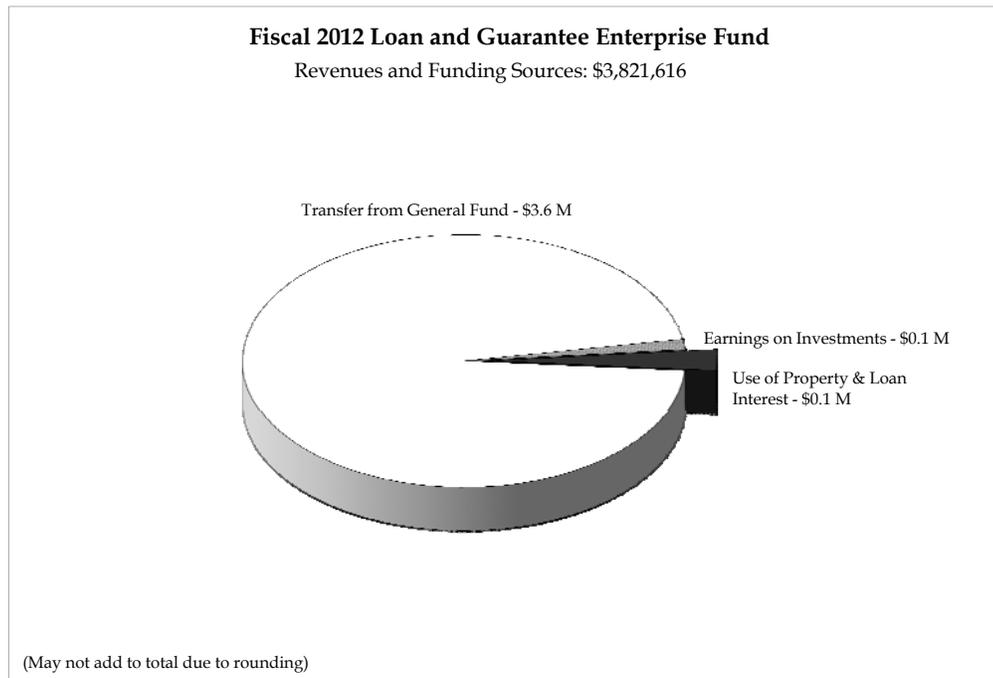
A Charter Amendment approved in 1978 established the Water and Wastewater Utility Funds as two separate enterprises. The utility funds must be financially self-sustaining, as well as operated without profit or loss to other City funds. The establishment of these two funds enables the City to issue revenue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

Major Revenues

Water Utility - The City supplies treated water to its residents, as well as to residents of Baltimore, Anne Arundel, Harford and Howard counties. Untreated water is sold at wholesale rates to Carroll and Harford counties. The rate schedules are established pursuant to Board of Estimates' actions and, in the case of Baltimore County, are subject to provisions of State law and City/County agreements regarding cost allocation. The law and agreement with Baltimore County obligate the City to supply water at cost. The City and County allocate operating and maintenance costs on all jointly used facilities. Baltimore City customers, including City agencies, are expected to account for about 51.0% of total user charges in Fiscal 2012. Baltimore County customers provide 33.0% and the remaining balance comes from Anne Arundel, Carroll, Harford and Howard counties, late penalties and other minor service charges.

Wastewater Utility- Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated at the Back River and Patapsco treatment plants. These counties also pay a portion of the capital expenses of jointly used wastewater facilities. City customers, including City agencies, provide approximately 67.2% or \$129.2 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance. Fiscal 2012 revenues and funding sources are estimated to be \$192.2 million.

Loan and Guarantee Enterprise Fund



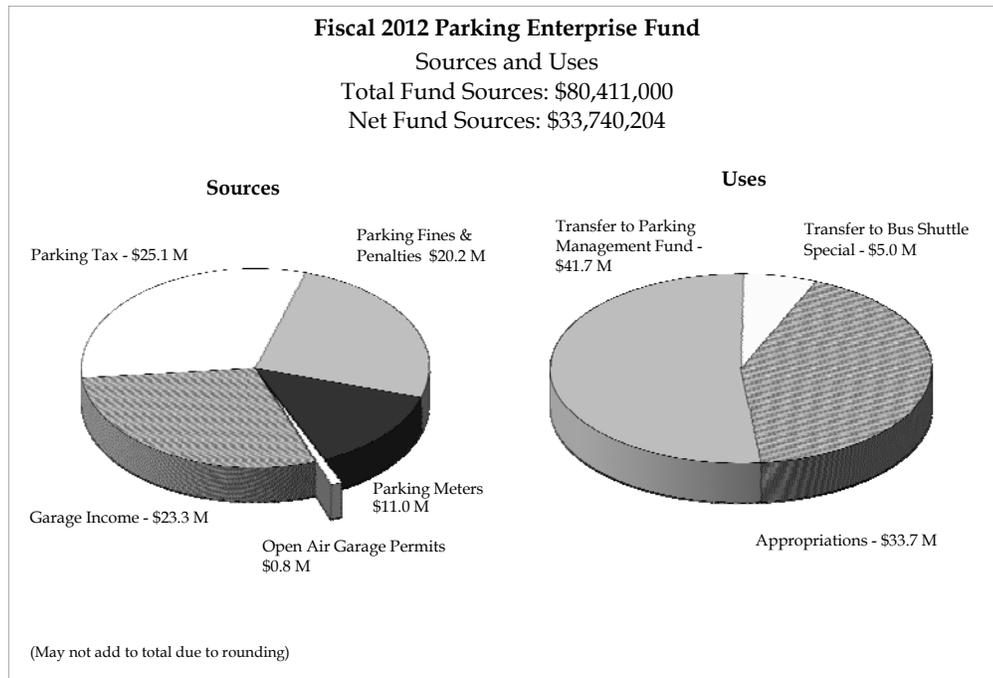
Policy and Objectives

The Loan and Guarantee Enterprise Fund was established in the Fiscal 1989 budget for the purpose of planning and budgeting for the income and expenses associated with the operations of the Loan and Guarantee Servicing Division of the Department of Finance. In Fiscal 1992, the Division was made part of the Bureau of Accounting and Payroll Services. The Loan and Guarantee Servicing Division was established by resolution of the Board of Estimates, dated June 4, 1986, requiring that it administer outstanding loans and guarantees, temporary parking lots and certain facilities that were under the control of the former Trustees for Loans and Guarantees prior to June, 1986. In Fiscal 1992, responsibility for the administration of temporary parking facilities was transferred from the Division to a new Parking Management Unit which is now part of the Department of Transportation. Parking revenues resulting from facility operations were transferred to the Parking Management Fund. Loan and Guarantee Fund revenues in excess of those needed for operating expenses and reserve requirements are transferred to the General Fund under the terms of the resolution of the Board of Estimates. Conversely, operating shortfalls of the fund must be made up by the General Fund.

Major Revenues

Total Fiscal 2012 revenues are estimated to be \$3.8 million. Revenues from the use of money and property are approximately \$177,000, of which an estimated \$125,000 is from rental of property. Additional revenue sources include \$3.6 million from fund balance.

Parking Enterprise Fund



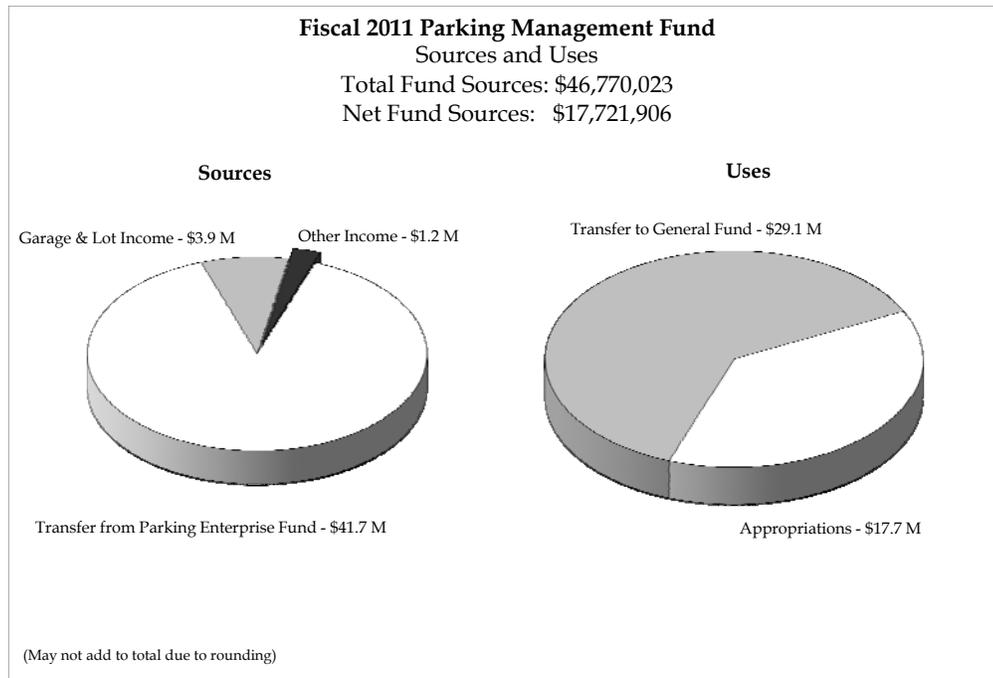
Policy and Objectives

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

Major Revenues

Parking taxes, parking fines and penalties and garage income, which include facility installment sales receipts, generate approximately 85.3% of the Parking Enterprise Fund revenues. Four percent of the Parking tax rate continues to fund operations and capital expenses for the free harbor bus shuttle service, the Charm City Circulator. The Fiscal 2012 Parking Enterprise Fund revenues are estimated to total \$80.4 million. Out this total, \$33.7 million is to support operating and debt service requirements, \$41.7 million to be transferred to the Parking Management Fund and \$5.0 million to be transferred to the Harbor Shuttle Special Fund.

Parking Management Fund



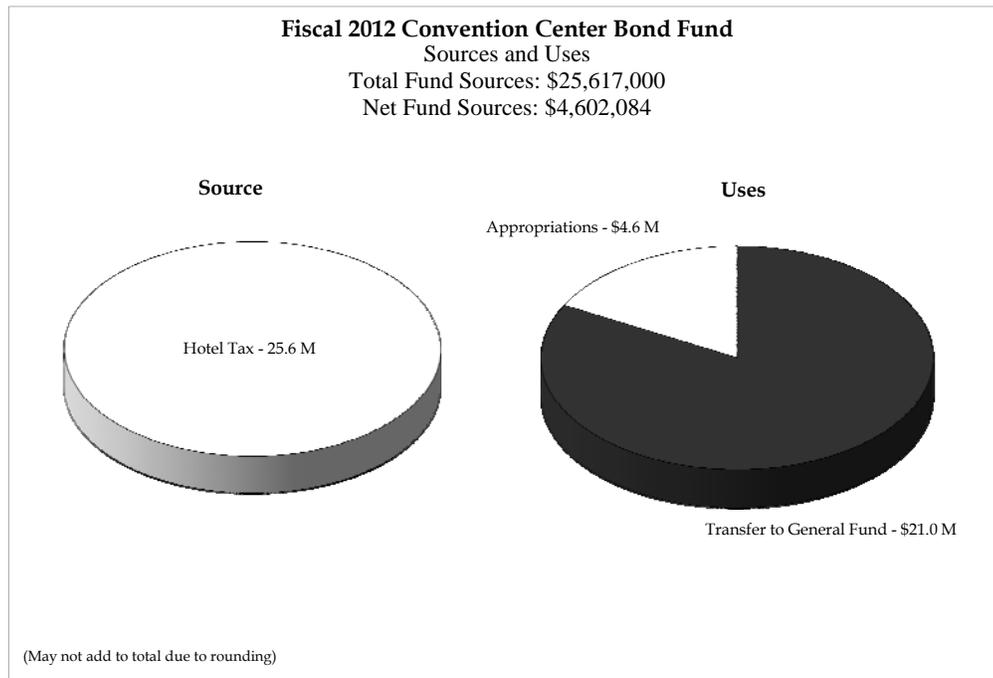
Policy and Objectives

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

Major Revenues

Revenues earned by fund operations total \$5.1 million. Income from City-owned parking lots and garages of \$3.9 million makes up the bulk of these revenues. Transfers from the Parking Enterprise Fund, \$41.7 million, are required to supplement fund revenues to support expenditure requirements of \$17.7 million. After expenses are met, available revenues are transferred to the General Fund, an estimated \$29.1 million in Fiscal 2012.

Convention Center Bond Fund



Policy and Objectives

The Convention Center Bond Fund was established in Fiscal 1995 to budget for hotel tax revenue to be dedicated to support the payment of principal and interest associated with City indebtedness incurred to finance one-third of the \$150.0 million cost of the joint City-State expansion of the Baltimore Convention Center. The Convention Center facility has been a success from the day of its opening. The Convention Center's addition opened in September 1996. The fully expanded and renovated Convention Center facility reopened in April 1997. The Convention Center Bond Fund is a budgetary fund. The results of fiscal operations of the fund are combined with the General Fund in the City's Comprehensive Annual Financial Report.

Major Revenues

The sole revenue source for the fund is the 9.5% sales and service tax levied on transient room rentals at hotels, motels and bed and breakfast facilities located in the City. Fiscal 2012 tax receipts are estimated to be about \$25.6 million. Total debt service expenses for the fund are appropriated at \$4.6 million. Hotel tax receipts in excess of the debt service expense appropriated in the fund or about \$21.0 million will be transferred to the General Fund. As a result of legislation enacted by the 1997 Maryland General Assembly, the City must appropriate 40.0% of its estimated total hotel tax receipts to support the operations of the Visit Baltimore Association. The legislative requirement for promotion funding is mandated through Fiscal 2012.

Conduit Enterprise Fund

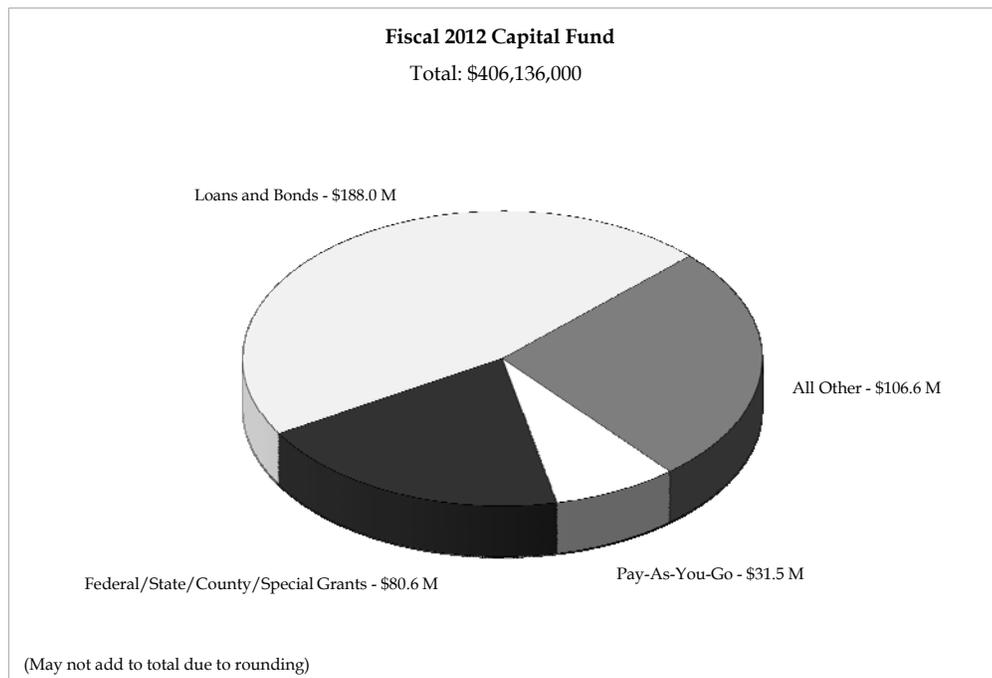
Policy and Objectives

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

Major Revenues

The sole revenue source for the fund is the rental charge levied on City agency and other non-City users of the conduit system. The Fiscal 2012 receipts are estimated at \$11.9 million. Total expenses for the fund are appropriated at \$11.9 million. Rental receipts in excess of the current operating expenses are reserved for maintenance, capital and other requirements of the conduit system. The revenue potential from the conduit resource is enhanced as a result of ordinance 00-116, which grants authority to establish both City and non-City charges for use of the public right of way that reflect the value of the right of way.

Capital Fund



Policy and Objectives

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

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

Major Revenues

Three types of funding sources (grants, loans and bonds, and all other excluding Pay-as-You-Go) total \$374.6 million and comprise 92.2% of the Fiscal 2012 capital appropriations of \$406.1 million. The magnitude of the various funding sources changes significantly from year-to-year because the project priorities and types of projects authorized drive the funding sources. For instance, in Fiscal 2012, revenue bonds are anticipated to increase by \$20.1 million or 17.0% to \$138.0 million from \$117.9 million in Fiscal 2011. Pay-As-You-Go appropriations are also estimated to be increased from \$16.6 million to \$31.5 million or 89.8% over Fiscal 2011 capital appropriations. Issuance of general obligation bonds is \$10 million lower in Fiscal 2012 than the \$60 million in Fiscal 2011. Total grants are anticipated to decrease by \$375.9 million or 82.3% below the Fiscal 2011 capital appropriation.

The largest funding sources in the Fiscal 2012 capital budget are: \$188.0 or 46.3% in loans and bonds (\$138.0 million in revenue bonds and \$50.0 million in general obligation bonds); 26.1% in other capital funding including various private reimbursements, the sale of City property, loan repayments and other minor sources; \$80.6 million or 19.8% in grants (\$68.2 million in Federal grants and \$12.4 million in revenue from State grants); \$31.5 million or 7.8% in Pay-As-You-Go funding from current operating revenues (\$11.5 million in Water and Wastewater Utility funds, \$9.0 million in General Fund, \$6.0 million in Conduit Enterprise fund, and \$5.0 million in Motor Vehicle Fund).

Internal Service Fund

Policy and Objectives

This fund finances goods and/or services provided by certain City agencies to other City agencies on a cost reimbursement basis. In Fiscal 2012, \$83.4 million has been adopted for vehicle fleet repair and maintenance, print shop, post office, telephone, energy, telecommunication, risk management and unemployment and worker's compensation services. These funds are to operate on a fully self-supporting basis, including the financing of reserves for capital equipment replacement.

GENERAL FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
LOCAL TAXES					
Real and Personal Property - Current Year					
001 Real Property	787,408,147	821,826,000	814,868,078	803,569,000	(18,257,000)
004 Personal Property - Ordinary Business Corps	50,341,875	46,396,000	50,480,784	50,015,000	3,619,000
007 Personal Property - Individuals & Firms	988,741	1,072,000	1,421,488	997,925	(74,075)
008 Personal Property - Public Utilities	45,544,693	45,814,000	46,347,602	45,806,000	(8,000)
027 Phase in Tax Credit	(147,206,052)	(149,370,000)	(142,631,417)	(121,083,000)	28,287,000
	737,077,404	765,738,000	770,486,535	779,304,925	13,566,925
Real and Personal Property - Prior Years					
010 Real Property	9,124,054	9,000,000	21,291,533	6,000,000	(3,000,000)
011 Personal Property	7,895,530	4,881,000	8,355,318	4,881,000	0
	17,019,584	13,881,000	29,646,851	10,881,000	(3,000,000)
Real and Personal Property - Other Revenue					
021 Penalties and Interest	7,971,760	6,700,000	8,415,465	6,700,000	0
022 Discounts	(3,848,857)	(1,400,000)	(1,904,143)	(2,000,000)	(600,000)
024 Tax Sale Expense	9,805,601	1,700,000	(483)	1,700,000	0
025 Newly Constructed Dwellings Tax Credit	(5,002,670)	(5,390,000)	(4,016,030)	(4,231,429)	1,158,571
026 Tax Credit for Conservation Property	0	0	(6,664)	0	0
028 Other Property Tax Credits	(820,005)	(900,000)	(1,415,594)	(1,500,000)	(600,000)
029 Enterprise Zone Tax Credit	(676,572)	(10,172,000)	(6,646,281)	(11,791,000)	(1,619,000)
030 Cemetery Dwellings Tax Credit	0	(3,000)	0	(3,000)	0
032 Historic Property Tax Credits	(7,084,075)	(7,200,000)	(8,258,227)	(8,899,000)	(1,699,000)
038 Tax Increment Financing Districts	6,668,267	9,566,000	7,368,818	9,966,000	400,000
	7,013,449	(7,099,000)	(6,463,139)	(10,058,429)	(2,959,429)
Sales and Service					
043 Beverage Container	0	5,861,000	4,726,433	4,861,000	(1,000,000)
045 Gas	9,142,842	11,522,000	11,718,674	11,730,000	208,000
046 Electricity	19,793,135	24,313,000	24,241,425	24,751,000	438,000
047 Fuel Oil	424,374	665,000	534,666	677,000	12,000
049 Steam	802,855	1,232,000	1,037,658	1,255,000	23,000
050 Telephone	26,291,934	31,740,000	34,937,114	33,720,000	1,980,000
051 Homeless Relief Assistance Tax	347,263	450,000	374,818	410,000	(40,000)
052 Hotel (transfer from Conv Ctr Bond Redemption Fund)	14,693,436	20,239,916	22,495,695	21,014,916	775,000
053 Property Transfer	26,022,597	23,175,000	21,844,845	23,687,000	512,000
054 Liquid Petroleum Gas	73,367	68,000	72,596	70,000	2,000
055 Refund Reserve - Gas	(146,044)	(170,000)	(120,730)	(174,000)	(4,000)
056 Refund Reserve - Electricity	(323,295)	(350,000)	(229,772)	(357,000)	(7,000)
057 Refund Reserve - Fuel Oil	(4,006)	(90,000)	(868)	(92,000)	(2,000)
	97,118,458	118,655,916	121,632,554	121,552,916	2,897,000
Payments in Lieu of Taxes					
060 Housing Authority	0	0	743,198	417,720	417,720
062 Urban Renewal	96,169	25,000	43,101	25,000	0
063 Off-Street Parking Properties	1,182,273	722,000	703,359	722,000	0
064 Maryland Port and Stadium Authorities	1,930,564	740,392	1,204,836	1,008,062	267,670
065 Apartments	3,475,215	3,166,000	3,502,437	3,166,000	0
067 Economic Development	970,179	1,100,000	904,627	1,100,000	0
068 Annual Nonprofit Contribution	0	5,310,000	5,400,002	5,310,000	0
	7,654,400	11,063,392	12,501,560	11,748,782	685,390
Other Local Taxes					
075 Tax Sale Fees and Other	1,420,028	400,000	1,179,761	400,000	0
076 Simulated Slot Machine Registration Tax	0	2,696,000	854,878	1,040,000	(1,656,000)
	1,420,028	3,096,000	2,034,639	1,440,000	(1,656,000)
Income Tax					
081 Income Tax - State Collected	208,714,274	232,303,887	224,463,361	233,302,000	998,113
083 Unallocated Withholding - Regular	9,314,325	6,569,000	9,291,861	6,569,000	0
084 Income Tax - Fiduciary Returns	4,347,118	4,297,000	1,199,789	3,741,000	(556,000)
	222,375,717	243,169,887	234,955,011	243,612,000	442,113

GENERAL FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
Locally Imposed - State Collected					
085 Admissions	7,475,230	8,114,000	8,184,509	8,350,000	236,000
086 Recordation	20,942,367	18,622,000	19,425,608	20,545,000	1,923,000
	28,417,597	26,736,000	27,610,117	28,895,000	2,159,000
TOTAL: LOCAL TAXES	1,118,096,637	1,175,241,195	1,192,404,128	1,187,376,194	12,134,999
LICENSES AND PERMITS					
General Government					
120 City/State Business	1,399,061	1,705,000	1,818,511	1,450,000	(255,000)
122 Alcoholic Beverage	2,048,320	1,976,000	2,004,195	2,000,000	24,000
123 Marriage	21,240	21,000	21,020	21,000	0
	3,468,621	3,702,000	3,843,726	3,471,000	(231,000)
Public Safety and Regulation					
127 Cable TV Franchise Fee	5,811,911	5,400,000	6,130,459	5,400,000	0
128 Fire Prevention - Fire Code	1,383,084	1,346,000	1,156,236	1,758,911	412,911
129 Rental Property Registrations	1,719,798	1,600,000	1,578,979	1,600,000	0
130 Multiple Family Dwelling Permits	2,479,360	2,250,000	2,558,997	500,000	(1,750,000)
131 Miscellaneous Building Inspection Revenue	929,759	1,032,000	976,035	896,000	(136,000)
132 Building Construction Permits	3,992,802	4,983,000	3,770,099	3,983,000	(1,000,000)
133 Electrical Installation Permits	672,042	725,000	789,442	732,000	7,000
134 Mechanical Equipment Permits	599,922	570,000	727,629	600,000	30,000
135 Plumbing Permits	419,261	405,000	497,241	409,000	4,000
136 Elevator Permits	1,915	1,000	1,985	2,000	1,000
137 Filing Fees - Building Permits	1,145,102	1,151,000	1,185,628	1,162,000	11,000
138 Alarm System Registration Permits	432,601	407,000	332,070	500,000	93,000
139 Public Assembly Permits	9,729	4,000	8,869	10,000	6,000
140 Professional and Occupational Licenses	936,736	203,000	388,448	205,000	2,000
141 Vacant Structure Fee	0	0	411,950	2,250,000	2,250,000
143 Amusement Device Licenses	340,474	600,000	749,298	600,000	0
145 Dog Licenses and Kennel Permits	106,803	110,000	89,487	110,000	0
146 Special Police Appointment Fees	12,044	17,000	11,749	17,000	0
149 Vacant Lot Registration Fees	108,152	1,410,000	120,270	110,000	(1,300,000)
150 Trades Licenses	147,117	145,000	143,790	145,000	0
	21,248,612	22,359,000	21,628,661	20,989,911	(1,369,089)
Health					
151 Food Dealer Permits	1,934,497	2,000,000	2,230,976	1,961,565	(38,435)
152 Swimming Pool Licenses	28,859	25,000	32,838	49,395	24,395
154 Solid Waste Collection Permits	148,371	150,000	149,152	150,000	0
	2,111,727	2,175,000	2,412,966	2,160,960	(14,040)
Highways					
163 Minor Privilege Permits	2,400,758	2,358,000	2,368,233	2,324,000	(34,000)
164 Public Utility Pole Permits	4,129	495,000	558,081	495,000	0
166 Telephone Conduit Franchise	118,438	123,000	118,000	123,000	0
	2,523,325	2,976,000	3,044,314	2,942,000	(34,000)
TOTAL: LICENSES AND PERMITS	29,352,285	31,212,000	30,929,667	29,563,871	(1,648,129)
FINES AND FORFEITS					
177 Court-Ordered Restitution and Misc Fines	2,144	2,000	3,084	2,000	0
178 Civil Citations	53,771	220,000	60,650	60,000	(160,000)
179 Sheriff Revenue	297,462	185,000	226,604	185,000	0
180 Forfeitures Drug/Gambling Contraband	572,368	2,000,000	237,045	2,000,000	0
181 Minimum Wage Violations	57,328	30,000	53,240	30,000	0
182 Environmental Control Board Fines	5,558,219	6,000,000	6,434,212	6,293,000	293,000
185 Bad Check Charge	79,580	70,000	36,526	70,000	0
186 District Court Housing Fines	370	4,000	9,468	4,000	0
187 Liquor Board Fines	156,608	142,000	99,435	160,000	18,000
188 Library Fines	215,789	262,000	217,798	262,000	0
	6,993,639	8,915,000	7,378,062	9,066,000	151,000
TOTAL: FINES AND FORFEITS	6,993,639	8,915,000	7,378,062	9,066,000	151,000

GENERAL FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
USE OF MONEY					
200 Earnings on Investments	1,925,008	1,630,000	870,611	1,654,000	24,000
202 Interest Differential Off-Street Parking	1,788	1,200	1,238	667	(533)
205 Interest on REAL Loans	6,187	1,000	0	1,000	0
206 Interest on Property Sale Proceeds	74,520	45,000	48,534	45,000	0
207 Interest on Gambling/Drug Confiscated Cash	9,028	50,000	8,332	50,000	0
212 Principal on REAL Home Rehab	21,572	2,000	0	2,500	500
215 Interest - Baltimore Home Finance	114	750	0	500	(250)
216 Principal - Baltimore Home Finance	508	750	0	1,500	750
217 Principal - Private Activity Bond Loans	4,985	5,200	2,583	5,411	211
218 Interest - Private Activity Bond Loans	2,287	2,100	1,053	1,887	(213)
227 Principal - CDFC Loan	813,364	838,000	838,292	865,000	27,000
228 Interest - CDFC Loan	247,107	193,000	193,131	138,000	(55,000)
232 Principal - SELP Loans	25,802	75,000	29,116	70,000	(5,000)
233 Interest - SELP Loans	7,046	(16,000)	(7,746)	(17,000)	(1,000)
238 Interest - 4th Industrial Commercial Loan	2,718	2,300	3,691	1,683	(617)
239 Principal - 4th Industrial Commercial Loan	13,557	15,000	16,086	16,000	1,000
250 Principal - MILA/MICRF	189,623	265,000	193,655	265,300	300
251 Interest - MILA/MICRF	2,874	2,500	2,456	2,077	(423)
252 Principal - Off-Street Parking Loans	677,879	450,000	411,653	273,000	(177,000)
253 Interest - Off-Street Parking Loans	162,994	134,000	93,262	99,000	(35,000)
255 Principal - Economic Development Loan Program	1,499,111	421,000	498,709	438,000	17,000
256 Interest - Economic Development Loan Program	165,856	108,000	112,052	98,000	(10,000)
259 Interest - Community Development Fund Loans	11,486	4,500	14,573	3,095	(1,405)
260 Principal - Community Development Fund Loans	28,007	51,000	29,586	35,000	(16,000)
	5,893,421	4,281,300	3,360,867	4,049,620	(231,680)
TOTAL: USE OF MONEY	5,893,421	4,281,300	3,360,867	4,049,620	(231,680)
USE OF PROPERTY					
201 Rental of City Property	1,075,103	1,049,000	1,228,783	847,080	(201,920)
210 Rental from Inner Harbor Shoreline	569,435	525,000	633,834	525,000	0
211 Rental from C. L. Benton, Jr. Office Building	1,311,961	1,898,000	1,842,922	1,945,000	47,000
214 SW Resource Recovery Facility - Lease	951,177	1,027,000	1,027,271	1,109,453	82,453
226 Rental from Harborplace Pavilions	98,459	100,000	97,426	100,000	0
240 Harbor Shoreline - Docking Fees	87,285	0	108,405	0	0
241 Rental from Community Centers	210,340	180,000	257,257	216,000	36,000
243 Rentals from Wharfage - Piers and Docks	40,165	87,700	11,527	14,224	(73,476)
246 1st Mariner Arena Naming Rights	150,000	0	75,000	75,000	75,000
247 Convention Center	9,134,175	9,815,000	9,571,203	9,490,513	(324,487)
266 Advertising on City Property	0	0	0	1,000,000	1,000,000
267 Rental - Federal Day Care Center	0	31,000	0	31,000	0
	13,628,100	14,712,700	14,853,628	15,353,270	640,570
TOTAL: USE OF PROPERTY	13,628,100	14,712,700	14,853,628	15,353,270	640,570
FEDERAL GRANTS					
280 Civil Defense	181,214	179,000	0	179,000	0
	181,214	179,000	0	179,000	0
STATE AID					
401 Targeted Aid (Income Tax Disparity)	79,051,792	79,051,790	79,051,792	79,051,790	0
404 Security Interest Filing Fees	2,575,220	0	0	0	0
406 Police Protection Aid	53,840	53,839	53,840	53,839	0
415 Local Health Operations	6,675,053	6,675,053	6,675,053	6,675,053	0
475 Library Services	6,547,632	6,461,487	6,461,489	6,346,260	(115,227)
482 War Memorial	242,405	125,000	182,764	140,000	15,000
	95,145,942	92,367,169	92,424,938	92,266,942	(100,227)
TOTAL: STATE AID	95,145,942	92,367,169	92,424,938	92,266,942	(100,227)

GENERAL FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
PRIVATE GRANTS					
590 Interest - Enoch Pratt Endowment	46,000	25,000	25,000	25,000	0
593 Comcast Youth Works Annual Grant	80,000	30,000	30,000	30,000	0
	126,000	55,000	55,000	55,000	0
TOTAL: PRIVATE GRANTS	126,000	55,000	55,000	55,000	0
CHARGES - CURRENT SERVICES					
General Government					
618 Transcriber Service Charges	25,715	12,000	29,195	12,000	0
620 RBDL Administration Fee	6,631	8,300	6,915	8,200	(100)
621 Bill Drafting Service	14,848	15,000	10,226	15,000	0
623 Zoning Appeal Fees	90,844	89,000	106,605	89,000	0
624 Rehab Loan Application Fees	21,568	15,000	11,553	15,000	0
628 Civil Marriage Ceremonies	14,910	14,000	14,400	14,000	0
632 Lien Reports	1,176,780	1,100,000	1,124,741	1,111,000	11,000
633 Election Filing Fees	2,840	2,500	14,102	1,200	(1,300)
634 Surveys Sales of Maps and Records	44,156	54,000	28,014	49,355	(4,645)
635 Telephone Commissions	0	5,000	0	5,000	0
636 3rd Party Disability Recoveries	74,436	60,000	61,471	60,000	0
637 Open Enrollment Expense Reimbursement	0	35,000	0	35,000	0
638 Semi - Annual Tax Payment Fee	298,929	500,000	201,514	500,000	0
639 Tax Roll Service Charge	10,392	15,000	8,711	15,000	0
640 Audit Fees - Comptroller's Office	575,819	575,000	509,538	680,500	105,500
643 Reimbursable Billing Costs	0	800	0	533	(267)
648 Sub-division Plat Charges	20,866	13,000	10,745	37,975	24,975
649 Vending Machine Commissions	73,688	60,000	50,249	60,000	0
651 Reimbursement for Use of City Vehicles	3,646	25,000	19,005	25,000	0
654 Charges for Central City Services	10,413,899	13,011,185	9,960,044	14,319,047	1,307,862
	12,869,967	15,609,785	12,167,028	17,052,810	1,443,025
Public Safety and Regulation					
656 Animal Shelter Sales and Charges	1,397	0	206	30,000	30,000
657 Liquor Board Advertising Fees	89,745	98,000	93,763	99,000	1,000
659 Sale of Accident and Incident Reports	283,449	286,000	288,619	280,000	(6,000)
660 Stadium Security Service Charges	1,408,220	1,000,000	1,208,013	1,100,000	100,000
661 Port Fire Protection (MPA)	1,399,940	1,399,940	1,399,940	1,399,940	0
662 Sheriff - District Court Service	3,103,743	3,100,000	3,473,109	3,100,000	0
663 False Alarm Fees	453,891	650,000	375,836	600,000	(50,000)
664 Fire Dept - Sales of Reports	20,237	20,000	20,096	31,250	11,250
665 Fire Ambulance Stadium Service	34,800	43,600	35,600	43,600	0
667 Fire Department Employment Application Fee	0	94,000	5,140	94,000	0
	6,795,422	6,691,540	6,900,322	6,777,790	86,250
Health					
680 Miscellaneous Environmental Fees	16,410	21,000	13,500	12,660	(8,340)
681 Air Quality Fees (1989, Ordinance #323)	0	50,000	0	50,000	0
700 New Health Plan Review	0	0	0	21,375	21,375
701 Hazard Analysis Critical Control Point Plan	0	0	0	42,000	42,000
	16,410	71,000	13,500	126,035	55,035
Social Services					
706 Sheriff - DHR Service Agreement	531,332	580,000	549,312	580,000	0
	531,332	580,000	549,312	580,000	0
Recreation and Culture					
754 Waxter Center Memberships	2,736	4,000	8,507	4,000	0
756 William J. Myers Soccer Pavilion	78,764	0	0	0	0
757 Dominic "Mimi" DiPietro Ice Rink	134,204	0	0	0	0
758 Middle Branch Water Resource Center	64,050	0	0	0	0
759 Mt. Pleasant Ice Arena	394,708	0	0	0	0
760 Clarence H. "Du" Burns Arena	40,315	0	0	0	0
761 Northwest Park	54,457	0	0	0	0

GENERAL FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
Recreation and Culture (Continued)					
773 Video Rental and Other Charges	70,517	92,000	100,809	76,000	(16,000)
777 Swimming Pool Passes	91,347	125,000	66,516	130,000	5,000
	931,098	221,000	175,832	210,000	(11,000)
Highways					
785 Impounding Cars - Storage	5,039,700	2,175,000	5,329,063	5,172,000	2,997,000
	5,039,700	2,175,000	5,329,063	5,172,000	2,997,000
Sanitation and Waste Removal					
795 Landfill Disposal Tipping Fees	6,184,826	5,300,000	5,744,632	6,500,000	1,200,000
797 Solid Waste Surcharge	2,636,884	2,500,000	2,215,590	2,500,000	0
799 Southwest Resource Recovery Facility	688,537	670,000	676,400	688,000	18,000
	9,510,247	8,470,000	8,636,622	9,688,000	1,218,000
TOTAL: CHARGES - CURRENT SERVICES	35,694,176	33,818,325	33,771,679	39,606,635	5,788,310
OTHER REVENUE					
General Government					
864 Single Stream Recycables	22,778	36,000	472,229	540,000	504,000
868 CHAP - Miscellaneous Revenue	17,866	20,000	22,865	103,375	83,375
869 Prior Year Reserve	550,000	0	0	6,800,000	6,800,000
872 Miscellaneous Revenue	442,031	245,000	2,180,386	245,000	0
873 Penalties and Interest Excl Real and Personal	1,532,622	500,000	1,240,181	500,000	0
875 Asbestos Litigation Settlement Proceeds	0	0	37,166	0	0
877 Sale of Scrap/Recycled Metal	141,255	89,000	34,931	89,000	0
	2,706,552	890,000	3,987,758	8,277,375	7,387,375
Public Safety and Regulation					
885 Police - Miscellaneous	46,600	27,000	39,864	26,000	(1,000)
	46,600	27,000	39,864	26,000	(1,000)
TOTAL: OTHER REVENUE	2,753,152	917,000	4,027,622	8,303,375	7,386,375
REVENUE TRANSFERS					
951 From (To) Loan and Guarantee Enterprise Fund	(1,365,000)	(1,365,000)	(2,730,000)	0	1,365,000
952 From Parking Management Fund	25,752,906	31,351,939	42,864,175	29,048,117	(2,303,822)
953 From (To) Unemployment Fund	0	0	(2,100,000)	0	0
955 From (To) Worker's Comp Fund	0	0	(29,000,000)	0	0
960 From (To) Motor Vehicle Fund	(31,700,000)	(8,865,884)	0	0	8,865,884
962 From (To) Capital	2,328,000	0	0	0	0
	(4,984,094)	21,121,055	9,034,175	29,048,117	7,927,062
TOTAL: REVENUE TRANSFERS	(4,984,094)	21,121,055	9,034,175	29,048,117	7,927,062
SURPLUS					
999 Prior Year Fund Balance	60,000,000	0	0	2,000,000	2,000,000
	60,000,000	0	0	2,000,000	7,927,062
TOTAL GENERAL FUND	1,362,880,472	1,382,819,744	1,388,239,766	1,416,868,024	34,048,280

MOTOR VEHICLE FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
MOTOR VEHICLE					
Taxes - State Shared					
101 State Highway User Revenues	132,655,208	124,810,100	127,994,456	122,333,350	(2,476,750)
	132,655,208	124,810,100	127,994,456	122,333,350	(2,476,750)
Licenses and Permits					
169 Permits and Inspection - Private Paving	31,592	35,000	141,447	35,000	0
170 Developer Agreement Fees	271,387	500,000	194,699	350,000	(150,000)
171 Street Cut Permit Fees	327,475	370,000	425,985	532,000	162,000
179 Alley Gating - Application Fee	1,750	0	700	0	0
	632,204	905,000	762,831	917,000	12,000
Fines and Forfeits					
175 Stormwater and Sediment Control Penalties	0	2,000	0	2,000	0
176 Street Cut Fines	9,300	10,500	18,206	70,000	59,500
180 Red Light Fines	9,742,349	6,397,200	6,756,416	6,327,000	(70,200)
181 Right Turn On Red Fines	0	2,718,000	2,178,369	1,787,000	(931,000)
182 Speed Cameras	2,449,194	3,465,000	16,701,607	15,000,000	11,535,000
	12,200,843	12,592,700	25,654,598	23,186,000	10,593,300
Use of Money and Property					
201 Expressway Air Space Leases	4,590	8,400	10,147	8,400	0
205 Earnings on Investments	137,270	512,000	85,342	137,000	(375,000)
220 MTA Bus Shelter Agreement	76,932	200,000	446,486	200,000	0
	218,792	720,400	541,975	345,400	(375,000)
Charges - Current Services					
652 Impounding Cars	6,076,312	3,540,709	3,447,115	3,631,000	90,291
666 Pulaski Private Tow - Rebate	0	0	130,863	128,000	128,000
667 Fallsway Private Tow - Rebate	0	0	96,641	97,000	97,000
781 Stormwater and Sediment Control Fees	194,772	120,000	(1,750)	136,400	16,400
785 General Revenue Highways	2,317,224	2,200,000	2,548,191	2,200,000	0
788 Traffic Engineering	35,583	33,000	36,560	25,000	(8,000)
	8,623,891	5,893,709	6,257,620	6,217,400	323,691
Other Revenue					
111 Overhead Reimbursement	(1,148,152)	(1,000,000)	(1,148,152)	(1,000,000)	0
	(1,148,152)	(1,000,000)	(1,148,152)	(1,000,000)	0
Revenue Transfers					
890 From (To) General Fund	31,700,000	8,865,884	0	0	(8,865,884)
	31,700,000	8,865,884	0	0	(8,865,884)
Fund Balance					
899 From (To) Fund Balance	25,667,000	0	0	4,297,000	4,297,000
	25,667,000	0	0	4,297,000	4,297,000
TOTAL MOTOR VEHICLE FUND	210,549,786	152,787,793	160,063,328	156,296,150	3,508,357

PARKING MANAGEMENT FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
PARKING MANAGEMENT					
Licenses and Permits					
141 Residential Parking Permits	480,474	460,000	542,127	480,000	20,000
	480,474	460,000	542,127	480,000	20,000
Use of Money and Property					
201 Rental of Property	3,800	2,000	4,940	2,000	0
	3,800	2,000	4,940	2,000	0
Charges - Current Services					
759 Temporary Parking Lots	108,846	84,400	251,135	82,117	(2,283)
760 Parking Garages	3,558,414	3,756,000	4,110,964	3,862,010	106,010
866 Booting Fee	0	0	555,253	650,000	650,000
872 Miscellaneous Revenue	47,108	171,300	81,041	42,100	(129,200)
	3,714,368	4,011,700	4,998,393	4,636,227	624,527
TOTAL: PARKING MANAGEMENT	4,198,642	4,473,700	5,545,460	5,118,227	644,527
REVENUE TRANSFERS					
950 From Parking Enterprise Fund	37,312,107	43,439,000	53,018,872	41,651,796	(1,787,204)
952 To General Fund	(25,752,906)	(31,351,939)	(42,864,175)	(29,048,117)	2,303,822
	11,559,201	12,087,061	10,154,697	12,603,679	516,618
TOTAL: REVENUE TRANSFERS	11,559,201	12,087,061	10,154,697	12,603,679	516,618
TOTAL PARKING MANAGEMENT FUND	15,757,843	16,560,761	15,700,157	17,721,906	1,161,145

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
CONVENTION CENTER BOND FUND					
Sales and Service Taxes					
052 Hotel Tax	19,037,753	24,842,000	27,149,826	25,617,000	775,000
	19,037,753	24,842,000	27,149,826	25,617,000	775,000
TOTAL: CONVENTION CENTER BOND FUND	19,037,753	24,842,000	27,149,826	25,617,000	775,000
REVENUE TRANSFERS					
953 Transfer to General Fund	(14,693,436)	(20,239,916)	(22,495,695)	(21,014,916)	(775,000)
	(14,693,436)	(20,239,916)	(22,495,695)	(21,014,916)	(775,000)
TOTAL: REVENUE TRANSFERS	(14,693,436)	(20,239,916)	(22,495,695)	(21,014,916)	(775,000)
TOTAL CONVENTION CENTER BOND FUND	4,344,317	4,602,084	4,654,131	4,602,084	0

WASTEWATER UTILITY FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
WASTE WATER UTILITY					
Fines and Forfeits					
838 Non - Compliance Fines	2,000	3,405	3,550	3,000	(405)
	2,000	3,405	3,550	3,000	(405)
Use of Money and Property					
835 Interest Income	42,218	113,000	64,610	113,000	0
	42,218	113,000	64,610	113,000	0
Charges - Current Services					
825 Sewerage Charges - City	96,599,710	102,510,648	98,023,310	114,770,115	12,259,467
826 Sewerage Charges - Counties	54,672,380	59,740,381	57,746,965	57,209,507	(2,530,874)
827 Treated Effluent - Bethlehem Steel	32,000	28,000	23,000	28,000	0
831 Sewerage Charges - City Agencies	13,272,402	13,405,593	15,819,668	14,355,430	949,837
832 Industrial Waste Surcharge - City	3,195,041	3,691,447	3,455,428	3,338,818	(352,629)
833 Industrial Waste Surcharge - Counties	1,376,509	1,600,000	1,765,778	1,400,000	(200,000)
837 Pretreatment Permits	334,824	250,000	226,821	275,000	25,000
	169,482,866	181,226,069	177,060,970	191,376,870	10,150,801
Other Revenue					
830 Sanitation and Waste Removal - General	677,921	1,000,000	863,451	700,000	(300,000)
	677,921	1,000,000	863,451	700,000	(300,000)
Fund Balance					
834 From (To) Fund Balance	0	(403,638)	(403,638)	51,258	454,896
	0	(403,638)	(403,638)	51,258	454,896
TOTAL WASTE WATER UTILITY FUND	170,205,005	181,938,836	177,588,943	192,244,128	10,305,292

WATER UTILITY FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
WATER UTILITY					
Use of Money and Property					
851 Water - Rental Real Property	126,442	116,000	153,912	126,442	10,442
856 Interest Income	296,038	237,000	216,258	237,000	0
	422,480	353,000	370,170	363,442	10,442
Charges - Current Services					
839 Metered Water - Carroll County	355,273	355,515	413,190	422,100	66,585
840 Metered Water - City	59,694,195	62,341,219	59,913,419	70,922,673	8,581,454
841 Metered Water - Baltimore County	41,684,198	47,137,136	41,684,194	49,197,097	2,059,961
842 Metered Water - Anne Arundel County	2,972,396	3,500,000	2,798,410	3,531,504	31,504
843 Metered Water - Howard County	10,739,730	10,651,385	10,590,738	11,706,306	1,054,921
844 Metered Water - Harford County	231,704	129,000	205,287	190,750	61,750
846 Special Water Supply Service	511,390	549,859	362,387	599,346	49,487
848 Private Fire Protection Service	552,282	609,337	616,425	664,178	54,841
849 Fire Hydrant Permits	39,875	64,336	51,565	43,600	(20,736)
854 Water Charges to City Agencies	5,568,271	5,710,811	6,010,339	6,615,663	904,852
858 Penalties	7,657,033	6,400,000	7,352,738	7,657,033	1,257,033
	130,006,347	137,448,598	129,998,692	151,550,250	14,101,652
Other Revenue					
852 Sundry Water	186,419	202,430	341,306	186,419	(16,011)
857 Reimbursable Billing Costs	49	17,208	23	14,656	(2,552)
859 Scrap Meters	0	47,000	22,226	47,000	0
	186,468	266,638	363,555	248,075	(18,563)
Fund Balance					
855 From (To) Fund Balance	0	2,064,604	2,064,604	(3,294,826)	(5,359,430)
	0	2,064,604	2,064,604	(3,294,826)	(5,359,430)
TOTAL WATER UTILITY FUND	130,615,295	140,132,840	132,797,021	148,866,941	8,734,101

PARKING ENTERPRISE FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
PARKING ENTERPRISE					
Taxes - Local					
044 Parking Garages and Lots Tax	21,441,338	26,305,000	26,535,322	25,091,000	(1,214,000)
	21,441,338	26,305,000	26,535,322	25,091,000	(1,214,000)
Licenses and Permits					
165 Open Air Garage Permits	856,213	1,000,000	911,528	825,000	(175,000)
	856,213	1,000,000	911,528	825,000	(175,000)
Fines and Forfeits					
181 Parking Fines	10,690,373	14,489,000	16,371,597	12,797,000	(1,692,000)
182 Penalties on Parking Fines	6,772,470	6,500,000	7,458,274	7,380,000	880,000
	17,462,843	20,989,000	23,829,871	20,177,000	(812,000)
Use of Money and Property					
579 Garage Income	22,937,256	22,660,000	23,530,175	23,318,000	658,000
	22,937,256	22,660,000	23,530,175	23,318,000	658,000
Charges - Current Services					
664 Parking Meters	7,769,153	11,000,000	11,690,965	11,000,000	0
	7,769,153	11,000,000	11,690,965	11,000,000	0
TOTAL: PARKING ENTERPRISE	70,466,803	81,954,000	86,497,861	80,411,000	(1,543,000)
REVENUE TRANSFERS					
952 To Parking Management Fund	(37,312,107)	(43,439,000)	(53,018,872)	(41,651,796)	1,787,204
953 From (To) Special Fund	(4,760,334)	(5,307,000)	(5,307,065)	(5,019,000)	288,000
	(42,072,441)	(48,746,000)	(58,325,937)	(46,670,796)	2,075,204
TOTAL: REVENUE TRANSFERS	(42,072,441)	(48,746,000)	(58,325,937)	(46,670,796)	2,075,204
TOTAL PARKING ENTERPRISE FUND	28,394,362	33,208,000	28,171,924	33,740,204	532,204

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
CONDUIT ENTERPRISE FUND					
USE OF PROPERTY					
249 Conduit Rental	10,304,760	10,526,594	12,882,478	11,868,339	1,341,745
	10,304,760	10,526,594	12,882,478	11,868,339	1,341,745
TOTAL: USE OF PROPERTY	10,304,760	10,526,594	12,882,478	11,868,339	1,341,745
TOTAL CONDUIT ENTERPRISE FUND	10,304,760	10,526,594	12,882,478	11,868,339	1,341,745

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUND DETAIL FOR OPERATING

REVENUE ACCOUNTS	FISCAL 2010 ACTUAL	FISCAL 2011 BUDGET	FISCAL 2011 PROJECTION	FISCAL 2012 ESTIMATE	BUDGET CHANGE
LOAN AND GUARANTEE ENTERPRISE					
Use of Money and Property					
200 Earnings on Investments	12,171	52,000	10,313	52,000	0
201 Rental of Property	125,000	125,000	125,000	125,000	0
202 Interest on Loans	25,085	0	1,003	0	0
	162,256	177,000	136,316	177,000	0
Other Revenue					
872 Miscellaneous Revenue	0	10,000	596	0	(10,000)
	0	10,000	596	0	(10,000)
Fund Balance					
889 From (To) Fund Balance	2,194,000	2,250,016	925,104	3,644,616	1,394,600
	2,194,000	2,250,016	925,104	3,644,616	1,394,600
TOTAL: LOAN AND GUARANTEE ENTERPRISE	2,356,256	2,437,016	1,062,016	3,821,616	1,384,600
REVENUE TRANSFERS					
951 From (To) General Fund	1,365,000	1,365,000	2,730,000	0	(1,365,000)
	1,365,000	1,365,000	2,730,000	0	(1,365,000)
TOTAL: REVENUE TRANSFERS	1,365,000	1,365,000	2,730,000	0	(1,365,000)
TOTAL LOAN AND GUARANTEE ENTERPRISE FUND	3,721,256	3,802,016	3,792,016	3,821,616	19,600

FEDERAL FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

OUTCOME AND SERVICE	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	BUDGET CHANGE
Better Schools			
310 School Health Services	668,661	589,636	(79,025)
604 Early Childhood Education	1,015,319	1,499,405	484,086
605 Head Start	29,586,287	30,162,162	575,875
725 Senior Education	744,233	671,315	(72,918)
740 Dawson Center	240,000	360,546	120,546
800 Workforce Services for WIA Funded Youth	5,747,314	6,059,342	312,028
	38,001,814	39,342,406	1,340,592
Safer Streets			
110 Circuit Court	1,432,652	1,491,852	59,200
115 Prosecution of Criminals	611,287	1,493,317	882,030
316 Youth Violence Prevention	0	250,000	250,000
600 Administration - Fire	1,000,000	1,000,000	0
602 Fire Suppression and Emergency Rescue	1,435,574	1,435,574	0
608 Emergency Management	210,716	226,398	15,682
622 Police Patrol	47,523	150,000	102,477
623 Crime Investigation	79,660	0	(79,660)
626 Homeland Security - Intelligence	10,000,000	10,003,483	3,483
697 Traffic Safety	0	938,401	938,401
752 Community Outreach Services	112,286	0	(112,286)
758 Coordination of Public Safety Strategy	9,350,846	9,352,742	1,896
781 Administration - State's Attorney	16,969	0	(16,969)
785 Non-Support Services	844,587	0	(844,587)
786 Victim and Witness Services	295,623	325,529	29,906
796 Workforce Services for Ex-Offenders	500,000	500,000	0
	25,937,723	27,167,296	1,229,573
Stronger Neighborhoods			
356 Administration - Human Services	1,841,740	1,979,098	137,358
593 Community Support Projects	8,026,925	7,619,803	(407,122)
662 Vacant/Abandoned Property Cleaning and Boarding	1,480,900	1,896,179	415,279
681 Administration - DOT	375,000	375,000	0
684 Traffic Management	4,585,260	3,700,000	(885,260)
737 Administration - HCD	1,068,420	1,206,106	137,686
741 Community Action Centers	939,460	955,790	16,330
742 Promote Homeownership	328,776	364,808	36,032
748 Housing Development Finance and Project Management	1,291,056	1,399,746	108,690
750 Housing Rehabilitation Loans	911,999	1,491,314	579,315
762 Historic Preservation	302,417	322,237	19,820
763 Community Planning and Resource Management	572,258	697,064	124,806
768 Administration - Planning	1,164	1,706	542
893 Homeless Prevention	638,356	636,996	(1,360)
896 Permanent Housing for the Homeless	21,145,857	23,155,217	2,009,360
	43,509,588	45,801,064	2,291,476
Growing Economy			
575 Baltimore Economic Recovery Team (B.E.R.T.)	13,059,569	3,200,000	(9,859,569)
761 Development Oversight and Project Support	0	85,732	85,732
792 Workforce Services for TANF Recipients	4,718,002	4,848,196	130,194
795 Workforce Services for Baltimore Residents	7,339,400	7,782,331	442,931
846 Discrimination Investigations, Resolutions and Conciliations	50,128	50,884	756
	25,167,099	15,967,143	(9,199,956)

FEDERAL FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

Innovative Government

764	Six-Year Capital Improvement Program	83,083	0	(83,083)
766	Information Analysis for City Planning	80,960	0	(80,960)
		164,043	0	(164,043)

Cleaner and Healthier City

303	Clinical Services	5,838,721	4,989,651	(849,070)
305	Healthy Homes	3,224,385	1,757,509	(1,466,876)
307	Substance Abuse and Mental Health	0	325,000	325,000
308	Maternal and Child Health	16,092,678	14,986,980	(1,105,698)
311	Health Services for the Aging	0	6,147,720	6,147,720
315	Emergency Services - Health	2,343,384	653,933	(1,689,451)
676	Administration - DPW	2,339	0	(2,339)
678	Rat Control	88,143	0	(88,143)
715	Administration - Health	100,992	72,259	(28,733)
717	Environmental Health	6,745,200	6,733,175	(12,025)
718	Chronic Disease Prevention	6,922,531	2,189,538	(4,732,993)
720	HIV Treatment Services for the Uninsured	27,106,023	26,062,086	(1,043,937)
721	Senior Centers	3,007,330	3,264,209	256,879
722	Administration - CARE	159,842	12,379	(147,463)
723	Advocacy and Supportive Care for Seniors	181,430	161,411	(20,019)
724	Assistive and Directive Care for Seniors	1,315,901	1,671,241	355,340
765	Planning for a Sustainable Baltimore	159,601	144,681	(14,920)
894	Outreach to the Homeless	526,748	526,748	0
895	Temporary Housing for the Homeless	4,924,240	6,623,673	1,699,433
		78,739,488	76,322,193	(2,417,295)

TOTAL FEDERAL GRANTS

211,519,755	204,600,102	(6,919,653)
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FEDERAL FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

DISTRIBUTION OF COMMUNITY DEVELOPMENT BLOCK GRANT

AGENCY AND SERVICE	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	BUDGET CHANGE
Health			
721 Senior Centers	429,683	403,800	(25,883)
722 Administration - CARE	194	275	81
	429,877	404,075	(25,802)
Housing and Community Development			
593 Community Support Projects	8,026,925	7,619,803	(407,122)
604 Early Childhood Education	1,015,319	1,499,405	484,086
737 Administration - HCD	1,068,420	1,206,062	137,642
740 Dawson Center	240,000	360,546	120,546
742 Promote Homeownership	328,776	364,808	36,032
748 Housing Development Finance and Project Management	644,259	692,278	48,019
750 Housing Rehabilitation Loans	911,999	1,491,314	579,315
	12,235,698	13,234,216	998,518
M-R: Office of Human Services			
741 Community Action Centers	939,460	955,790	16,330
	939,460	955,790	16,330
Planning			
761 Development Oversight and Project Support	0	85,732	85,732
762 Historic Preservation	302,417	322,237	19,820
763 Community Planning and Resource Management	572,258	616,104	43,846
764 Six-Year Capital Improvement Program	83,083	0	(83,083)
765 Planning for a Sustainable Baltimore	159,601	144,681	(14,920)
768 Administration - Planning	1,164	1,706	542
	1,118,523	1,170,460	51,937
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANTS	14,723,558	15,764,541	1,040,983

STATE FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

OUTCOME AND SERVICE	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	BUDGET CHANGE
Better Schools			
310 School Health Services	897,800	935,045	37,245
605 Head Start	1,601,680	604,467	(997,213)
725 Senior Education	282,620	204,682	(77,938)
788 Information Services	9,581,948	9,725,818	143,870
791 BCPS Alternative Options Academy for Youth	189,364	191,000	1,636
	12,553,412	11,661,012	(892,400)
Safer Streets			
110 Circuit Court	6,449,760	5,765,085	(684,675)
115 Prosecution of Criminals	2,925,670	4,686,360	1,760,690
316 Youth Violence Prevention	1,491,641	1,170,330	(321,311)
602 Fire Suppression and Emergency Rescue	950,294	950,294	0
608 Emergency Management	6,077	5,367	(710)
609 Emergency Medical Services	47,487	47,487	0
611 Fire Code Enforcement	146,717	146,717	0
614 Fire Communications and Dispatch	2,200	2,200	0
621 Administration - Police	359,147	319,543	(39,604)
622 Police Patrol	4,435,719	4,487,196	51,477
623 Crime Investigation	250,000	250,000	0
624 Target Violent Criminals	2,397,156	2,385,283	(11,873)
634 Crowd, Traffic, and Special Events Management	8,541	0	(8,541)
757 Crime Camera Management	58,281	61,633	3,352
758 Coordination of Public Safety Strategy	1,134,324	1,143,525	9,201
781 Administration - State's Attorney	328	0	(328)
782 Charging and Pretrial Services	1,518,212	0	(1,518,212)
796 Workforce Services for Ex-Offenders	1,400,000	1,000,000	(400,000)
	23,581,554	22,421,020	(1,160,534)
Stronger Neighborhoods			
356 Administration - Human Services	121,690	121,690	0
644 Administration - Rec and Parks	127,785	209,900	82,115
646 Park Maintenance	11,388	0	(11,388)
690 Complete Streets and Sustainable Transportation	79,480	80,000	520
737 Administration - HCD	2,313	2,936	623
738 Energy Assistance	5,826,711	6,010,225	183,514
741 Community Action Centers	3,011,875	3,033,233	21,358
745 Housing Code Enforcement	30,257	0	(30,257)
893 Homeless Prevention	378,580	378,580	0
896 Permanent Housing for the Homeless	443,496	271,473	(172,023)
	10,033,575	10,108,037	74,462
Growing Economy			
575 Baltimore Economic Recovery Team (B.E.R.T.)	200,000	200,000	0
685 Special Events Support	14,709	0	(14,709)
794 Administration - MOED	100,000	102,051	2,051
798 Youth Works Summer Job Program	86,428	1,168,183	1,081,755
855 Convention Center	5,763,881	4,998,575	(765,306)
	6,165,018	6,468,809	303,791
Innovative Government			
125 Executive Direction and Control - Mayoralty	0	346,461	346,461
353 Office of Community Projects	346,401	0	(346,401)
731 Facilities Management	0	1,000,000	1,000,000
	346,401	1,346,461	1,000,060

STATE FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

Cleaner and Healthier City

303	Clinical Services	193,129	193,300	171
305	Healthy Homes	471,699	422,661	(49,038)
307	Substance Abuse and Mental Health	4,372,229	724,589	(3,647,640)
308	Maternal and Child Health	868,689	1,758,830	890,141
311	Health Services for the Aging	0	664,582	664,582
315	Emergency Services - Health	9,422,098	10,236,767	814,669
654	Urban Forestry	100,000	100,000	0
715	Administration - Health	24,453	47,315	22,862
717	Environmental Health	147,663	147,097	(566)
718	Chronic Disease Prevention	1,629,354	749,277	(880,077)
721	Senior Centers	729,358	728,710	(648)
722	Administration - CARE	48,953	59,366	10,413
723	Advocacy and Supportive Care for Seniors	2,055,965	1,937,432	(118,533)
724	Assistive and Directive Care for Seniors	1,593,607	1,674,403	80,796
754	Summer Food Service Program	3,233,961	3,243,731	9,770
765	Planning for a Sustainable Baltimore	14,000	14,000	0
894	Outreach to the Homeless	677,265	477,265	(200,000)
895	Temporary Housing for the Homeless	1,858,726	1,639,819	(218,907)
		27,441,149	24,819,144	(2,622,005)
TOTAL STATE GRANTS		80,121,109	76,824,483	(3,296,626)

SPECIAL FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

OUTCOME AND SERVICE	FISCAL 2011 BUDGET	FISCAL 2012 BUDGET	BUDGET CHANGE
Better Schools			
310 School Health Services	9,689,397	9,877,534	188,137
604 Early Childhood Education	212,385	128,099	(84,286)
788 Information Services	487,986	541,112	53,126
	10,389,768	10,546,745	156,977
Safer Streets			
110 Circuit Court	83,850	101,383	17,533
115 Prosecution of Criminals	50,000	50,000	0
316 Youth Violence Prevention	1,000,000	0	(1,000,000)
600 Administration - Fire	0	77,490	77,490
609 Emergency Medical Services	12,000,000	12,472,510	472,510
621 Administration - Police	42,960	34,024	(8,936)
624 Target Violent Criminals	2,475,000	2,375,000	(100,000)
627 911 Communications Center	6,970,648	7,241,896	271,248
697 Traffic Safety	0	2,764,805	2,764,805
758 Coordination of Public Safety Strategy	275,000	365,000	90,000
796 Workforce Services for Ex-Offenders	500,000	500,000	0
	23,397,458	25,982,108	2,584,650
Stronger Neighborhoods			
356 Administration - Human Services	862,418	45,661	(816,757)
644 Administration - Rec and Parks	139,698	147,078	7,380
648 Community Recreation Centers	125,443	125,443	0
653 Special Events - Recreation	0	531,686	531,686
684 Traffic Management	3,174,997	568,160	(2,606,837)
690 Complete Streets and Sustainable Transportation	7,205,540	7,049,206	(156,334)
737 Administration - HCD	0	143	143
745 Housing Code Enforcement	50,000	50,000	0
896 Permanent Housing for the Homeless	361,958	84,831	(277,127)
	11,920,054	8,602,208	(3,317,846)
Growing Economy			
695 Dock Master	144,660	259,089	114,429
809 Retention, Expansion, and Attraction of Businesses	100,000	100,000	0
810 Real Estate Development	100,000	100,000	0
814 Improve and Promote Retail Districts Beyond Downtown	100,000	100,000	0
	444,660	559,089	114,429
Innovative Government			
106 Legislative Reference Services	11,400	11,400	0
125 Executive Direction and Control - Mayoralty	0	99,960	99,960
132 Real Estate Acquisition and Management	129,614	145,986	16,372
148 Revenue Collection	436,619	435,733	(886)
152 Employees' Retirement System - Administration	5,535,965	5,817,330	281,365
154 Fire and Police Retirement System - Administration	4,297,699	4,474,737	177,038
487 Operation of War Memorial Building	50,000	50,000	0
649 Special Facilities Management - Recreation	922,985	1,131,896	208,911
700 Surplus Property Disposal	187,211	185,323	(1,888)
876 Media Production	852,894	852,894	0
	12,424,387	13,205,259	780,872

SPECIAL FUND

REVENUE ESTIMATE: FUND DETAIL FOR OPERATING

Cleaner and Healthier City

303	Clinical Services	156,506	156,506	0
305	Healthy Homes	30,000	30,000	0
308	Maternal and Child Health	1,306,500	1,291,500	(15,000)
647	Youth and Adult Sports	146,243	146,243	0
715	Administration - Health	79,543	60,847	(18,696)
717	Environmental Health	0	50,000	50,000
718	Chronic Disease Prevention	87,425	0	(87,425)
721	Senior Centers	139,932	0	(139,932)
723	Advocacy and Supportive Care for Seniors	14,650	0	(14,650)
724	Assistive and Directive Care for Seniors	231,883	308,364	76,481
		2,192,682	2,043,460	(149,222)
TOTAL SPECIAL GRANTS		60,769,009	60,938,869	169,860

Fiscal 2012 Summary of the Adopted Budget

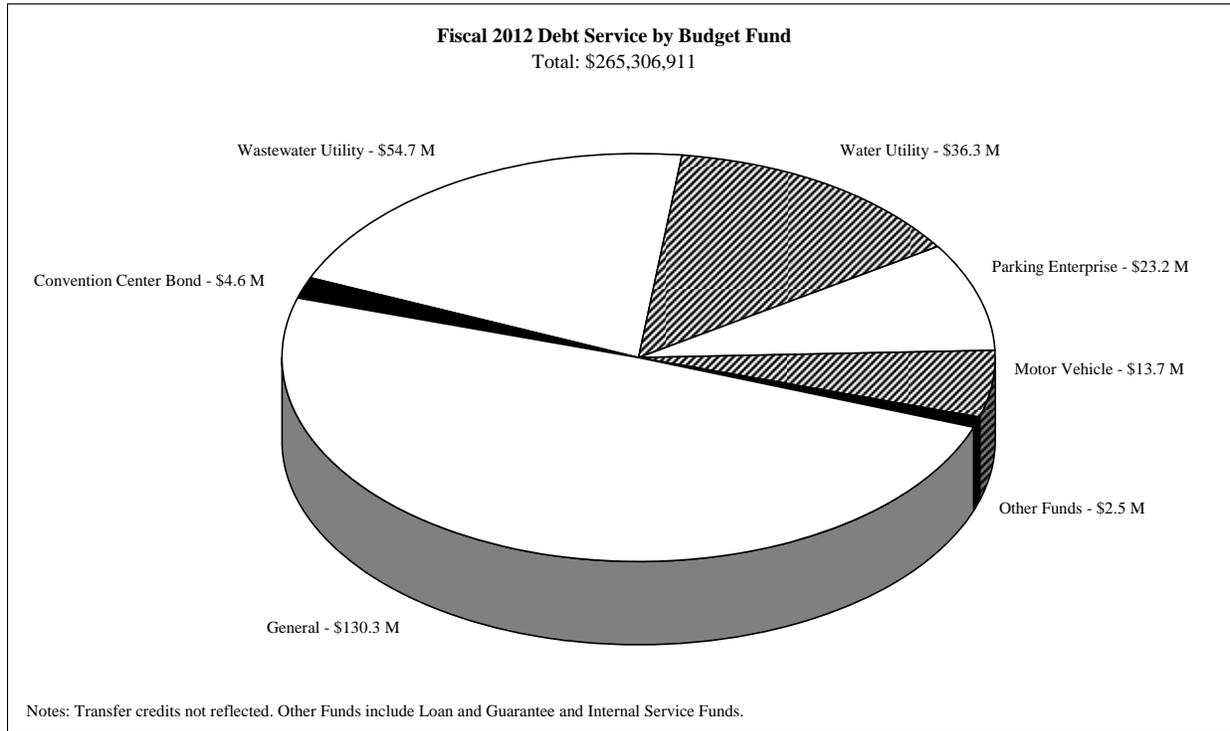
Debt Service



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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Debt Service Overview

SUMMARY



Total Debt Service

2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
\$220.5M	\$255.8M	\$265.3M

After expenses for personnel, contractual services and grants, subsidies and contributions, the single largest type of expenditure made in the City budget plan is for debt service payments. Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. In the formulation of the annual budget, the City Council is empowered by the Charter to reduce all appropriations except "such amounts as are for the payment of interest and principal of the municipal debt." Because of this provision the bonds are backed by the "full faith and credit" of the City.

The Fiscal 2012 appropriations for all funds (before transfer credits) of \$265.3 million are \$9.5 million above the Fiscal 2011 level of appropriation. The major changes result from an increase of \$5.6 million in the General Fund due to new G.O. Bonds issuance, \$4.6 million in Wastewater Utility Fund for consent decree projects and \$3.6 million in Water Utility Fund appropriations. The increases are offset by the reduction of \$2.8 million in the Motor Vehicle Fund due to delayed bond issuance and \$1.4 million in the Internal Service Fund appropriation.

SELECTED GENERAL OBLIGATION DEBT STATISTICS

At June 30th	Gross Bonded Debt (000s)	Net General Bonded Debt		
		Amount (000s)	Taxable Value of Property	Per Capita
2001	\$483,500	\$469,948	2.49%	\$734
2002	\$506,079	\$486,269	2.53%	\$765
2003	\$564,380	\$546,665	2.78%	\$856
2004	\$579,382	\$561,283	2.76%	\$873
2005	\$579,960	\$552,457	2.55%	\$868
2006	\$588,604	\$562,522	2.43%	\$884
2007	\$609,950	\$579,654	2.31%	\$909
2008	\$646,533	\$563,954	1.92%	\$885
2009	\$629,018	\$587,778	1.72%	\$922
2010	\$631,993	\$590,674	1.58%	\$951

Source: Fiscal 2010 CAFR, page 112. 2010 Per Capita data is updated with census figures.

Debt Management Policy

The amount of debt authorized and issued annually is subject to limits incorporated in the City's debt policy. This policy adopted by the Board of Estimates on August 22, 1990 sets forth borrowing limits for the capital budget process and establishes guidelines for capital budget plans. The policy is subject to review every five years or as recommended by the Director of Finance. The limit on annual tax supported borrowing is \$60.0 million. The City annual cash borrowing is guided by authorized project requirements.

City policy consolidates most financing arrangements in the Bureau of Treasury Management and recognizes conditional purchase agreements as debt service for the purpose of evaluating the City's financial condition and budget planning. The policy also calls for scheduling debt service payments to minimize fluctuations in annual budgetary requirements and increased utilization of pay-as-you-go financing to reduce borrowing requirements.

In Fiscal 1992 and 1993, the Maryland General Assembly enacted legislation and City voters ratified local legislation permitting the City to issue General Obligation Bonds with call provisions and to refinance debt, thus allowing the City to take advantage of favorable interest rates and achieve debt service expense savings. The City first took advantage of this legal authorization in an April 1992 General Obligation Bond sale. Legislation has been enacted and approved by the City voters which will improve debt management by authorizing (1) the City to negotiate general obligation sales; (2) the Board of Finance to structure debt maturities and interest payment schedules; (3) the Board of Finance to approve fixed, variable or other interest rates on bonds; and (4) the City to issue "mini-bonds" in denominations as small as \$500.

Legal Debt Limits

All general obligation debt is secured by the full faith and credit of the City. The City has unlimited taxing authority with respect to property taxes to support general obligation debt service requirements. The City is not constrained by any legal limits on the amount of its General Obligation debt, but is guided by prudent limits set forth in local debt policy. In

addition to conservative debt management policies, the City is controlled in the amount of debt that may be incurred by the Constitution of Maryland, which requires a three-step procedure for the creation of debt by the City of Baltimore. First there must be an act of the Maryland General Assembly or a resolution of the majority of the City's delegates to the General Assembly. Pursuant to State authorization, the Mayor and City Council must approve an ordinance. Finally, the voters of the City must ratify the debt issuance.

Effects of Existing Debt on Current and Future Operations

Debt service expense and appropriation data is summarized by fund and type of debt at the end of this section. Based on traditional debt ratio evaluation criteria, current debt burdens and those forecasted, the City's debt is within acceptable limits. As a result of the annual debt review by the rating agencies, the City maintains a General Obligation bond rating of Aa2 with Moody's Investor Service and AA- with Standard & Poor's. These credit ratings reflect the judgment of the rating agencies that the City has strong capacity to pay principal and interest on debt. Debt service requirements, in and of themselves, do not place an unusual burden on the resource base of the City. Selected debt management factors are listed below.

- The City's net General Obligation debt is below the recommended 3-4% of actual taxable value of property (1.58%, 2010). Net General Obligation debt is below the \$1,200 per capita figure suggested as a danger point by credit analysts (\$951, 2010)
- The City is not constrained by any legal limits on its debt authorization limit but is guided by prudent limits set forth in local debt policy.
- The City has no overlapping debt and no instance of default.
- The City has unlimited taxing authority with respect to property taxes.

Principal and interest obligations of the Water and Waste Water Utility and Parking Enterprise funds are payable from the earnings of the respective funds. Appropriate ratios of pledged revenues to maximum annual debt service obligations must be and are maintained for the respective funds.

SCHEDULE OF LONG TERM DEBT SERVICE
 Estimated Principal and Interest Payments
 Including Fiscal 2011 Actual and Fiscal 2012 Estimated Debt Issuance

Fiscal year	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
2012	90,449	33,276	124,544	17,037
2013	80,807	32,696	153,854	15,685
2014	70,022	28,403	156,448	15,842
2015	63,663	26,306	157,688	15,841
2015	62,828	29,261	158,015	16,994
2017 & After	720,914	81,908	3,078,585	369,341
Total	1,088,683	231,850	3,829,134	450,740

Source: Bureau of Treasury Management, un-audited estimate based on the Comprehensive Annual Financial Report, Year Fiscal 2010 and adjusted for estimated impacts of Fiscal 2011 and 2012 financing plans.

General Debt is made up of General Obligation bonds and bond anticipation notes. Conditional Purchase Agreements or capital lease obligations do not constitute a pledge of the full faith and credit or taxing powers of the City. The agreements are subject to termination if sufficient funds are not appropriated by the City Council. Revenue Debt is composed of Water Utility Fund, Waste Water Utility Fund, Parking Facilities Industrial Development Authority, Storm water and Convention Center revenue financings. Other Debt consists of tax increment financing and long-term financing with the State and federal government.

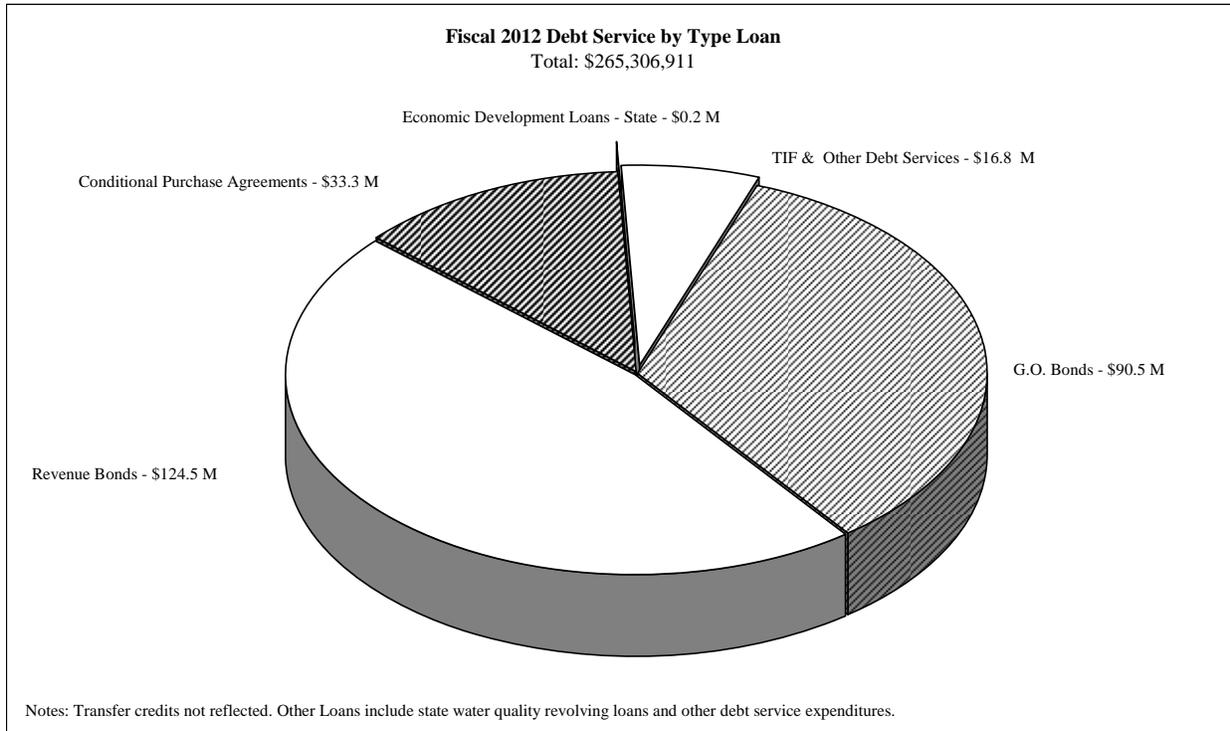
INCREASES IN LONG TERM DEBT SERVICE
Due to Fiscal 2011 and Planned Fiscal 2012 Borrowing

Outstanding Debt Service	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
6/30/2010	910,055	208,027	3,077,866	346,005
Estimated 06/30/12	1,088,683	231,850	3,829,134	450,740
Change	178,628	23,823	751,268	104,735

The schedule above shows the estimated change in outstanding debt based on planned Fiscal 2011 and 2012 borrowings. The City does not have a general obligation statutory debt limit, but is subject to a three-step process described in "Legal Debt Limits" above. Outstanding debt per capita and the ratio to assessed value will increase, but still remain well below danger point thresholds. Revenue debt service constitutes the largest increase due primarily to continued borrowings for the water and wastewater enterprise funds. A large portion of these borrowings is in response to the City's April 2002 consent decree between the City, U.S. Environmental Protection Agency and the Maryland Department of the Environment to reduce sanitary sewer overflows during heavy rainfall.

Revenue debt limits are established from time to time by the City Council and are issued in accordance with their respective bond indentures. Increased debt service in the "Other Debt" category is due primarily to Tax Increment Financings (TIF). The City has a TIF policy in effect that places limits on the types of TIF projects and, among other things, requires consistency with the City's economic and development goals.

TYPES OF DEBT SERVICE PAYMENTS



General Obligation Debt

2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
\$84.3M	\$85.9M	\$90.5M

The Fiscal 2012 General Obligation Debt service appropriation increases from \$85.9 million to \$90.5 million.

The State Constitution requires that General Obligation debt may not have a term longer than 40 years. In general, the City's debt has a maximum maturity of no more than 20 years. This long-term debt, by law, is supported by the pledge of the full faith and credit of the City and payment is a first requirement for revenues derived from local property taxing powers. The City has no statutory limitation on the property tax levy.

Conditional Purchase Agreements

2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
\$29.0M	\$34.7M	\$33.3M

The Fiscal 2012 appropriation decreases from \$34.7 million to \$33.3 million.

The City has entered into various Conditional Purchase Agreements (CPAs) to construct or purchase facilities and/or to acquire equipment. CPAs are long-term capital leases with annual principal and interest payment schedules that must be met for the City to acquire the asset. CPAs do not constitute a debt of the City within the meaning of any constitutional or statutory limit, nor are they supported by a pledge of the full faith and credit or taxing power of the City. In contrast to General Obligation debt, the City is not obligated to make annual appropriations. In the event the City fails to meet scheduled payments, the agreements are terminated and the City loses the right to use or acquire the financed asset. The City appropriates payments for facilities and equipment which continue to meet the City's public service objectives.

Revenue Bonds

2010	2011	2012
<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
\$90.0M	\$117.8M	\$124.5M

The Fiscal 2012 appropriation increases from \$117.8 million to \$124.5 million.

Revenue bond financing supports the capital requirement needs of enterprise operations, including the Parking Enterprise fund. The revenue generated by the operations is pledged to support debt service payments of these funds. Revenue bonds are not general obligations of the City. In the case of the Parking Enterprise Fund, revenues from parking taxes, parking fines and penalties and other parking revenues provide an additional security for the payment of debt service. Parking revenues in excess of parking debt service and operating expenses are transferred to the general fund.

State Economic Development Loans

2010	2011	2012
<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
\$0.4M	\$0.3M	\$0.2M

Under provisions of Subtitle 4 (Maryland Industrial Land Act or MILA) and Title 5 (Maryland Industrial and Commercial Redevelopment Fund or MICRF) of Article 83A of the Annotated Code of Maryland, the City and other subdivisions of the State, may borrow funds for industrial or commercial development projects. The funds may be loaned to private enterprises for the development of specific projects. In the case of MICRF loans, the funds borrowed from the State may also be used to insure or guarantee projects. The State sets the interest rate, term and repayment provisions of the loans. In both cases, the City is liable for repayment of principal and interest amounts on the loans in the event of failure or default of the private enterprise. Such loans are not considered general obligations of the City. The City uses these loan programs as part of its economic development program to stabilize and expand employment and tax base. Payments from businesses utilizing these programs provide General Fund revenue supporting expenses for this borrowing program

Tax Increment Financing

2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
\$1.9M	\$12.3M	\$11.9M

The City is incurring in debt service expense for Tax Increment Financing (TIF) Bonds. This widely used financing mechanism has been adopted by the City for certain public improvements within designated districts. Taxes derived from the increased valuation (the tax increment) are used to pay debt service on the bonds used within the district. Local law provides that a supplemental tax within the each district is to be levied if the tax increment is not sufficient to cover debt service.

Other Debt Service

2010 <u>Actual</u>	2011 <u>Budget</u>	2012 <u>Budget</u>
\$13.8M	\$4.8M	\$4.9M

The Fiscal 2012 appropriation remains stable at \$4.9 million in comparison to the Fiscal 2011 total of \$4.8 million.

DEBT SERVICE EXPENSES BY FUND AND TYPE

	Fiscal 2011 Budget	Fiscal 2012 Budget	Change in Budget
General Fund			
G.O. Bonds	80,274,924	86,177,292	5,902,368
Bond anticipation Notes	16,597	18,408	1,811
Conditional Purchase Agreement	30,895,032	30,860,978	(34,054)
Economic Development Loans - State	289,521	242,922	(46,599)
Tax Increment Financing	12,265,873	11,925,507	(340,366)
Other Debt Service	983,117	1,080,756	97,639
Total	124,725,064	130,305,863	5,580,799
Motor Vehicle Fund			
G.O. Bonds	4,831,568	3,431,732	(1,399,836)
Revenue Bonds	11,536,691	10,118,503	(1,418,188)
Other Debt Service	178,287	175,437	(2,850)
Total	16,546,546	13,725,672	(2,820,874)
Convention Center Bond Fund			
Revenue Bonds	4,572,084	4,572,084	0
Other Debt Service	30,000	30,000	0
Total	4,602,084	4,602,084	0
Wastewater Utility Fund			
Revenue Bonds	48,591,552	53,203,648	4,612,096
Other Debt Service	1,532,712	1,532,712	0
Total	50,124,264	54,736,360	4,612,096
Water Utility Fund			
G.O. Bonds	840,000	840,000	0
Revenue Bonds	30,760,141	34,350,920	3,590,779
Other Debt Service	1,083,000	1,083,000	0
Total	32,683,141	36,273,920	3,590,779
Parking Enterprise Fund			
Revenue Bonds	22,298,843	22,298,843	0
Other Debt Service	882,739	882,739	0
Total	23,181,582	23,181,582	0
Loan and Guarantee Enterprise Fund			
Conditional Purchase Agreement	556,320	556,320	0
Other Debt Service	56,000	56,000	0
Total	612,320	612,320	0
Internal Service Fund			
Conditional Purchase Agreement	3,275,258	1,859,110	(1,416,148)
Other Debt Service	10,000	10,000	0
Total	3,285,258	1,869,110	(1,416,148)
Total Operating Debt Service Expenses	255,760,259	265,306,911	9,546,652

Fiscal 2012 Summary of the Adopted Budget

Appendix



FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Baltimore Profile - General City Information

Baltimore City was founded on July 30, 1729. Incorporated in 1797, Baltimore City became independent from Baltimore County in 1851. Geographically, the City is well positioned between Washington, D.C. and New York City along the Interstate 95 corridor. Baltimore-Washington International Thurgood Marshall Airport, Amtrak and MARC train service and Light and Metro Rail ease the transportation of people and freight. According to the most recent U.S. Census data, Baltimore's port ranks 11th nationally for the total dollar value of cargo and 13th for the amount of cargo tonnage handled.

Baltimore City has a total area of 92.1 square miles (238.5 sq. km) and 12.3% is water. According to the 2010 U.S. Census, Baltimore City had a population of 626,664 and a population density of 6,804 people per square mile.

Baltimore City has an inventory of approximately 8,500 downtown hotel rooms. The Baltimore City Convention Center has 300,000 square feet of exhibit halls, 85,000 square feet of meeting rooms, and a 36,000 square foot ballroom. The professional baseball team the Baltimore Orioles, the professional football team the Baltimore Ravens and the professional indoor soccer team the Baltimore Blast call Baltimore City home.

LARGEST PRIVATE SECTOR EMPLOYERS WITH HEADQUARTERS IN THE CITY

	<u>Rank</u>		<u>Rank</u>
Johns Hopkins University	1	Abacus	6
Johns Hopkins Health Care System	2	Mercy Health Services	7
University of Maryland Medical System	3	T. Rowe Price Group Inc.	8
LifeBridge Health	4	CareFirst BlueCross BlueShield	9
Constellation Energy Group	5	Saint Agnes Hospital	10

Source: Baltimore Business Journal Book of Lists 2011

MOST POPULAR TOURIST ATTRACTIONS

	Visitors per Year		Visitors per Year
Harborplace and The Gallery	13 Million	National Aquarium in Baltimore	2 Million
Power Plant	8 Million	First Mariner Arena	800,000
Power Plant Live!	3 Million	M&T Bank Stadium	800,000
Lexington Market	3 Million	Fort McHenry National Monument	606,589
Oriole Park at Camden Yards	2 Million	Maryland Science Center	500,000

Source: Baltimore Business Journal Book of Lists 2011

COLLEGES AND UNIVERSITIES

Baltimore City Community College	Maryland Institute College of Art
Baltimore International College	Morgan State University
Baltimore Hebrew University	Peabody Conservatory of Music
College of Notre Dame of Maryland	Sojourner-Douglass College
Coppin State University	University of Baltimore
Johns Hopkins University	University of Maryland, Baltimore
Loyola University in Maryland	

Source: Maryland Colleges and Universities website

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
 Demographic and Economic Profile and Trends

Population Characteristics	1970	1980	1990	2000	2010
Total Population	905,759	786,775	736,014	651,154	626,664
Sex:					
Male	47.2%	46.7%	46.7%	46.6%	47.1%
Female	52.8%	53.3%	53.3%	53.4%	52.9%
Age:					
0-4	8.4%	6.7%	8.0%	6.4%	6.6%
5-19	28.5%	24.2%	19.8%	21.7%	18.4%
20-44	30.6%	35.8%	41.2%	37.5%	38.1%
45-64	21.9%	20.5%	17.5%	21.2%	25.2%
65 and Over	10.6%	12.8%	13.6%	13.2%	11.7%
Race:					
White	53.0%	43.9%	39.3%	31.6%	29.6%
Black	46.4%	54.8%	59.2%	64.3%	63.7%
Asian	0.3%	0.6%	1.1%	1.5%	2.3%
Other	0.3%	0.7%	0.4%	1.1%	2.3%
Two or More Races	N/A	N/A	N/A	1.5%	2.1%

Source: U.S. Census Bureau, Decennial Census Data, American FactFinder Database

Number of Jobs by Sector	1990	2000	2008	2009	2010
Government	85,256	83,416	77,894	77,876	80,171
Services and Other	148,109	150,864	175,479	170,989	171,882
Manufacturing	43,408	27,595	15,814	13,690	13,028
Retail Trade	58,564	42,034	N/A	N/A	N/A
Financial Activities	44,535	32,307	20,374	17,892	16,831
Trade, Transportation, and Utilities	24,577	18,636	39,316	36,374	35,430
Wholesale Trade	24,977	17,114	N/A	N/A	N/A
Construction	17,245	13,474	10,745	9,823	9,167
Other	N/A	2,119	18	10	10
Total	446,671	387,558	339,640	326,654	326,519

Source: Maryland Department of Labor, Licensing, and Regulation, Baltimore City Fact Sheet

Per Capita Personal Income	2005	2006	2007	2008	2009
Baltimore City	\$31,337	\$32,648	\$34,481	\$36,622	\$37,383
Maryland	\$42,480	\$44,979	\$46,998	\$48,472	\$48,247
Baltimore City as percent of State	73.8%	72.6%	73.4%	75.6%	77.5%
United States	\$35,424	\$37,698	\$39,461	\$40,674	\$39,635
Baltimore City as percent of U.S.	88.5%	86.6%	87.4%	90.0%	94.3%

Source: US Department of Commerce Bureau of Economic Analysis - Local Area Personal Income Tables, 2005-09

Fiscal 2012
SUMMARY OF THE ADOPTED BUDGET
 Major City Agencies - Selected Statistics

Enoch Pratt Public Library

Budgeted Positions	403
Collection Counts (i.e. books, videos, audios)	2.6 million
Circulation	1.2 million
Attendance	1.7 million
Reference Questions Answered	1.7 million
Web Site views (prattlibrary.org)	12.1 million
Web Site page views - Sailor	24.8 million
Branches	22
Book Mobile	2

Fire

Budgeted Positions	1,792
Fire Stations	38
First Line Equipment (excluding boats)	90
EMS Responses	138,819
Suppression Responses	126,790

Health

Budgeted Positions	1,083
Health Centers/Clinics	16
Prenatal Visits	2,435
Reproductive Care Services Users	9,519
HIV Screening & Testing	45,557
Food Establishment Inspections	11,132

Transportation

Budgeted Positions	1,477
Roadways (miles)	2,000
Sidewalks (miles)	3,600
Alleys (miles)	456
Parking Meters (coin-op)	5,700
Parking Meters (multi-space)	785
Parking Facility Spaces	8,932
Street Lights	72,000

Police

Budgeted Positions	3,892
Police Stations	9
Calls for Service	996,949
Arrests	63,266

Public Works

Budgeted Positions	2,681
Water & Wastewater	
Average Daily Water Supply (gallons)	226 million
Water Customers	1.8 million
Water Distribution Mains (miles)	4,500
Storm Drain (miles)	1,100
Sanitary Sewer (miles)	1,400
Solid Waste	
Residential Solid Waste Customers	210,000

Housing & Community Development

Budgeted Positions	551
Demolition of Vacant Units	94
Multiple Family Dwellings	6,357
Total Dwelling Units	78,073
Total Rooming Units	22,035

Recreation & Parks

Budgeted Positions	312
Recreation Centers	55
Park Acreage	6,000
Tennis Courts	110
Ice Rinks	2
Indoor Soccer Fields	2
Pools and Water Play Facilities	29
Rowing Club	1
Conservatory	1
Nature Center	1
Arborerum	1
Skateland Park	1
Driving Range	1

**FISCAL 2011 SUPPLEMENTARY APPROPRIATIONS
AND
TRANSFER OF APPROPRIATIONS BETWEEN AGENCIES**

Expenditures for each adopted annual budget may not legally exceed appropriations at the agency level. Administratively, the Department of Finance has the authority to transfer appropriations between activities within the same program of an agency. The Board of Estimates has the authority to transfer appropriations between programs within the same agency. Only the City Council can authorize the transfer of appropriations between agencies.

The City Charter permits further appropriations for programs included in the original Ordinance of Estimates made necessary by material changes in circumstances, additional appropriations for new programs, or grant awards that could not be reasonably anticipated when formulating the original Ordinance of Estimates. These changes require supplemental appropriation ordinances recommended by the Board of Estimates and ordained by the City Council.

I. The Fiscal 2011 Operating Budget was amended with the following supplementals:

<u>Ordinance Number</u>	<u>City Council Bill#</u>	<u>Agency</u>	<u>Amount</u>	<u>Fund</u>	<u>Purpose</u>
10-395	10-0609	Planning	\$500,000	State	To provide funding for Critical Area Stormwater program.
10-396	10-0610	Planning	\$500,000	State	To provide funding for Critical Area Buffer program.
10-392	10-0606	General Services	\$750,000	Federal	To provide funding for the Project Sunburst grant.
10-393	10-0607	General Services	\$200,000	Federal	To provide funding for the Local Energy Assistance grant.
10-394	10-0608	General Services	\$1,800,000	General	To provide funding for asbestos remediation.
11-437	11-0659	General Services	\$134,366	Federal	To provide funding for the Electric Vehicle program.
11-438	11-0660	General Services	\$177,000	Federal	To provide funding for energy efficiency programs.
11-439	11-0661	General Services	\$100,000	Federal	To provide funding for solar energy systems.
11-440	11-0662	General Services	\$50,000	Federal	To provide funding for solar energy systems.
11-441	11-0663	General Services	\$100,000	Federal	To provide funding for energy efficiency programs.

11-464	11-0705	General Services	\$190,500	Federal	To provide funding for energy efficiency programs.
11-471	11-0708	Transportation	\$3,000,000	MVR	To provide funding for additional capital projects.
11-472	11-0709	Transportation	\$2,000,000	MVR	To provide funding for additional capital projects.
11-473	11-0710	Transportation	\$3,200,000	MVR	To provide funds to pay for additional operating expenses.
11-474	11-0711	Transportation	\$2,300,000	MVR	To provide funds to pay for additional operating expenses.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Key Budgetary and Financial Policies

The establishment of clear objectives to align budget planning and ongoing agency operations to address the long-term issues and concerns confronting the City fails unless supported by sound fiscal management policies. This section presents major budgetary and financial policies that frame annual budget plan development and implementation. Many supporting policies (payroll, purchasing, retirement, etc.) are not summarized here.

Operating and Capital Budget Policies

Fundamental budget policies are set forth in the City Charter. See Budgetary Authority and Process - City Charter Provisions in the Appendix.

Balanced Budget: The Charter requires a balanced budget. A difference between revenues and total expenditures is to be resolved by adjusting the property tax rate or other revenues.

Public Hearings: The Charter mandates that the Board of Estimates and the City Council conduct public hearings on the proposed budget.

Timely Adoption: The Charter schedule requires budget adoption no later than five days before the fiscal year begins.

Budget Amendment: The Charter provides means for adopting supplemental appropriations funded from unanticipated revenues and/or new grants and sources that materialize during the year (except for property tax). The City's policy is to minimize the use of supplemental appropriations. In addition, the Charter allows for and spells out the procedures for amending the budget to transfer appropriations between programs within an agency and between agencies.

Budget Monitoring and Execution: Budget analysts maintain ongoing contact with agency fiscal officers in the process of implementation and execution of the budget. Expenditure and revenue projections are developed and reviewed on a monthly basis. The Mayor, through the Finance Department, exercises appropriate fiscal management to adjust budget policy as necessary to live within the limits of the current adopted plan. The City Council reviews budget performance at mid-year, during the budget development period in the fourth quarter and during the normal course of hearings on supplemental appropriations.

Six-Year Capital Plan: The Charter requires a six-year capital improvement plan, which is updated every year. The plan is prepared in conformance with basic capital budgeting policies, which include appropriating funds in the year in which projects are likely to begin, financing a portion of capital improvements from current revenues and estimating the impact of capital projects on the operating budget. See Capital Plan Budgetary Policy in Capital Budget section for more information on Capital Budget policies.

Financial Forecasting Policies

The City maintains three-year revenue and expenditure forecasts for governmental funds. The multi-year forecast provides the basis for establishing budget targets and resource allocation to meet the Mayor's budget priorities.

Competitive Reengineering, Organization Redesign Policies

The ongoing effort to achieve cost reductions to fund operations within the limits of available revenue requires elimination of non-value added expenditures and other reductions in spending. Reductions have been achieved through a variety of means including the CitiStat program, consolidation and reorganization of agencies, staffing reductions through attrition and from time to time layoffs, outsourcing as appropriate, transfer of certain functions to the State, and other methods.

Reserve Policies

Budget Stabilization Reserve: In 1993, the Budget Stabilization Reserve, or Rainy Day Fund was established. The reserve is designed to provide budgetary flexibility should material funding shortfalls or unanticipated expenses occur. The reserve may not be used to supplement a planning year budget, and funds drawn from the reserve must be replenished within five fiscal years. The Budget Stabilization Reserve had an \$80.0 million balance at June 30, 2010, representing about 5.8% of the General Fund. The City drew approximately \$17 million from the reserve in Fiscal 2010 to pay extraordinary snow removal costs. The City continues to make annual contributions to the Budget Stabilization Reserve Fund. The Fiscal 2012 budget includes \$2,000,000 for the fund.

Undesignated Unreserved Fund Balance: In 2010, Baltimore voters approved a Charter amendment that eliminated a provision limiting the size of the undesignated unreserved portion of the General Fund balance to 1% of budgeted revenues. This restriction had placed the City in a relatively poor position compared to other large cities and worked against the City's interest in achieving sound financial practices. The Charter still permits only a small \$1.0 million annual contingency appropriation. The preliminary Fiscal 2011 year-end undesignated unreserved General Fund balance is estimated to be about \$5.2 million and the Fiscal 2012 budget includes a \$500,000 contingency appropriation.

Financial Reporting Policies

Budget, Accounting and Borrowing: The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 22 years and the Distinguished Budget Presentation award each year applied for since Fiscal 1988. The Comprehensive Annual Financial Report (CAFR) is prepared in conformance with the Governmental Accounting Standards Board requirements. The City annually prepares the required full disclosure statements to comply with Securities and Exchange Commission requirements, provides fully descriptive notes in its annual financial report and disclosure statements and secures an unqualified independent audit report.

Debt Policies and Credit Rating

In 1990, the City adopted a formal debt policy which sets forth annual borrowing limits, consolidation of all financing arrangements within the Department of Finance, refunding and refinancing policies and limits on key debt management ratios. See Debt Service Overview section for detailed discussion. In the development of the annual borrowing plan, the effects of debt on key ratios outlined in the policy are updated and analyzed. The objective is to maintain the City's reputation in the credit rating community as having a conservative approach to all aspects of debt management including debt service expenses, debt retirement schedules and debt capacity ratios. The policy recognizes the fundamental role that debt has in the effort to maintain or improve the City's credit rating. The City maintains a General Obligation (G.O.) bond rating of 'Aa2' from Moody's Investors Service and 'AA-' from Standard & Poor's. In May 2007, both of these ratings were upgraded from 'A1' and 'A+', respectively, after 40 years of being at the same rating, reducing the City's borrowing costs and saving the City money. The City prepares an annual debt report, semi-annual multi-year debt service projections and periodic debt affordability analysis.

Cash Management and Investment Policies

The City's cash management and investment policy adopted in July 1995 covers investment objectives, types of investments, delegation of authority to invest, internal controls and reporting requirements. The City operates on a pooled cash basis and maintains a tiered portfolio containing a pyramid of investments with a long-term base and short-term top, in order to maximize and stabilize returns. The City has maintained a ratio of current assets to current liabilities greater than 1.0 since 1989 (a ratio of less than 1.0 being considered a fiscal stress warning sign).

Self-Insurance Policies

The City, through its Office of Risk Management, has a comprehensive program of risk exposure identification, evaluation, control and financing. The City is self-insured in the area of casualty and property losses, including the uninsured portion of City buildings and contents, worker's compensation and employers' liability, employees' and retirees' health insurance, third party general liability and automobile liability losses. To the extent possible, the City plans to address concerns about risk management reserves by making additional appropriations and by adjusting agency premiums to help provide adequate funding. The Fiscal 2012 General Fund budget for worker's compensation is \$32.6 million.

Fiscal Policies for Economic Development

The Comprehensive Economic Development Strategy plan submitted to the State in 1999 sets forth economic development goals, objectives and priorities. "LIVE, EARN, PLAY, and LEARN," the comprehensive master plan for the City's development was adopted two years ago. A primary goal of the economic development plan is to attract more job generating businesses to the City. To that end, the City has developed a variety of development incentives including loans and grants. In the last 12 years the City has expanded the incentives to include tax incentive programs. The budget plan estimates and reports on one type of tax expenditure, property tax credits. The budget document also contains legislatively mandated cost and benefit analysis on tax credit programs (see Summary of Tax Expenditure discussion and City Real Property Tax Credit Programs in the Revenue Outlook Section for property tax credit expenditure program descriptions). The City is

committed to performing consistent and thorough analysis of the cost and benefit of its tax incentive programs.

Fiscal Stability Policies

One-Time Revenues/One-Time Expenditure Savings: The City policy is to use one-time revenues and expenditure savings for one-time expenses. Any unanticipated one-time revenues received in a fiscal year that are not needed to balance the budget for that fiscal year are to be transferred to the Budget Stabilization Reserve.

Short Term Borrowing: The City Charter prohibits the creation of any short term debt to finance current budgetary operations except for the issuance of tax/revenue anticipation notes to be redeemed in the same fiscal period.

Employee and Retiree Benefits Program Costs: Because total employee compensation costs are the largest share of the City's expenses, it is absolutely essential that options to control costs of employee benefits be examined. The City has an ongoing joint labor-management Health Insurance Committee. Certain recommendations made by the committee are subject to bargaining processes with employee groups. In addition, the Fiscal 2012 budget includes \$8.0 million in the General Fund and \$500,000 in the Motor Vehicle Fund to further fund the GASB 45 rule change for Other Post Employee Benefits (OPEB).

Lobby for Increased State Aid: Special needs as an historic urban center require an ongoing lobbying program for increased State Aid targeted particularly for the school system, courts, crime reduction efforts, substance abuse treatment and economic development programs.

Budget Emergencies: The City Charter provides a mechanism for the Finance Department, under guidelines approved by the Board of Estimates, to establish expenditure schedules or strict budgetary allotments when warranted by financial conditions. In addition, the City Charter permits the budget to include up to \$1.0 million in General Fund appropriations as a contingent fund for emergencies.

Assumption of Grant Program Costs: The City's general policy is to terminate grant programs when federal and State funding is terminated. In recent years, limited exceptions to this policy have been made. In the areas of public safety, prosecution of crime, health, job training and housing and building code enforcement the City General Fund has absorbed certain grant expenses in the State's Attorney's Office, Health, Office of Employment Development and Housing and Community Development agencies.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Budgetary and Accounting Basis

BUDGETARY BASIS

Budgetary Basis

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that (a) encumbrances are considered to be expenditures chargeable to appropriations and carried over from year-to-year; (b) no depreciation is budgeted in enterprise funds; (c) investments in supply inventories and assets restricted for self-insurance purposes are not considered to be appropriable; and, (d) revenues accruing to sinking funds are not appropriable. Unencumbered appropriations lapse at the close of the fiscal year unless authorized by the Board of Estimates to be carried forward to the subsequent budget year.

Budgetary Units

Annual appropriations authorized by City Council in the Ordinance of Estimates are by Agency/Operating Department, service (previously called “program”) and fund. Budget presentation is similar but also presents each service by object of expense. The budget provides a myriad of schedules and exhibits that provide summary and detail information from a fund, agency, and service perspective.

- Agencies/Operating Departments represent the major unit of the operating and capital budget plans and are further divided in to sub-units or bureaus, and divisions.
- Services represent specific activity areas within an agency/department and/or bureau. Budget presentations of services summarize expenditures by object of expense, service units called activities, and by fund.

Revenues and Expenditures

Revenues are detailed by fund type (General, grant funds including federal, State and private source grants, and Enterprise), and by various revenue categories and sources. Information provided in the revenue detail for funds other than the grant funds includes the prior year actual, the current year budget, current year projection, and the estimate for the budget year under consideration.

Expenditures are summarized by fund source for each agency. Services within the agency are summarized by object of expense by service units called activities, and by fund sources. Each presentation includes the prior year actual expense, the current year budget, and the budget year request by the agency and the budget year recommendations.

Relationship Between Budgeting and Accounting

The major differences between the budget presentation and GAAP for governmental funds are: (a) encumbrances are recorded as expenditures (GAAP) as opposed to a reservation of fund balance (budget); (b) certain revenues and expenses, (e.g., compensated absences) not recognized for budgetary purposes are accrued (GAAP); (c) self-insurance contributions are recognized as expenditures for budget purposes only. Enterprise Fund differences consist of the following: (a) encumbrances are recorded as expenditures (GAAP) as opposed to an expense of the following accounting period (budget); (b) certain items, e.g., principal expense and capital outlay, are recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); and, (c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

Fund Structure

General Fund - The General Fund is the general operating fund of the City. It is supported by locally generated revenues and some State Aid. It is used to account for all activities of the City not accounted for in some other fund.

Special Funds - Special Funds are used to account for all funding groups that have legally restricted or dedicated uses. These include federal or State grants, State-shared motor vehicle or highway user revenue and grants from private or other non-governmental sources.

Enterprise Funds - The Enterprise Funds are used to account for operations, including debt service that are financed and operated as an ongoing concern where costs of providing services are financed or recovered primarily through user charges. Enterprise Funds included in the City budget are Water and Wastewater, Parking Enterprise, Conduit and Loan and Guarantee funds.

ACCOUNTING BASIS

Organization

The City's accounting system is organized and operated on the basis of funds and account groups, each of which is considered a separate accounting entity. The accounting and financial reporting policies of the City conform to generally accepted accounting principles and standards as promulgated by the Governmental Accounting Standards Board and the American Institute of Certified Public Accountants.

General, Debt Service, and Capital Projects

The General, Debt Service and Capital Projects funds are computed on the modified accrual basis of accounting, whereby revenues are recorded when they become both measurable and available to finance expenditures of the current period. Expenditures are recorded when goods and services are received and actual liabilities are incurred and become payable in the current period. Revenues which have been accrued meet tests of materiality and are measurable. They include property taxes collectable within 60 days; locally imposed taxes; state-collected and state-shared taxes; federal, state and other grant and entitlement revenues; and interest earnings. All other revenues are recorded when received.

Enterprise and Internal Service Funds

The accounting basis used for the Enterprise and Internal Service funds is the accrual basis of accounting whereby revenues are recorded at the time they are earned and expenses are recorded when liabilities are incurred.

Encumbrances

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of funds are recorded to reserve that portion of the applicable appropriation, is employed in the General, Special, and Capital Projects funds. Encumbrances are treated as a reservation of fund balance for these funds.

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Operating and Capital Plan Budgetary Control

OPERATING PLAN

LEVEL OF CONTROL

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

MECHANISMS

The Bureau of the Budget and Management Research - All purchase requisitions are reviewed for justification and approved for funds by an analyst in the Bureau of the Budget and Management Research. The bureau prepares regular revenue and expenditure projections to serve as operating guides for policy makers and budget administrators in support of budget monitoring in order to ensure that budgetary shortfalls are not incurred. All purchase requisitions and all items going before the Board of Estimates for contract awards are reviewed for justification and approved for funds by an analyst in the bureau.

CitiStat - The Mayor's CitiStat management team, in conjunction with the Finance Department, conducts quarterly budgetary performance reviews for all major agencies. Individual agency heads are held accountable for expenditure variances and revenue management and production. Agency and Bureau of the Budget and Management Research projections are analyzed and variances explored.

Mayor's Expenditure Control Committee - All personnel matters that require Board of Estimates approval must be submitted to the Expenditure Control Committee for review and recommendation prior to submission to the Board of Estimates.

Space Utilization Committee - All actions affecting the disposition of property through sales, the leasing of City owned real property and City leasing of property owed by third parties, interdepartmental leases, and the declaration of surplus real property are reviewed by the Committee. Recommendations are developed prior to submission to the Board of Estimates for final action to assure optimum return on real estate transactions.

Contingent Fund - This account exists to fund emergency and/or unanticipated expenditures. The City Charter limits the annual contingent appropriation to \$1 million. Prior to approval of expenditures from the fund, the Board of Estimates reports to the City Council the circumstances surrounding the request of the expenditure.

APPROPRIATIONS

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

ENCUMBERED FUNDS

Funds encumbered for contracts, purchase orders and capital improvements are carried over to the ensuing fiscal year.

CARRYOVERS

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

CAPITAL PLAN

DEFINITION

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

APPROPRIATIONS

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

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

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

MONITORING

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

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

Particular attention is directed in the capital plan to infrastructure rehabilitation, facilities modernization and equipment acquisition.

INTEGRATED FINANCIAL SYSTEM

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

COST CONTROL

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

FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Budgetary Authority and Process

Excerpts from the Charter of Baltimore City (2010 Edition) relative to the budget process and Ordinance of Estimates

ARTICLE VI

BOARD OF ESTIMATES

1. BOARD OF ESTIMATES - ORGANIZATION.

(a) There shall be a Board of Estimates composed of the Mayor, President of the City Council, Comptroller, City Solicitor, and Director of Public Works, none of whom shall receive any additional salary as members of the Board. The President of the City Council shall be President of the Board, and one of the members shall act as Secretary. The Board may employ such employees as may be necessary to discharge its duties; their number and compensation shall be fixed in the Ordinance of Estimates.

(b) The first meeting of the Board in every year shall be called by notice from the Mayor or President of the City Council personally served upon members of the Board. Subsequent meetings shall be called as the Board may direct.

(c) If a member is unable to attend a Board meeting, that member's representative, as designated in the Charter, may attend and exercise the powers of the member. The Mayor may designate a municipal officer or member of the Mayor's personal staff to represent the Mayor and exercise the Mayor's power at Board meetings in the Mayor's absence.

2. BOARD OF ESTIMATES - DUTIES AND POWERS.

The Board of Estimates shall formulate and execute the fiscal policy of the City to the extent, and in the manner provided for, in the Charter. To exercise its powers and perform its duties, the Board may promulgate rules and regulations and summon before it the heads of departments, bureaus or divisions, municipal officers, and members of commissions and boards.

3. ORDINANCE OF ESTIMATES - FISCAL YEAR; SUBMISSION AND ADOPTION DATES.

(a) The fiscal, budget, and accounting year of the City shall begin on the first day of July and end on the thirtieth day of June in every year unless otherwise provided by law.

(b) At least thirty days prior to the adoption by the Board of Estimates of a proposed Ordinance of Estimates the Board shall make public the Director of Finance's recommended operating budget, the Planning Commission's recommended capital budget and long-range capital improvement program, and the reports of the Director of Finance and Planning Commission on these documents. Thereafter, the Board shall hold public hearings at which members of the City Council, heads of municipal agencies, and citizens shall have the opportunity to appear before the Board to speak for or against the inclusion of any appropriation in the proposed Ordinance of Estimates.

(c) The Board of Estimates shall submit to the City Council the proposed Ordinance of Estimates for the next fiscal year at least forty-five days before the beginning of that fiscal year.

(d) The City Council shall have at least forty days after receipt of the Board's proposed Ordinance of Estimates to enact an Ordinance of Estimates. The City Council shall adopt an Ordinance of Estimates at least five days prior to the beginning of the fiscal year to which it is applicable if the Board of Estimates submits its proposed Ordinance of Estimates within the period prescribed by Section 3(c).

4. ORDINANCE OF ESTIMATES - THE ROLES OF THE DEPARTMENT OF FINANCE AND THE PLANNING COMMISSION.

To assist the Board of Estimates in the preparation of the proposed Ordinance of Estimates:

(a) The Director of Finance shall submit for the consideration of the Board a recommended operating budget, which shall include the estimates submitted by the municipal agencies for the next fiscal year, the recommendations of the Director of Finance thereon, and all other estimates for appropriations to be made in the next fiscal year, other than for capital improvements; provided, however, the estimates for the Fire Department shall include such amounts, if any, as may be determined by a final decision of a Board of Arbitration convened to arbitrate unresolved negotiations between the City and the certified employee organizations representing the fire fighters and fire officers, as prescribed by existing Section 53 of Article VII.

(b) The Planning Commission shall submit for the consideration of the Board a recommended capital budget, a recommended long-range capital improvement program, and a report on both. The Director and Board of Finance shall review the recommended capital budget and program, and make a report and recommendations about both to the Board of Estimates.

5. BOARD OF ESTIMATES - PREPARATION OF PROPOSED ORDINANCE OF ESTIMATES.

(a) After receiving the recommendations of the Department of Finance and the Planning Commission, the Board shall prepare its proposed Ordinance of Estimates, which shall consist of:

(1) an operating budget: estimates for the next fiscal year of the appropriations needed for the operation of each municipal agency and for all other purposes, other than for capital improvements. These estimates shall state the amounts needed by every municipal agency for each particular program, purpose, activity, or project and the source of funds, if other than general funds, for each.

(2) a capital budget: estimates of the amounts to be appropriated to each municipal agency for capital improvements in the next fiscal year. The capital budget proposed by the Board also shall include the projects that the Board includes in the first year of its long-range capital improvement program and the source of funds for all capital improvements. However, no capital project shall be included in the capital budget portion of the proposed Ordinance of Estimates submitted by the Board of Estimates to the City Council unless the Board has received and considered the reports and recommendations of the Planning Commission, the Director of Finance, and the Board of Finance with regard to such capital project. The Board of Estimates may establish additional procedures for the development of a long-range capital improvement program and a capital budget.

(b) The Board may include annually in the proposed Ordinance of Estimates a sum up to one million dollars (\$1,000,000.00) of the general fund appropriations to be used during the next fiscal year as a contingent fund in case of an emergency or necessity for the expenditure of money in excess of or other than the appropriations regularly passed for any municipal agency. At least one week before it approves a contingent fund expenditure, the Board shall report to the City Council the reasons for the expenditure.

6. BOARD OF ESTIMATES - ADOPTION OF PROPOSED ORDINANCE OF ESTIMATES.

(a) After the public notice and hearings prescribed by Section 3(b), the Board shall adopt a proposed Ordinance of Estimates by a majority vote of all the members. The Board shall deliver the proposed Ordinance of Estimates to the President of the City Council and contemporaneously publish a copy of the proposed ordinance in two daily newspapers in Baltimore City.

(b) The proposed Ordinance of Estimates that the Board submits to the City Council shall be accompanied by the following materials:

(1) a breakdown of the amounts stated for each program, purpose, activity, or project of each municipal agency in the proposed operating budget by standard categories of expenditure, for (a) personal services, (b) materials, supplies, and equipment, (c) debt service, and (d) such other categories as the Board of Estimates may deem advisable. The personal services category shall include the compensation of every officer and salaried employee of the City; provided, however, that the salaries for employees in the same classification who have a uniform salary or salary range may be combined into a single entry, which shall indicate the number of such employees, their aggregate salaries, and the name or title of the classification.

(2) a comparison by standard categories of expenditures of the appropriations contained in the proposed operating budget with (a) the amounts requested by the municipal agencies in their budget submissions (b) the amounts appropriated for the current fiscal year and (c) the amounts expended in the prior fiscal year;

(3) detailed information about the sources of funds to meet the aggregate total of the appropriations contained in the proposed Ordinance of Estimates;

(4) the long-range capital improvement program adopted by the Board and for each capital project included in the capital budget, the following: a brief description and location, the total estimated cost, the appropriations authorized to date, the appropriations proposed for the next fiscal year, the appropriations required thereafter to complete the project, and the estimated additional annual maintenance and operation cost.

(5) a statement setting out:

(a) the revenues which the City can reasonably expect to receive in the next fiscal year from all existing sources of revenue at existing rates other than the full rate property tax but including amounts believed to be collectible from taxes for prior years and including an estimate of the surplus expected at the end of the current fiscal year;

(b) the difference between the revenues expected under (a) above and the total amount of appropriations provided in the proposed Ordinance of Estimates;

(c) the estimated taxable basis for the next ensuing fiscal year for the levy of full rate property taxes;

(d) the rate for the levy of full rate property taxes which, given the revenues expected under (a) above, the total appropriations in the proposed Ordinance of Estimates, and the taxable basis, will be necessary to raise sufficient total revenues to cover total anticipated expenditures;

(e) new sources of revenue or new rates on existing sources of revenue, and the amounts which can reasonably be expected from each of them, which the Board of Estimates believes should be adopted for the next fiscal year; also the rate for the levy of full rate property taxes which, in view of such new sources of revenue or new rates on existing sources of revenue, will be necessary to bring total expected revenues for the next fiscal year into balance with total anticipated expenditures for the year;

(6) a message from the Mayor explaining the major emphasis and objectives of the City's budget for the next fiscal year;

(7) such other information as the Board of Estimates may deem advisable.

7. CITY COUNCIL - ENACTMENT OF ORDINANCE OF ESTIMATES.

(a) Upon receipt of the proposed Ordinance of Estimates and the accompanying materials, the President of the City Council shall promptly cause it to be introduced in the City Council, and the Council shall thereafter hold public hearings on the proposed Ordinance of Estimates. By a majority vote of its members, the City Council may reduce or eliminate any of the amounts in the proposed Ordinance of Estimates, except: (1) amounts fixed by law; (2) amounts for the Fire Department established by a Board of Arbitration and included in the proposed Ordinance of Estimates; and (3) amounts for the payment of the interest and principal of the municipal debt.

(b) The City Council shall not have the power to increase the amounts fixed by the Board or to insert any amount for any new purpose in the proposed Ordinance of Estimates. If the carrying out of a particular program, purpose, activity, or project depends upon action by a body other than the City, the City Council may insert a specific provision in the proposed Ordinance of Estimates making the appropriation for the particular program, purpose, activity or project contingent upon such action.

(c) As soon as practicable after the passage of the Ordinance of Estimates, the City Council shall enact such revenue ordinances as are necessary to produce sufficient expected revenues, as estimated by the Board of Estimates, to cover the total anticipated expenditures authorized by the Ordinance of Estimates. The Council may adopt revenue sources or revenue rates other than those proposed by the Board and in each such instance the estimate of the revenue to be yielded by such a source or rate shall be made by the Board of Estimates. The Board of Estimates shall, taking into account any reductions and eliminations made by the City Council in the anticipated expenditures contained in the proposed Ordinance of Estimates and the revenues to be derived from all existing sources and from any new sources or new rates enacted by the City Council, certify to the Council the difference between the anticipated expenditures for the next fiscal year contained in the Ordinance of Estimates and all expected revenues other than from the full rate property tax. The Board shall then state a rate for the levy of full rate property taxes sufficient to realize the amount required to meet the said difference and the ordinance making the annual levy of full rate property taxes shall fix a rate not less than that stated by the Board so that it shall not be necessary at any time for the City to create a floating debt to meet any deficiency, and it shall not be lawful for the City to create a floating debt for any such purpose.

8. ORDINANCE OF ESTIMATES - DEFICIENCIES AND SUPPLEMENTARY APPROPRIATIONS.

(a) No temporary loan shall be authorized or made to pay any deficiency arising from a failure to realize sufficient income from all sources to meet the amounts provided in the Ordinance of Estimates, but the City may temporarily borrow money for its use in anticipation of the receipts of taxes levied for any year. In case of any such deficiency the Board of Estimates shall effect reductions (which need not be pro rata) in appropriations other than those for the payment of the principal and interest of the City debt and such amounts as are fixed by law and contained in the Ordinance of Estimates, except to the extent that the City Council shall, upon the recommendation of the Board of Estimates, enact an ordinance which shall supply revenues to meet all or any part of such deficiency. No emergency loan shall be made except in accordance with the provisions of Article XI of the Constitution of Maryland.

(b) Except as provided herein, the Ordinance of Estimates shall include all the moneys to be appropriated by the City for all purposes for the fiscal year for which the ordinance is applicable. Additional appropriations shall be permitted during the fiscal year only in the following circumstances and under the following conditions:

(1) revenues from any source other than the full rate property tax and other taxes imposed under the authority of Article II, in excess of or in addition to those relied upon by the Board of Estimates in determining the tax levy required to balance the budget, may be made available for expenditure by the municipal agency responsible for the production of such revenues by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a majority vote of its members and approved by the Mayor.

(2) grants from private or governmental sources which could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates may be made available to the appropriate municipal agency for expenditure by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a majority vote of its members and approved by the Mayor.

(3) further appropriations for programs included in the proposed Ordinance of Estimates made necessary by a material change in circumstances, or additional appropriations for new programs which could not reasonably be anticipated at the time of the formulation of the proposed Ordinance of Estimates may be made available to the appropriate municipal agency for expenditure by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a vote of three-fourths of its members and approved by the Mayor.

(c) Every such further or additional appropriation shall be embodied in a separate ordinance limited to a single program, purpose, activity or project therein stated, and each such supplementary appropriation ordinance shall also, anything contained in the Charter to the contrary notwithstanding, provide the revenue necessary to pay the appropriation by a source, other than the full rate property tax, imposed under the authority of Article II. The revenue shall be levied and collected as directed in the ordinance. The estimate of the revenues to be derived from any source proposed in a supplementary appropriation ordinance shall be made by the Board of Estimates.

9. ORDINANCE OF ESTIMATES - USES OF APPROPRIATIONS.

(a) Following the passage of the Ordinance of Estimates and the enactment of the revenue measures necessary to achieve a balance between expected revenues and anticipated expenditures for the next fiscal year, the sums contained in the Ordinance of Estimates shall, after the beginning of the fiscal year to which it is applicable, be and become appropriated for the purposes therein named. No appropriation provided for in the Ordinance of Estimates shall be used for any purpose other than that named in that ordinance, except: (1) the Board of Estimates may increase the amount for a particular program, purpose, activity, or project or introduce an amount for a new program, purpose, activity or project by transferring thereto amounts already appropriated to that agency; and (2) upon the recommendation of the Board of Estimates, the City Council by ordinance may authorize the transfer of an appropriation contained in the Ordinance of Estimates from one municipal agency to another municipal agency; provided, however, that new or different amounts for capital projects from those stated in the capital budget portion of the Ordinance of Estimates shall not be authorized unless the Board of Estimates has received and considered the reports and recommendations thereon of the Planning Commission and the Director of Finance.

(b) Upon the authorization of the Board of Estimates and under procedures established by the Board, the Director of Finance shall establish an expenditure schedule, applicable to any or all municipal agencies whenever, in the opinion of the Board, financial conditions warrant such budgetary allotments.

(c) Appropriations contained in the Ordinance of Estimates for a particular program, purpose, activity, or project may, upon the recommendation of the head of the municipal agency concerned and the Director of Finance, and with the approval of the Board of Estimates, be carried over to fiscal years subsequent to the one for which the appropriation is initially made if necessary to accomplish that program, purpose, activity, or project. Funds encumbered for contracts, projects or other actual commitments and funds dedicated by any act of Congress or by State law or by the terms of any private grant to some specific purpose shall be carried over to the next fiscal year. All appropriations not so carried over shall lapse at the end of the fiscal year from which made, except that any balance remaining in the fund of the water or sanitary wastewater utility (under Section 18 of this article) at the end of the fiscal year shall remain to the credit of that utility and an estimate of such a balance shall be included in that utility's budget for the next year as an estimated receipt.

(d) In case of any surplus arising in any fiscal year by reason of an excess of revenue over the expenditures (including any appropriation carried over) for such year, the surplus shall become a part of the general revenue of the City and shall be available for the general expenditures of the City for the next fiscal year, in accordance with the Ordinance of Estimates for that year. An estimate of such surplus shall be made by the Board of Estimates and included in expected revenues for the next year. However any surplus or retained earnings of the water or sanitary wastewater utility fund (under Section 18 of this article) at the end of the fiscal year shall remain to the credit of that utility and the estimate of such a balance shall be included in that utility's budget for the next year as an estimated receipt.

ARTICLE VII
EXECUTIVE DEPARTMENTS
DEPARTMENT OF FINANCE

5. DEPARTMENT OF FINANCE - ORGANIZATION ESTABLISHED.

There is a Department of Finance, the head of which shall be the Director of Finance.

6. DEPARTMENT OF FINANCE - DIRECTOR.

(a) The Director of Finance shall supervise and direct the Department. The Director shall have substantial experience in financial administration.

(b) The Director shall be appointed, must be confirmed, and shall serve, pursuant to Article IV, Section 6.

(c) The Director's salary shall be set in the Ordinance of Estimates.

7. DEPARTMENT OF FINANCE - DEPUTY DIRECTOR AND EMPLOYEES.

(a) The Director shall appoint a Deputy Director of Finance pursuant to this section.

(b) Whenever a vacancy shall occur in the office of Director, or whenever the Director shall be incapacitated or otherwise unavailable for duty for any cause, the Deputy Director appointed pursuant to this section shall be the Acting Director.

(c) The Director may appoint such other employees as provided in the Ordinance of Estimates.

POWERS AND DUTIES OF THE DEPARTMENT

8. DEPARTMENT OF FINANCE - BUDGET PREPARATION.

In accordance with rules established by the Board of Estimates, the Department shall prepare the preliminary operating budget for the consideration of the Board of Estimates, shall make reports and recommendations on the capital budget and capital improvement program, and shall otherwise participate in the making of the proposed Ordinance of Estimates.

9. DEPARTMENT OF FINANCE - BUDGET ADMINISTRATION.

Under the direction of the Board of Estimates, the Director shall implement the Ordinance of Estimates. In the interest of economy and efficiency, the Director shall survey the administration and organization of municipal agencies to support the Director's recommendations to the Board of Estimates on the budget requests of the agencies and the Director's reports to the Mayor on measures which might be taken to improve the organization and administration of City government.

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OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
Board of Elections	5,980,658	0	0	0
899 Fair Conduct of Elections	5,980,658	0	0	0
City Council	4,624,527	0	0	0
100 City Council	4,624,527	0	0	0
Comptroller	4,302,754	0	0	0
130 Executive Direction and Control - Comptroller	363,863	0	0	0
131 Audits	3,340,209	0	0	0
132 Real Estate Acquisition and Management	598,682	0	0	0
133 Municipal Telephone Exchange	0	0	0	0
136 Municipal Post Office	0	0	0	0
Council Services	508,641	0	0	0
103 Council Services	508,641	0	0	0
Courts: Circuit Court	8,079,791	0	0	1,491,852
110 Circuit Court	8,079,791	0	0	1,491,852
Courts: Orphans' Court	476,428	0	0	0
817 Orphans' Court	476,428	0	0	0
Employees' Retirement Systems	0	0	0	0
152 Employees' Retirement System - Administration	0	0	0	0
154 Fire and Police Retirement System - Administration	0	0	0	0
Enoch Pratt Free Library	23,131,657	0	0	0
788 Information Services	23,131,657	0	0	0
Finance	13,839,192	0	3,260,296	0
148 Revenue Collection	2,933,589	0	0	0
150 Treasury and Debt Management	1,000,844	0	0	0
698 Administration - Finance	878,450	0	27	0
699 Procurement	2,522,960	0	0	0
700 Surplus Property Disposal	0	0	0	0
701 Printing Services	0	0	0	0
702 Accounts Payable	1,074,996	0	0	0
703 Payroll	2,972,274	0	0	0
704 Accounting	937,978	0	0	0
705 Loan and Guarantee Program	0	0	3,260,269	0
707 Risk Management for Employee Injuries	0	0	0	0
708 Operating Budget Management	1,186,748	0	0	0
710 Property Tax Billing Integrity and Recovery	78,863	0	0	0
711 Finance Project Management	252,490	0	0	0
Fire	149,427,330	0	0	2,661,972
600 Administration - Fire	12,064,137	0	0	1,000,000
602 Fire Suppression and Emergency Rescue	109,041,696	0	0	1,435,574
608 Emergency Management	0	0	0	226,398
609 Emergency Medical Services	9,975,374	0	0	0
610 Fire and Emergency Community Outreach	245,031	0	0	0
611 Fire Code Enforcement	2,862,567	0	0	0
612 Fire Investigation	908,569	0	0	0
613 Fire Facilities Maintenance and Replacement	8,871,928	0	0	0
614 Fire Communications and Dispatch	3,657,599	0	0	0
615 Fire Recruitment and Training	1,800,429	0	0	0
General Services	14,766,183	1,458,096	0	0
189 Fleet Management	0	0	0	0
726 Administration - General Services	59,179	16,305	0	0
727 Building Permits and Municipal Consents	215,327	1,285,084	0	0
729 Real Property Database Management	614,603	0	0	0
730 Public and Private Energy Performance	0	0	0	0
731 Facilities Management	13,877,074	156,707	0	0

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
0	0	0	5,980,658	Board of Elections
0	0	0	5,980,658	899 Fair Conduct of Elections
0	0	0	4,624,527	City Council
0	0	0	4,624,527	100 City Council
0	145,986	17,040,315	21,489,055	Comptroller
0	0	0	363,863	130 Executive Direction and Control - Comptroller
0	0	0	3,340,209	131 Audits
0	145,986	0	744,668	132 Real Estate Acquisition and Management
0	0	16,165,941	16,165,941	133 Municipal Telephone Exchange
0	0	874,374	874,374	136 Municipal Post Office
0	0	0	508,641	Council Services
0	0	0	508,641	103 Council Services
5,765,085	101,383	0	15,438,111	Courts: Circuit Court
5,765,085	101,383	0	15,438,111	110 Circuit Court
0	0	0	476,428	Courts: Orphans' Court
0	0	0	476,428	817 Orphans' Court
0	10,292,067	0	10,292,067	Employees' Retirement Systems
0	5,817,330	0	5,817,330	152 Employees' Retirement System - Administration
0	4,474,737	0	4,474,737	154 Fire and Police Retirement System - Administration
9,725,818	541,112	0	33,398,587	Enoch Pratt Free Library
9,725,818	541,112	0	33,398,587	788 Information Services
0	621,056	11,144,232	28,864,776	Finance
0	435,733	0	3,369,322	148 Revenue Collection
0	0	0	1,000,844	150 Treasury and Debt Management
0	0	4,318	882,795	698 Administration - Finance
0	0	0	2,522,960	699 Procurement
0	185,323	0	185,323	700 Surplus Property Disposal
0	0	3,412,982	3,412,982	701 Printing Services
0	0	0	1,074,996	702 Accounts Payable
0	0	0	2,972,274	703 Payroll
0	0	0	937,978	704 Accounting
0	0	0	3,260,269	705 Loan and Guarantee Program
0	0	7,726,932	7,726,932	707 Risk Management for Employee Injuries
0	0	0	1,186,748	708 Operating Budget Management
0	0	0	78,863	710 Property Tax Billing Integrity and Recovery
0	0	0	252,490	711 Finance Project Management
1,152,065	12,550,000	0	165,791,367	Fire
0	77,490	0	13,141,627	600 Administration - Fire
950,294	0	0	111,427,564	602 Fire Suppression and Emergency Rescue
5,367	0	0	231,765	608 Emergency Management
47,487	12,472,510	0	22,495,371	609 Emergency Medical Services
0	0	0	245,031	610 Fire and Emergency Community Outreach
146,717	0	0	3,009,284	611 Fire Code Enforcement
0	0	0	908,569	612 Fire Investigation
0	0	0	8,871,928	613 Fire Facilities Maintenance and Replacement
2,200	0	0	3,659,799	614 Fire Communications and Dispatch
0	0	0	1,800,429	615 Fire Recruitment and Training
1,000,000	0	44,569,708	61,793,987	General Services
0	0	43,363,876	43,363,876	189 Fleet Management
0	0	234,278	309,762	726 Administration - General Services
0	0	0	1,500,411	727 Building Permits and Municipal Consents
0	0	0	614,603	729 Real Property Database Management
0	0	971,554	971,554	730 Public and Private Energy Performance
1,000,000	0	0	15,033,781	731 Facilities Management

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
Health	26,747,778	226,080	0	70,538,042
303 Clinical Services	3,923,553	0	0	4,989,651
305 Healthy Homes	878,672	0	0	1,757,509
307 Substance Abuse and Mental Health	1,903,627	0	0	325,000
308 Maternal and Child Health	1,255,331	0	0	14,986,980
310 School Health Services	5,036,597	0	0	589,636
311 Health Services for the Aging	58,475	0	0	6,147,720
315 Emergency Services - Health	448,410	0	0	653,933
316 Youth Violence Prevention	520,176	0	0	250,000
715 Administration - Health	3,611,041	0	0	72,259
716 Animal Services	3,021,388	0	0	0
717 Environmental Health	3,223,851	0	0	6,733,175
718 Chronic Disease Prevention	1,179,340	0	0	2,189,538
720 HIV Treatment Services for the Uninsured	497,786	0	0	26,062,086
721 Senior Centers	645,418	0	0	3,264,209
722 Administration - CARE	465,802	0	0	12,379
723 Advocacy and Supportive Care for Seniors	78,311	0	0	161,411
724 Assistive and Directive Care for Seniors	0	226,080	0	1,671,241
725 Senior Education	0	0	0	671,315
Housing and Community Development	28,194,891	0	0	44,103,890
593 Community Support Projects	0	0	0	7,619,803
604 Early Childhood Education	100,000	0	0	1,499,405
605 Head Start	0	0	0	30,162,162
737 Administration - HCD	1,898,020	0	0	1,206,106
738 Energy Assistance	0	0	0	0
740 Dawson Center	0	0	0	360,546
742 Promote Homeownership	78,385	0	0	364,808
745 Housing Code Enforcement	12,283,176	0	0	0
747 Register and License Properties and Contractors	400,919	0	0	0
748 Housing Development Finance and Project Management	0	0	0	1,399,746
749 Blight Elimination	1,929,862	0	0	0
750 Housing Rehabilitation Loans	59,243	0	0	1,491,314
751 Building and Zoning Inspections and Permits	6,125,724	0	0	0
752 Community Outreach Services	1,003,848	0	0	0
754 Summer Food Service Program	0	0	0	0
809 Retention, Expansion, and Attraction of Businesses	712,739	0	0	0
810 Real Estate Development	1,197,441	0	0	0
811 Inner Harbor Coordination	506,000	0	0	0
812 Business Support - Small Business Resource Center	144,000	0	0	0
813 Technology Development - Emerging Technology Center	675,000	0	0	0
814 Improve and Promote Retail Districts Beyond Downtown	765,534	0	0	0
815 Live Baltimore	315,000	0	0	0
Human Resources	4,524,133	0	0	0
770 Administration - Human Resources	1,321,115	0	0	0
771 Benefits Administration	1,958,631	0	0	0
772 Civil Service Management	1,178,407	0	0	0
773 COB University	65,980	0	0	0
Law	3,808,061	0	0	0
860 Administration - Law	581,996	0	0	0
861 Controversies	1,503,263	0	0	0
862 Transactions	894,485	0	0	0
869 Minority and Women's Business Opportunity Office	342,753	0	0	0
871 Representation and Advice for Law Enforcement	485,564	0	0	0

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
21,654,386	11,774,751	0	130,941,037	Health
193,300	156,506	0	9,263,010	303 Clinical Services
422,661	30,000	0	3,088,842	305 Healthy Homes
724,589	0	0	2,953,216	307 Substance Abuse and Mental Health
1,758,830	1,291,500	0	19,292,641	308 Maternal and Child Health
935,045	9,877,534	0	16,438,812	310 School Health Services
664,582	0	0	6,870,777	311 Health Services for the Aging
10,236,767	0	0	11,339,110	315 Emergency Services - Health
1,170,330	0	0	1,940,506	316 Youth Violence Prevention
47,315	60,847	0	3,791,462	715 Administration - Health
0	0	0	3,021,388	716 Animal Services
147,097	50,000	0	10,154,123	717 Environmental Health
749,277	0	0	4,118,155	718 Chronic Disease Prevention
0	0	0	26,559,872	720 HIV Treatment Services for the Uninsured
728,710	0	0	4,638,337	721 Senior Centers
59,366	0	0	537,547	722 Administration - CARE
1,937,432	0	0	2,177,154	723 Advocacy and Supportive Care for Seniors
1,674,403	308,364	0	3,880,088	724 Assistive and Directive Care for Seniors
204,682	0	0	875,997	725 Senior Education
9,861,359	478,242	0	82,638,382	Housing and Community Development
0	0	0	7,619,803	593 Community Support Projects
0	128,099	0	1,727,504	604 Early Childhood Education
604,467	0	0	30,766,629	605 Head Start
2,936	143	0	3,107,205	737 Administration - HCD
6,010,225	0	0	6,010,225	738 Energy Assistance
0	0	0	360,546	740 Dawson Center
0	0	0	443,193	742 Promote Homeownership
0	50,000	0	12,333,176	745 Housing Code Enforcement
0	0	0	400,919	747 Register and License Properties and Contractors
0	0	0	1,399,746	748 Housing Development Finance and Project Management
0	0	0	1,929,862	749 Blight Elimination
0	0	0	1,550,557	750 Housing Rehabilitation Loans
0	0	0	6,125,724	751 Building and Zoning Inspections and Permits
0	0	0	1,003,848	752 Community Outreach Services
3,243,731	0	0	3,243,731	754 Summer Food Service Program
0	100,000	0	812,739	809 Retention, Expansion, and Attraction of Businesses
0	100,000	0	1,297,441	810 Real Estate Development
0	0	0	506,000	811 Inner Harbor Coordination
0	0	0	144,000	812 Business Support - Small Business Resource Center
0	0	0	675,000	813 Technology Development - Emerging Technology Center
0	100,000	0	865,534	814 Improve and Promote Retail Districts Beyond Downtown
0	0	0	315,000	815 Live Baltimore
0	0	2,172,214	6,696,347	Human Resources
0	0	0	1,321,115	770 Administration - Human Resources
0	0	2,110,746	4,069,377	771 Benefits Administration
0	0	61,468	1,239,875	772 Civil Service Management
0	0	0	65,980	773 COB University
0	0	5,059,957	8,868,018	Law
0	0	105,288	687,284	860 Administration - Law
0	0	4,717,509	6,220,772	861 Controversies
0	0	111,398	1,005,883	862 Transactions
0	0	0	342,753	869 Minority and Women's Business Opportunity Office
0	0	125,762	611,326	871 Representation and Advice for Law Enforcement

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
Legislative Reference	956,114	0	0	0
106 Legislative Reference Services	482,656	0	0	0
107 Archives and Records Management	473,458	0	0	0
Liquor License Board	2,132,588	0	0	0
850 Liquor Licensing	633,054	0	0	0
851 Liquor License Compliance	1,499,534	0	0	0
Mayoralty	3,575,701	0	0	0
125 Executive Direction and Control - Mayoralty	3,575,701	0	0	0
M-R: Art and Culture	6,907,950	0	0	0
493 Art and Culture Grants	4,954,815	0	0	0
824 Events, Art, Culture, and Film	1,878,135	0	0	0
828 Bromo Seltzer Arts Tower	75,000	0	0	0
M-R: Baltimore City Public Schools	249,254,029	0	0	0
352 Baltimore City Public Schools	249,254,029	0	0	0
M-R: Baltimore Economic Recovery Team (BERT)	0	0	0	3,200,000
575 Baltimore Economic Recovery Team (B.E.R.T.)	0	0	0	3,200,000
M-R: Cable and Communications	441,690	0	0	0
876 Media Production	441,690	0	0	0
M-R: Civic Promotion	10,232,021	0	0	0
590 Public Markets	315,000	0	0	0
820 Convention Sales and Tourism Marketing	9,917,021	0	0	0
M-R: Conditional Purchase Agreements	26,477,433	0	561,320	0
129 Conditional Purchase Agreement Payments	26,477,433	0	561,320	0
M-R: Contingent Fund	500,000	0	0	0
121 Contingent Fund	500,000	0	0	0
M-R: Convention Center Hotel	6,795,351	0	0	0
535 Convention Center Hotel	6,795,351	0	0	0
M-R: Convention Complex	12,421,706	0	0	0
540 1st Mariner Arena Operations	550,000	0	0	0
855 Convention Center	11,871,706	0	0	0
857 Convention Center Debt Service	0	0	0	0
M-R: Debt Service	86,725,563	13,725,672	0	0
123 General Debt Service	86,725,563	13,725,672	0	0
M-R: Educational Grants	6,272,635	0	0	0
446 Educational Grants	6,272,635	0	0	0
M-R: Employees' Retirement Contribution	144,220,300	9,225,140	0	0
355 Employees' Retirement Contribution	144,220,300	9,225,140	0	0
M-R: Environmental Control Board	700,438	0	0	0
117 Adjudication of Environmental Citations	700,438	0	0	0
M-R: Health and Welfare Grants	993,072	0	0	0
385 Health and Welfare Grants	993,072	0	0	0
M-R: Innovation Fund	768,680	0	0	0
833 Innovation Fund	768,680	0	0	0
M-R: Miscellaneous General Expenses	11,034,776	1,236,850	0	0
122 Miscellaneous General Expenses	11,034,776	1,236,850	0	0
M-R: Office of CitiStat Operations	517,883	0	0	0
347 CitiStat Operations	517,883	0	0	0
M-R: Office of Criminal Justice	1,606,704	0	0	9,352,742
757 Crime Camera Management	1,285,627	0	0	0
758 Coordination of Public Safety Strategy	321,077	0	0	9,352,742
M-R: Office of Employment Development	6,178,753	0	0	19,189,869
791 BCPS Alternative Options Academy for Youth	0	0	0	0
792 Workforce Services for TANF Recipients	0	0	0	4,848,196
793 Employment Enhancement Services for Baltimore City Residents	866,214	0	0	0

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
0	11,400	0	967,514	Legislative Reference
0	11,400	0	494,056	106 Legislative Reference Services
0	0	0	473,458	107 Archives and Records Management
0	0	0	2,132,588	Liquor License Board
0	0	0	633,054	850 Liquor Licensing
0	0	0	1,499,534	851 Liquor License Compliance
346,461	99,960	0	4,022,122	Mayorality
346,461	99,960	0	4,022,122	125 Executive Direction and Control - Mayorality
0	0	0	6,907,950	M-R: Art and Culture
0	0	0	4,954,815	493 Art and Culture Grants
0	0	0	1,878,135	824 Events, Art, Culture, and Film
0	0	0	75,000	828 Bromo Seltzer Arts Tower
0	0	0	249,254,029	M-R: Baltimore City Public Schools
0	0	0	249,254,029	352 Baltimore City Public Schools
200,000	0	0	3,400,000	M-R: Baltimore Economic Recovery Team (BERT)
200,000	0	0	3,400,000	575 Baltimore Economic Recovery Team (B.E.R.T.)
0	852,894	0	1,294,584	M-R: Cable and Communications
0	852,894	0	1,294,584	876 Media Production
0	0	0	10,232,021	M-R: Civic Promotion
0	0	0	315,000	590 Public Markets
0	0	0	9,917,021	820 Convention Sales and Tourism Marketing
0	0	10,000	27,048,753	M-R: Conditional Purchase Agreements
0	0	10,000	27,048,753	129 Conditional Purchase Agreement Payments
0	0	0	500,000	M-R: Contingent Fund
0	0	0	500,000	121 Contingent Fund
0	0	0	6,795,351	M-R: Convention Center Hotel
0	0	0	6,795,351	535 Convention Center Hotel
4,998,575	4,602,084	0	22,022,365	M-R: Convention Complex
0	0	0	550,000	540 1st Mariner Arena Operations
4,998,575	0	0	16,870,281	855 Convention Center
0	4,602,084	0	4,602,084	857 Convention Center Debt Service
0	0	0	100,451,235	M-R: Debt Service
0	0	0	100,451,235	123 General Debt Service
0	0	0	6,272,635	M-R: Educational Grants
0	0	0	6,272,635	446 Educational Grants
0	0	0	153,445,440	M-R: Employees' Retirement Contribution
0	0	0	153,445,440	355 Employees' Retirement Contribution
0	0	0	700,438	M-R: Environmental Control Board
0	0	0	700,438	117 Adjudication of Environmental Citations
0	0	0	993,072	M-R: Health and Welfare Grants
0	0	0	993,072	385 Health and Welfare Grants
0	0	0	768,680	M-R: Innovation Fund
0	0	0	768,680	833 Innovation Fund
0	0	0	12,271,626	M-R: Miscellaneous General Expenses
0	0	0	12,271,626	122 Miscellaneous General Expenses
0	0	0	517,883	M-R: Office of CitiStat Operations
0	0	0	517,883	347 CitiStat Operations
1,205,158	365,000	0	12,529,604	M-R: Office of Criminal Justice
61,633	0	0	1,347,260	757 Crime Camera Management
1,143,525	365,000	0	11,182,344	758 Coordination of Public Safety Strategy
2,461,234	500,000	0	28,329,856	M-R: Office of Employment Development
191,000	0	0	191,000	791 BCPS Alternative Options Academy for Youth
0	0	0	4,848,196	792 Workforce Services for TANF Recipients
0	0	0	866,214	793 Employment Enhancement Services for Baltimore City Residents

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
M-R: Office of Employment Development (Continued)	6,178,753	0	0	19,189,869
794 Administration - MOED	1,134,786	0	0	0
795 Workforce Services for Baltimore Residents	0	0	0	7,782,331
796 Workforce Services for Ex-Offenders	0	0	0	500,000
797 Workforce Services for Out of School Youth-Youth Opportunity	2,544,264	0	0	0
798 Youth Works Summer Job Program	1,633,489	0	0	0
800 Workforce Services for WIA Funded Youth	0	0	0	6,059,342
M-R: Office of Human Services	5,606,120	0	0	33,877,522
356 Administration - Human Services	394,701	0	0	1,979,098
741 Community Action Centers	854,619	0	0	955,790
893 Homeless Prevention	0	0	0	636,996
894 Outreach to the Homeless	0	0	0	526,748
895 Temporary Housing for the Homeless	4,155,588	0	0	6,623,673
896 Permanent Housing for the Homeless	201,212	0	0	23,155,217
M-R: Office of Information Technology	9,613,122	0	0	0
802 Administration - MOIT	811,222	0	0	0
803 IT Application Support Services	4,752,773	0	0	0
804 Call Center Services	2,064,876	0	0	0
805 IT Infrastructure Support Services	1,984,251	0	0	0
M-R: Office of Neighborhoods	528,781	0	0	0
354 Office of Neighborhoods	528,781	0	0	0
M-R: Office of the Inspector General	544,091	0	0	0
836 Inspector General	544,091	0	0	0
M-R: Office of the Labor Commissioner	712,479	0	0	0
128 Labor Contract Negotiations and Administration	712,479	0	0	0
M-R: Retirees' Benefits	53,146,637	8,535,253	0	0
351 Retirees' Benefits	53,146,637	8,535,253	0	0
M-R: Self-Insurance Fund	11,413,752	1,458,814	0	0
126 Contribution to Self-Insurance Fund	11,413,752	1,458,814	0	0
M-R: TIF Debt Service	5,507,156	0	0	0
124 TIF Debt Service	5,507,156	0	0	0
Municipal and Zoning Appeals	465,832	0	0	0
185 Zoning, Tax and Other Appeals	465,832	0	0	0
Office of Civil Rights	1,106,539	0	0	50,884
656 Wage Investigation and Enforcement	223,926	0	0	0
846 Discrimination Investigations, Resolutions and Conciliations	580,467	0	0	50,884
848 Police Community Relations	207,500	0	0	0
878 Disabilities Commission	94,646	0	0	0
Planning	2,000,655	0	0	1,251,420
761 Development Oversight and Project Support	767,817	0	0	85,732
762 Historic Preservation	111,544	0	0	322,237
763 Community Planning and Resource Management	519,095	0	0	697,064
765 Planning for a Sustainable Baltimore	200,683	0	0	144,681
768 Administration - Planning	401,516	0	0	1,706
Police	321,592,120	8,060,460	0	10,153,483
621 Administration - Police	35,510,476	0	0	0
622 Police Patrol	172,832,034	0	0	150,000
623 Crime Investigation	36,937,859	0	0	0
624 Target Violent Criminals	19,130,728	0	0	0
625 SWAT/ESU	6,829,122	0	0	0
626 Homeland Security - Intelligence	3,131,015	0	0	10,003,483
627 911 Communications Center	9,981,529	0	0	0
628 Police Internal Affairs	4,759,040	0	0	0
632 Manage Police Records and Evidence Control Systems	6,488,665	0	0	0

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
2,461,234	500,000	0	28,329,856	M-R: Office of Employment Development (Continued)
102,051	0	0	1,236,837	794 Administration - MOED
0	0	0	7,782,331	795 Workforce Services for Baltimore Residents
1,000,000	500,000	0	2,000,000	796 Workforce Services for Ex-Offenders
0	0	0	2,544,264	797 Workforce Services for Out of School Youth-Youth Opportunity
1,168,183	0	0	2,801,672	798 Youth Works Summer Job Program
0	0	0	6,059,342	800 Workforce Services for WIA Funded Youth
5,922,060	130,492	0	45,536,194	M-R: Office of Human Services
121,690	45,661	0	2,541,150	356 Administration - Human Services
3,033,233	0	0	4,843,642	741 Community Action Centers
378,580	0	0	1,015,576	893 Homeless Prevention
477,265	0	0	1,004,013	894 Outreach to the Homeless
1,639,819	0	0	12,419,080	895 Temporary Housing for the Homeless
271,473	84,831	0	23,712,733	896 Permanent Housing for the Homeless
0	0	3,392,917	13,006,039	M-R: Office of Information Technology
0	0	0	811,222	802 Administration - MOIT
0	0	0	4,752,773	803 IT Application Support Services
0	0	0	2,064,876	804 Call Center Services
0	0	3,392,917	5,377,168	805 IT Infrastructure Support Services
0	0	0	528,781	M-R: Office of Neighborhoods
0	0	0	528,781	354 Office of Neighborhoods
0	0	0	544,091	M-R: Office of the Inspector General
0	0	0	544,091	836 Inspector General
0	0	0	712,479	M-R: Office of the Labor Commissioner
0	0	0	712,479	128 Labor Contract Negotiations and Administration
0	0	0	61,681,890	M-R: Retirees' Benefits
0	0	0	61,681,890	351 Retirees' Benefits
0	0	0	12,872,566	M-R: Self-Insurance Fund
0	0	0	12,872,566	126 Contribution to Self-Insurance Fund
0	0	0	5,507,156	M-R: TIF Debt Service
0	0	0	5,507,156	124 TIF Debt Service
0	0	0	465,832	Municipal and Zoning Appeals
0	0	0	465,832	185 Zoning, Tax and Other Appeals
0	0	0	1,157,423	Office of Civil Rights
0	0	0	223,926	656 Wage Investigation and Enforcement
0	0	0	631,351	846 Discrimination Investigations, Resolutions and Conciliations
0	0	0	207,500	848 Police Community Relations
0	0	0	94,646	878 Disabilities Commission
14,000	0	0	3,266,075	Planning
0	0	0	853,549	761 Development Oversight and Project Support
0	0	0	433,781	762 Historic Preservation
0	0	0	1,216,159	763 Community Planning and Resource Management
14,000	0	0	359,364	765 Planning for a Sustainable Baltimore
0	0	0	403,222	768 Administration - Planning
7,442,022	9,650,920	0	356,899,005	Police
319,543	34,024	0	35,864,043	621 Administration - Police
4,487,196	0	0	177,469,230	622 Police Patrol
250,000	0	0	37,187,859	623 Crime Investigation
2,385,283	2,375,000	0	23,891,011	624 Target Violent Criminals
0	0	0	6,829,122	625 SWAT/ESU
0	0	0	13,134,498	626 Homeland Security - Intelligence
0	7,241,896	0	17,223,425	627 911 Communications Center
0	0	0	4,759,040	628 Police Internal Affairs
0	0	0	6,488,665	632 Manage Police Records and Evidence Control Systems

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
Police (Continued)	321,592,120	8,060,460	0	10,153,483
634 Crowd, Traffic, and Special Events Management	1,729,671	8,060,460	0	0
635 Police Recruiting and Training	8,576,118	0	0	0
637 Special Operations - K-9 and Mounted Unit	2,817,809	0	0	0
638 Marine Unit	1,078,345	0	0	0
640 Special Operations - Aviation	4,136,537	0	0	0
642 Crime Laboratory	7,653,172	0	0	0
Public Works	47,763,197	24,824,850	329,661,069	1,896,179
660 Administration - DPW - SW	1,828,362	0	0	0
661 Public Right-of-Way Cleaning	6,814,224	18,814,422	0	0
662 Vacant/Abandoned Property Cleaning and Boarding	1,408,870	0	0	1,896,179
663 Waste Removal and Recycling	17,036,322	0	0	0
664 Waste Re-Use and Disposal	18,352,535	0	0	0
670 Administration - DPW - WWW	0	0	36,689,227	0
671 Water Management	0	0	71,376,784	0
672 Water and Wastewater Consumer Services	0	0	17,595,503	0
673 Wastewater Management	0	0	106,571,956	0
674 Surface Water Management	945,299	4,948,531	1,638,851	0
675 Engineering and Construction Management - Water and Wastewater	0	0	95,788,748	0
676 Administration - DPW	1,377,585	1,061,897	0	0
Recreation and Parks	25,909,758	2,822,614	0	0
644 Administration - Rec and Parks	3,315,207	149,164	0	0
645 Aquatics	2,031,597	0	0	0
646 Park Maintenance	8,085,333	0	0	0
647 Youth and Adult Sports	529,519	0	0	0
648 Community Recreation Centers	10,111,429	0	0	0
649 Special Facilities Management - Recreation	203,925	0	0	0
650 Horticulture	689,105	0	0	0
651 Recreation for Seniors	430,051	0	0	0
652 Therapeutic Recreation	346,532	0	0	0
653 Special Events - Recreation	0	0	0	0
654 Urban Forestry	167,060	2,673,450	0	0
Sheriff	16,148,884	0	0	0
881 Courthouse Security	3,727,003	0	0	0
882 Deputy Sheriff Enforcement	10,049,792	0	0	0
884 District Court Sheriff Services	2,022,733	0	0	0
889 Child Support Enforcement	349,356	0	0	0
Social Services	145,556	0	0	0
365 Public Assistance	145,556	0	0	0
State's Attorney	25,060,493	0	0	1,818,846
115 Prosecution of Criminals	21,163,748	0	0	1,493,317
781 Administration - State's Attorney	3,052,831	0	0	0
786 Victim and Witness Services	843,914	0	0	325,529
Transportation	13,198,614	79,722,321	39,608,543	5,013,401
500 Street and Park Lighting	510,658	20,288,968	0	0
548 Conduits	0	0	5,868,339	0
681 Administration - DOT	3,243,889	3,547,667	0	375,000
682 Parking Management	0	0	33,740,204	0
683 Street Management	2,462,494	24,355,367	0	0
684 Traffic Management	1,592,241	7,170,089	0	3,700,000
685 Special Events Support	19,794	481,913	0	0
687 Inner Harbor Services - Transportation	675,557	506,241	0	0
688 Snow and Ice Control	0	3,000,000	0	0
689 Vehicle Impounding and Disposal	4,693,981	3,500,000	0	0

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
7,442,022	9,650,920	0	356,899,005	Police (Continued)
0	0	0	9,790,131	634 Crowd, Traffic, and Special Events Management
0	0	0	8,576,118	635 Police Recruiting and Training
0	0	0	2,817,809	637 Special Operations - K-9 and Mounted Unit
0	0	0	1,078,345	638 Marine Unit
0	0	0	4,136,537	640 Special Operations - Aviation
0	0	0	7,653,172	642 Crime Laboratory
0	0	0	404,145,295	Public Works
0	0	0	1,828,362	660 Administration - DPW - SW
0	0	0	25,628,646	661 Public Right-of-Way Cleaning
0	0	0	3,305,049	662 Vacant/Abandoned Property Cleaning and Boarding
0	0	0	17,036,322	663 Waste Removal and Recycling
0	0	0	18,352,535	664 Waste Re-Use and Disposal
0	0	0	36,689,227	670 Administration - DPW - WWW
0	0	0	71,376,784	671 Water Management
0	0	0	17,595,503	672 Water and Wastewater Consumer Services
0	0	0	106,571,956	673 Wastewater Management
0	0	0	7,532,681	674 Surface Water Management
0	0	0	95,788,748	675 Engineering and Construction Management - Water and Wastewater
0	0	0	2,439,482	676 Administration - DPW
309,900	2,082,346	0	31,124,618	Recreation and Parks
209,900	147,078	0	3,821,349	644 Administration - Rec and Parks
0	0	0	2,031,597	645 Aquatics
0	0	0	8,085,333	646 Park Maintenance
0	146,243	0	675,762	647 Youth and Adult Sports
0	125,443	0	10,236,872	648 Community Recreation Centers
0	1,131,896	0	1,335,821	649 Special Facilities Management - Recreation
0	0	0	689,105	650 Horticulture
0	0	0	430,051	651 Recreation for Seniors
0	0	0	346,532	652 Therapeutic Recreation
0	531,686	0	531,686	653 Special Events - Recreation
100,000	0	0	2,940,510	654 Urban Forestry
0	0	0	16,148,884	Sheriff
0	0	0	3,727,003	881 Courthouse Security
0	0	0	10,049,792	882 Deputy Sheriff Enforcement
0	0	0	2,022,733	884 District Court Sheriff Services
0	0	0	349,356	889 Child Support Enforcement
0	0	0	145,556	Social Services
0	0	0	145,556	365 Public Assistance
4,686,360	50,000	0	31,615,699	State's Attorney
4,686,360	50,000	0	27,393,425	115 Prosecution of Criminals
0	0	0	3,052,831	781 Administration - State's Attorney
0	0	0	1,169,443	786 Victim and Witness Services
80,000	28,363,166	0	165,986,045	Transportation
0	0	0	20,799,626	500 Street and Park Lighting
0	0	0	5,868,339	548 Conduits
0	0	0	7,166,556	681 Administration - DOT
0	5,863,223	0	39,603,427	682 Parking Management
0	0	0	26,817,861	683 Street Management
0	568,160	0	13,030,490	684 Traffic Management
0	0	0	501,707	685 Special Events Support
0	0	0	1,181,798	687 Inner Harbor Services - Transportation
0	0	0	3,000,000	688 Snow and Ice Control
0	0	0	8,193,981	689 Vehicle Impounding and Disposal

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OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	GENERAL	MOTOR VEHICLE	ENTERPRISE AND UTILITY	FEDERAL
Transportation (Continued)	13,198,614	79,722,321	39,608,543	5,013,401
690 Complete Streets and Sustainable Transportation	0	469,806	0	0
691 Public Rights-of-Way Landscape Management	0	1,909,945	0	0
692 Bridge and Culvert Management	0	1,995,418	0	0
693 Parking Enforcement	0	0	0	0
695 Dock Master	0	0	0	0
696 Street Cuts Management	0	715,252	0	0
697 Traffic Safety	0	11,781,655	0	938,401
War Memorial Commission	278,827	0	0	0
487 Operation of War Memorial Building	278,827	0	0	0
TOTAL FISCAL 2012 OPERATING BUDGET	1,407,868,024	151,296,150	373,091,228	204,600,102
LESS INTERNAL SERVICE FUND	0	0	0	0
TOTAL FISCAL 2012 OPERATING APPROPRIATION	1,407,868,024	151,296,150	373,091,228	204,600,102

OPERATING BUDGET FUND DISTRIBUTION

STATE	OTHER SPECIAL PURPOSE	INTERNAL SERVICE	Total	AGENCY AND SERVICE
80,000	28,363,166	0	165,986,045	Transportation (Continued)
80,000	7,049,206	0	7,599,012	690 Complete Streets and Sustainable Transportation
0	0	0	1,909,945	691 Public Rights-of-Way Landscape Management
0	0	0	1,995,418	692 Bridge and Culvert Management
0	11,858,683	0	11,858,683	693 Parking Enforcement
0	259,089	0	259,089	695 Dock Master
0	0	0	715,252	696 Street Cuts Management
0	2,764,805	0	15,484,861	697 Traffic Safety
0	50,000	0	328,827	War Memorial Commission
0	50,000	0	328,827	487 Operation of War Memorial Building
76,824,483	83,262,859	83,389,343	2,380,332,189	TOTAL FISCAL 2012 OPERATING BUDGET
0	0	83,389,343	83,389,343	LESS INTERNAL SERVICE FUND
76,824,483	83,262,859	0	2,296,942,846	TOTAL FISCAL 2012 OPERATING APPROPRIATION

PERMANENT FULL-TIME POSITIONS BY AGENCY AND FUND

AGENCY AND FUND	FISCAL 2008 ADOPTED BUDGET	FISCAL 2009 ADOPTED BUDGET	FISCAL 2010 ADOPTED BUDGET	FISCAL 2011 ADOPTED BUDGET	FISCAL 2012 ADOPTED BUDGET
Board of Elections	3	3	3	3	3
General	3	3	3	3	3
City Council	64	64	64	64	64
General	64	64	64	64	64
Comptroller	105	107	108	108	109
General	68	70	71	71	72
Special	2	2	2	2	2
Internal Service	35	35	35	35	35
Council Services	7	7	7	7	7
General	7	7	7	7	7
Courts: Circuit Court	129	143	143	146	145
General	86	92	92	91	90
Federal	19	20	20	20	20
State	24	31	31	34	34
Special	0	0	0	1	1
Courts: Orphans' Court	5	5	5	5	5
General	5	5	5	5	5
Employees' Retirement Systems	88	91	91	91	91
Special	88	91	91	91	91
Enoch Pratt Free Library	437	430	410	403	399
General	365	359	344	340	336
State	63	62	58	55	55
Special	9	9	8	8	8
Finance	326	333	307	285	299
General	276	282	255	237	246
Loan and Guarantee Enterprise	2	2	2	2	2
Special	0	0	0	7	12
Internal Service	48	49	50	39	39
Fire	1,796	1,800	1,790	1,788	1,789
General	1,796	1,800	1,790	1,788	1,789
General Services	0	0	439	428	423
General	0	0	125	119	123
Motor Vehicle	0	0	43	33	23
Internal Service	0	0	271	276	277
Health	761	883	867	1,070	1,090
General	200	207	185	265	268
Federal	308	329	331	394	417
State	69	71	73	124	129
Special	184	276	278	287	276
Housing and Community Development	518	598	647	535	551
General	328	400	411	348	352
Federal	107	102	134	132	143
State	61	60	63	28	30
Special	22	36	39	27	26
Human Resources	58	60	52	48	53
General	52	54	50	46	51
Internal Service	6	6	2	2	2
Law	103	104	96	96	100
General	62	62	57	57	61
Special	13	14	13	12	12
Internal Service	28	28	26	27	27
Legislative Reference	8	8	8	8	8
General	8	8	8	8	8
Liquor License Board	33	33	34	34	34
General	33	33	34	34	34
Mayoralty	52	53	54	52	56
General	52	53	54	52	55
Special	0	0	0	0	1

PERMANENT FULL-TIME POSITIONS BY AGENCY AND FUND

AGENCY AND FUND	FISCAL 2008 ADOPTED BUDGET	FISCAL 2009 ADOPTED BUDGET	FISCAL 2010 ADOPTED BUDGET	FISCAL 2011 ADOPTED BUDGET	FISCAL 2012 ADOPTED BUDGET
M-R: Baltimore Economic Recovery Team (BERT)	0	0	45	45	45
Federal	0	0	45	45	45
M-R: Cable and Communications	12	12	8	8	4
General	12	12	8	4	4
Special	0	0	0	4	0
M-R: Commission for Women	2	2	2	0	0
General	2	2	2	0	0
M-R: Commission on Aging and Retirement Education	83	83	82	0	0
General	6	7	6	0	0
Federal	36	37	37	0	0
State	41	39	39	0	0
M-R: Convention Complex	178	179	181	175	159
General	178	179	181	175	159
M-R: Environmental Control Board	6	6	5	5	7
General	6	6	5	5	7
M-R: Hispanic Commission	0	2	2	0	0
General	0	2	2	0	0
M-R: Office of Children, Youth and Families	12	12	12	3	0
General	9	9	9	3	0
Federal	3	3	3	0	0
M-R: Office of CitiStat Operations	9	9	9	9	9
General	9	9	9	9	9
M-R: Office of Criminal Justice	0	9	12	12	12
General	0	5	4	4	4
Federal	0	3	4	4	4
State	0	1	4	4	4
M-R: Office of Employment Development	298	300	300	300	300
General	45	54	53	74	56
Federal	245	228	225	218	236
State	8	9	13	8	8
Special	0	9	9	0	0
M-R: Office of Human Services	0	0	0	102	103
General	0	0	0	22	20
Federal	0	0	0	18	18
State	0	0	0	43	45
Special	0	0	0	19	20
M-R: Office of Information Technology	169	160	140	139	118
General	169	160	140	139	118
M-R: Office of Neighborhoods	12	12	12	12	11
General	12	12	12	12	11
M-R: Office of the Inspector General	5	6	6	4	4
General	5	6	6	4	4
M-R: Office of the Labor Commissioner	5	5	5	5	5
General	5	5	5	5	5
M-R: Veterans' Commission	2	2	2	0	0
General	2	2	2	0	0
Municipal and Zoning Appeals	10	10	10	9	9
General	10	10	10	9	9
Office of Civil Rights	14	14	13	16	16
General	13	13	12	15	15
Federal	1	1	1	1	1
Planning	54	54	55	49	47
General	31	31	32	27	33
Motor Vehicle	9	9	9	8	0
Federal	14	14	14	14	14
Police	3,930	3,909	3,899	3,889	3,892
General	3,727	3,710	3,675	3,664	3,658
Motor Vehicle	86	86	86	65	65

PERMANENT FULL-TIME POSITIONS BY AGENCY AND FUND

AGENCY AND FUND	FISCAL 2008 ADOPTED BUDGET	FISCAL 2009 ADOPTED BUDGET	FISCAL 2010 ADOPTED BUDGET	FISCAL 2011 ADOPTED BUDGET	FISCAL 2012 ADOPTED BUDGET
Police (Continued)	3,930	3,909	3,899	3,889	3,892
Federal	6	3	28	50	54
State	60	59	59	59	64
Special	51	51	51	51	51
Public Works	3,438	3,410	2,728	2,666	2,681
General	635	614	450	553	573
Motor Vehicle	610	628	448	333	326
Wastewater Utility	1,031	1,014	964	932	930
Water Utility	901	893	866	846	850
Federal	0	0	0	2	2
Internal Service	261	261	0	0	0
Recreation and Parks	369	404	362	312	310
General	318	344	310	284	277
Motor Vehicle	40	44	40	21	21
Federal	5	5	5	5	5
State	1	5	7	0	1
Special	5	6	0	2	6
Sheriff	213	213	213	213	213
General	213	213	213	213	213
State's Attorney	419	423	428	428	431
General	338	341	345	346	346
Federal	22	21	21	22	22
State	59	61	62	60	63
Transportation	1,579	1,570	1,545	1,477	1,453
General	396	396	394	547	543
Motor Vehicle	1,025	1,014	960	746	728
Parking Management	101	101	125	109	108
Conduit Enterprise	56	56	62	62	62
Federal	0	2	2	4	4
State	1	1	1	1	1
Special	0	0	1	8	7
Wage Commission	8	8	8	0	0
General	8	8	8	0	0
War Memorial Commission	6	6	6	4	4
General	6	6	6	4	4
GRAND TOTAL	15,326	15,542	15,215	15,053	15,059
SUMMARY BY FUND					
General	9,560	9,655	9,454	9,653	9,632
Motor Vehicle	1,770	1,781	1,586	1,206	1,163
Parking Management	101	101	125	109	108
Wastewater Utility	1,031	1,014	964	932	930
Water Utility	901	893	866	846	850
Conduit Enterprise	56	56	62	62	62
Loan and Guarantee Enterprise	2	2	2	2	2
Federal	766	768	870	929	985
State	387	399	410	416	434
Special	374	494	492	519	513
Internal Service	378	379	384	379	380
GRAND TOTAL	15,326	15,542	15,215	15,053	15,059

Notes:

(1) The above positions count reflect the total authorized positions which include unfunded positions, commonly referred to as salary saved positions. These are authorized vacant positions that an agency is not planning to fill in a given budget year and thus have no salary and benefit costs budgeted. These unfunded positions totaled 554 and 780 in Fiscal 2011 and Fiscal 2012, respectively.

CITY OF BALTIMORE
ORDINANCE 11-461
Council Bill 11-0689

Introduced by: The Council President
 At the request of: The Administration (Department of Finance)
 Introduced and read first time: May 2, 2011
 Assigned to: Budget and Appropriations Committee and Committee of the Whole

Committees Reports:
 Budget and Appropriations Committee: Without Recommendation
 Committee of the Whole: Favorable
 Council action: Adopted
 Read second time: June 20, 2011

AN ORDINANCE CONCERNING

Ordinance of Estimates for the Fiscal Year Ending June 30, 2012

FOR the purpose of providing the appropriations estimated to be needed by each agency of the City of Baltimore for operating programs and capital projects during the fiscal 2012 year.

By authority of
 Article VI - Board of Estimates
 Section 3 et seq.
 Baltimore City Charter (1996 Edition)

SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE, That the following amounts or so much thereof as shall be sufficient are hereby appropriated subject to the provisions hereinafter set forth for the purpose of carrying out the programs included in the operating budget and the projects listed in the capital budget from the amounts estimated to be available in the designated funds during the fiscal year ending June 30, 2012.

A. Operating Budget

Board of Elections

899	Fair Conduct of Elections		
	General Fund Appropriation	\$	5,980,658

City Council

100	City Council		
	General Fund Appropriation	\$	4,624,527

Comptroller

130	Executive Direction and Control - Comptroller		
	General Fund Appropriation	\$	363,863

EXPLANATION: CAPITALS indicate matter added to existing law.
 [Brackets] indicate matter deleted from existing law.
Underlining indicates matter added to the bill by amendment.
~~Strike out~~ indicates matter stricken from the bill by amendment or deleted from existing law by amendment.

Council Bill 11-0689

1	131	Audits		
2		General Fund Appropriation	\$	3,340,209
3	132	Real Estate Acquisition and Management		
4		General Fund Appropriation	\$	598,682
5		Special Fund Appropriation	\$	145,986
6	Council Services			
7	103	Council Services		
8		General Fund Appropriation	\$	508,641
9	Courts: Circuit Court			
10	110	Circuit Court		
11		General Fund Appropriation	\$	8,079,791
12		Federal Fund Appropriation	\$	1,491,852
13		State Fund Appropriation	\$	5,765,085
14		Special Fund Appropriation	\$	101,383
15	Courts: Orphans' Court			
16	817	Orphans' Court		
17		General Fund Appropriation	\$	476,428
18	Employees' Retirement Systems			
19	152	Employees' Retirement System - Administration		
20		Special Fund Appropriation	\$	5,817,330
21	154	Fire and Police Retirement System - Administration		
22		Special Fund Appropriation	\$	4,474,737
23	Enoch Pratt Free Library			
24	788	Information Services		
25		General Fund Appropriation	\$	23,131,657
26		State Fund Appropriation	\$	9,725,818
27		Special Fund Appropriation	\$	541,112
28	Finance			
29	148	Revenue Collection		
30		General Fund Appropriation	\$	2,933,589
31		Special Fund Appropriation	\$	435,733
32	150	Treasury and Debt Management		
33		General Fund Appropriation	\$	1,000,844
34	698	Administration - Finance		
35		General Fund Appropriation	\$	878,450
36		Loan and Guarantee Enterprise Fund Appropriation	\$	27
37	699	Procurement		
38		General Fund Appropriation	\$	2,522,960

Council Bill 11-0689

1	700	Surplus Property Disposal		
2		Special Fund Appropriation	\$	185,323
3	702	Accounts Payable		
4		General Fund Appropriation	\$	1,074,996
5	703	Payroll		
6		General Fund Appropriation	\$	2,972,274
7	704	Accounting		
8		General Fund Appropriation	\$	937,978
9	705	Loan and Guarantee Program		
10		Loan and Guarantee Enterprise Fund Appropriation	\$	3,260,269
11	708	Operating Budget Management		
12		General Fund Appropriation	\$	1,186,748
13	710	Property Tax Billing Integrity and Recovery		
14		General Fund Appropriation	\$	78,863
15	711	Finance Project Management		
16		General Fund Appropriation	\$	252,490
17	Fire			
18	600	Administration - Fire		
19		General Fund Appropriation	\$	12,064,137
20		Federal Fund Appropriation	\$	1,000,000
21		Special Fund Appropriation	\$	77,490
22	602	Fire Suppression and Emergency Rescue		
23		General Fund Appropriation	\$	109,041,696
24		Federal Fund Appropriation	\$	1,435,574
25		State Fund Appropriation	\$	950,294
26	608	Emergency Management		
27		Federal Fund Appropriation	\$	226,398
28		State Fund Appropriation	\$	5,367
29	609	Emergency Medical Services		
30		General Fund Appropriation	\$	9,975,374
31		State Fund Appropriation	\$	47,487
32		Special Fund Appropriation	\$	12,472,510
33				
34	610	Fire and Emergency Community Outreach		
35		General Fund Appropriation	\$	245,031
36	611	Fire Code Enforcement		
37		General Fund Appropriation	\$	2,862,567
38		State Fund Appropriation	\$	146,717

Council Bill 11-0689

1	612	Fire Investigation		
2		General Fund Appropriation	\$	908,569
3	613	Fire Facilities Maintenance and Replacement		
4		General Fund Appropriation	\$	8,871,928
5	614	Fire Communications and Dispatch		
6		General Fund Appropriation	\$	3,657,599
7		State Fund Appropriation	\$	2,200
8	615	Fire Recruitment and Training		
9		General Fund Appropriation	\$	1,800,429
10	General Services			
11	726	Administration - General Services		
12		General Fund Appropriation	\$	59,179
13		Motor Vehicle Fund Appropriation	\$	16,305
14	727	Building Permits and Municipal Consents		
15		General Fund Appropriation	\$	215,327
16		Motor Vehicle Fund Appropriation	\$	1,285,084
17	729	Real Property Database Management		
18		General Fund Appropriation	\$	614,603
19	731	Facilities Management		
20		General Fund Appropriation	\$	13,877,074
21		Motor Vehicle Fund Appropriation	\$	156,707
22		State Fund Appropriation	\$	1,000,000
23	Health			
24	303	Clinical Services		
25		General Fund Appropriation	\$	3,923,553
26		Federal Fund Appropriation	\$	4,989,651
27		State Fund Appropriation	\$	193,300
28		Special Fund Appropriation	\$	156,506
29	305	Healthy Homes		
30		General Fund Appropriation	\$	878,672
31		Federal Fund Appropriation	\$	1,757,509
32		State Fund Appropriation	\$	422,661
33		Special Fund Appropriation	\$	30,000
34	307	Substance Abuse and Mental Health		
35		General Fund Appropriation	\$	1,903,627
36		Federal Fund Appropriation	\$	325,000
37		State Fund Appropriation	\$	724,589
38	308	Maternal and Child Health		
39		General Fund Appropriation	\$	1,255,331
40		Federal Fund Appropriation	\$	14,986,980

Council Bill 11-0689

1		State Fund Appropriation	\$	1,758,830
2		Special Fund Appropriation	\$	1,291,500
3	310	School Health Services		
4		General Fund Appropriation	\$	5,036,597
5		Federal Fund Appropriation	\$	589,636
6		State Fund Appropriation	\$	935,045
7		Special Fund Appropriation	\$	9,877,534
8	311	Health Services for the Aging		
9		General Fund Appropriation	\$	58,475
10		Federal Fund Appropriation	\$	6,147,720
11		State Fund Appropriation	\$	664,582
12	315	Emergency Services - Health		
13		General Fund Appropriation	\$	448,410
14		Federal Fund Appropriation	\$	653,933
15		State Fund Appropriation	\$	10,236,767
16	316	Youth Violence Prevention		
17		General Fund Appropriation	\$	520,176
18		Federal Fund Appropriation	\$	250,000
19		State Fund Appropriation	\$	1,170,330
20	715	Administration - Health		
21		General Fund Appropriation	\$	3,611,041
22		Federal Fund Appropriation	\$	72,259
23		State Fund Appropriation	\$	47,315
24		Special Fund Appropriation	\$	60,847
25	716	Animal Services		
26		General Fund Appropriation	\$	3,021,388
27	717	Environmental Health		
28		General Fund Appropriation	\$	3,223,851
29		Federal Fund Appropriation	\$	6,733,175
30		State Fund Appropriation	\$	147,097
31		Special Fund Appropriation	\$	50,000
32	718	Chronic Disease Prevention		
33		General Fund Appropriation	\$	1,179,340
34		Federal Fund Appropriation	\$	2,189,538
35		State Fund Appropriation	\$	749,277
36	720	HIV Treatment Services for the Uninsured		
37		General Fund Appropriation	\$	497,786
38		Federal Fund Appropriation	\$	26,062,086

Council Bill 11-0689

1	721	Senior Centers		
2		General Fund Appropriation	\$	645,418
3		Federal Fund Appropriation	\$	3,264,209
4		State Fund Appropriation	\$	728,710
5	722	Administration - CARE		
6		General Fund Appropriation	\$	465,802
7		Federal Fund Appropriation	\$	12,379
8		State Fund Appropriation	\$	59,366
9	723	Advocacy and Supportive Care for Seniors		
10		General Fund Appropriation	\$	78,311
11		Federal Fund Appropriation	\$	161,411
12		State Fund Appropriation	\$	1,937,432
13	724	Assistive and Directive Care for Seniors		
14		Motor Vehicle Fund Appropriation	\$	226,080
15		Federal Fund Appropriation	\$	1,671,241
16		State Fund Appropriation	\$	1,674,403
17		Special Fund Appropriation	\$	308,364
18	725	Senior Education		
19		Federal Fund Appropriation	\$	671,315
20		State Fund Appropriation	\$	204,682
21	Housing and Community Development			
22	593	Community Support Projects		
23		Federal Fund Appropriation	\$	7,619,803
24	604	Early Childhood Education		
25		General Fund Appropriation	\$	100,000
26		Federal Fund Appropriation	\$	1,499,405
27		Special Fund Appropriation	\$	128,099
28	605	Head Start		
29		Federal Fund Appropriation	\$	30,162,162
30		State Fund Appropriation	\$	604,467
31	737	Administration - HCD		
32		General Fund Appropriation	\$	1,898,020
33		Federal Fund Appropriation	\$	1,206,106
34		State Fund Appropriation	\$	2,936
35		Special Fund Appropriation	\$	143
36	738	Energy Assistance		
37		State Fund Appropriation	\$	6,010,225
38	740	Dawson Center		
39		Federal Fund Appropriation	\$	360,546

Council Bill 11-0689

1	742	Promote Homeownership		
2		General Fund Appropriation	\$	78,385
3		Federal Fund Appropriation	\$	364,808
4	745	Housing Code Enforcement		
5		General Fund Appropriation	\$	12,283,176
6		Special Fund Appropriation	\$	50,000
7	747	Register and License Properties and Contractors		
8		General Fund Appropriation	\$	400,919
9	748	Housing Development Finance and Project Management		
10		Federal Fund Appropriation	\$	1,399,746
11	749	Blight Elimination		
12		General Fund Appropriation	\$	1,929,862
13	750	Housing Rehabilitation Loans		
14		General Fund Appropriation	\$	59,243
15		Federal Fund Appropriation	\$	1,491,314
16	751	Building and Zoning Inspections and Permits		
17		General Fund Appropriation	\$	6,125,724
18	752	Community Outreach Services		
19		General Fund Appropriation	\$	1,003,848
20	754	Summer Food Service Program		
21		State Fund Appropriation	\$	3,243,731
22	809	Retention, Expansion, and Attraction of Businesses		
23		General Fund Appropriation	\$	712,739
24		Special Fund Appropriation	\$	100,000
25	810	Real Estate Development		
26		General Fund Appropriation	\$	1,197,441
27		Special Fund Appropriation	\$	100,000
28	811	Inner Harbor Coordination		
29		General Fund Appropriation	\$	506,000
30	812	Business Support - Small Business Resource Center		
31		General Fund Appropriation	\$	144,000
32	813	Technology Development - Emerging Technology Center		
33		General Fund Appropriation	\$	675,000
34	814	Improve and Promote Retail Districts Beyond Downtown		
35		General Fund Appropriation	\$	765,534
36		Special Fund Appropriation	\$	100,000

Council Bill 11-0689

1	815	Live Baltimore		
2		General Fund Appropriation	\$	315,000
3	Human Resources			
4	770	Administration - Human Resources		
5		General Fund Appropriation	\$	1,321,115
6	771	Benefits Administration		
7		General Fund Appropriation	\$	1,958,631
8	772	Civil Service Management		
9		General Fund Appropriation	\$	1,178,407
10	773	COB University		
11		General Fund Appropriation	\$	65,980
12	Law			
13	860	Administration - Law		
14		General Fund Appropriation	\$	581,996
15	861	Controversies		
16		General Fund Appropriation	\$	1,503,263
17	862	Transactions		
18		General Fund Appropriation	\$	894,485
19	869	Minority and Women's Business Opportunity Office		
20		General Fund Appropriation	\$	342,753
21	871	Representation and Advice for Law Enforcement		
22		General Fund Appropriation	\$	485,564
23	Legislative Reference			
24	106	Legislative Reference Services		
25		General Fund Appropriation	\$	482,656
26		Special Fund Appropriation	\$	11,400
27	107	Archives and Records Management		
28		General Fund Appropriation	\$	473,458
29	Liquor License Board			
30	850	Liquor Licensing		
31		General Fund Appropriation	\$	633,054
32	851	Liquor License Compliance		
33		General Fund Appropriation	\$	1,499,534
34	Mayoralty			
35	125	Executive Direction and Control - Mayoralty		
36		General Fund Appropriation	\$	3,575,701

Council Bill 11-0689

1	State Fund Appropriation	\$	346,461
2	Special Fund Appropriation	\$	99,960
3	M-R: Art and Culture		
4	493 Art and Culture Grants		
5	General Fund Appropriation	\$	4,954,815
6	824 Events, Art, Culture, and Film		
7	General Fund Appropriation	\$	1,878,135
8	828 Bromo Seltzer Arts Tower		
9	General Fund Appropriation	\$	75,000
10	M-R: Baltimore City Public Schools		
11	352 Baltimore City Public Schools		
12	General Fund Appropriation	\$	249,254,029
13	M-R: Baltimore Economic Recovery Team (BERT)		
14	575 Baltimore Economic Recovery Team (B.E.R.T.)		
15	Federal Fund Appropriation	\$	3,200,000
16	State Fund Appropriation	\$	200,000
17	M-R: Cable and Communications		
18	876 Media Production		
19	General Fund Appropriation	\$	441,690
20	Special Fund Appropriation	\$	852,894
21	M-R: Civic Promotion		
22	590 Public Markets		
23	General Fund Appropriation	\$	315,000
24	820 Convention Sales and Tourism Marketing		
25	General Fund Appropriation	\$	9,917,021
26	M-R: Conditional Purchase Agreements		
27	129 Conditional Purchase Agreement Payments		
28	General Fund Appropriation	\$	26,477,433
29	Loan and Guarantee Enterprise Fund Appropriation	\$	561,320
30	M-R: Contingent Fund		
31	121 Contingent Fund		
32	General Fund Appropriation	\$	500,000
33	M-R: Convention Center Hotel		
34	535 Convention Center Hotel		
35	General Fund Appropriation	\$	6,795,351
36	M-R: Convention Complex		
37	540 1st Mariner Arena Operations		
38	General Fund Appropriation	\$	550,000

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1	855	Convention Center		
2		General Fund Appropriation	\$	11,871,706
3		State Fund Appropriation	\$	4,998,575
4	857	Convention Center Debt Service		
5		Convention Center Bond Fund Appropriation	\$	4,602,084
6	M-R: Debt Service			
7	123	General Debt Service		
8		General Fund Appropriation	\$	86,725,563
9		Motor Vehicle Fund Appropriation	\$	13,725,672
10	M-R: Educational Grants			
11	446	Educational Grants		
12		General Fund Appropriation	\$	6,272,635
13	M-R: Employees' Retirement Contribution			
14	355	Employees' Retirement Contribution		
15		General Fund Appropriation	\$	144,220,300
16		Motor Vehicle Fund Appropriation	\$	9,225,140
17	M-R: Environmental Control Board			
18	117	Adjudication of Environmental Citations		
19		General Fund Appropriation	\$	700,438
20	M-R: Health and Welfare Grants			
21	385	Health and Welfare Grants		
22		General Fund Appropriation	\$	993,072
23	M-R: Innovation Fund			
24	833	Innovation Fund		
25		General Fund Appropriation	\$	768,680
26	M-R: Miscellaneous General Expenses			
27	122	Miscellaneous General Expenses		
28		General Fund Appropriation	\$	11,034,776
29		Motor Vehicle Fund Appropriation	\$	1,236,850
30	M-R: Office of CitiStat Operations			
31	347	CitiStat Operations		
32		General Fund Appropriation	\$	517,883
33	M-R: Office of Criminal Justice			
34	757	Crime Camera Management		
35		General Fund Appropriation	\$	1,285,627
36		State Fund Appropriation	\$	61,633
37	758	Coordination of Public Safety Strategy		
38		General Fund Appropriation	\$	321,077
39		Federal Fund Appropriation	\$	9,352,742

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1	State Fund Appropriation	\$	1,143,525
2	Special Fund Appropriation	\$	365,000
3	M-R: Office of Employment Development		
4	791 BCPS Alternative Options Academy for Youth		
5	State Fund Appropriation	\$	191,000
6	792 Workforce Services for TANF Recipients		
7	Federal Fund Appropriation	\$	4,848,196
8	793 Employment Enhancement Services for Baltimore City Residents		
9	General Fund Appropriation	\$	866,214
10	794 Administration - MOED		
11	General Fund Appropriation	\$	1,134,786
12	State Fund Appropriation	\$	102,051
13	795 Workforce Services for Baltimore Residents		
14	Federal Fund Appropriation	\$	7,782,331
15	796 Workforce Services for Ex-Offenders		
16	Federal Fund Appropriation	\$	500,000
17	State Fund Appropriation	\$	1,000,000
18	Special Fund Appropriation	\$	500,000
19	797 Workforce Services for Out of School Youth-Youth Opportunity		
20	General Fund Appropriation	\$	2,544,264
21	798 Youth Works Summer Job Program		
22	General Fund Appropriation	\$	1,633,489
23	State Fund Appropriation	\$	1,168,183
24	800 Workforce Services for WIA Funded Youth		
25	Federal Fund Appropriation	\$	6,059,342
26	M-R: Office of Human Services		
27	356 Administration - Human Services		
28	General Fund Appropriation	\$	394,701
29	Federal Fund Appropriation	\$	1,979,098
30	State Fund Appropriation	\$	121,690
31	Special Fund Appropriation	\$	45,661
32	741 Community Action Centers		
33	General Fund Appropriation	\$	854,619
34	Federal Fund Appropriation	\$	955,790
35	State Fund Appropriation	\$	3,033,233
36	893 Homeless Prevention		
37	Federal Fund Appropriation	\$	636,996
38	State Fund Appropriation	\$	378,580

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1	894	Outreach to the Homeless		
2		Federal Fund Appropriation	\$	526,748
3		State Fund Appropriation	\$	477,265
4	895	Temporary Housing for the Homeless		
5		General Fund Appropriation	\$	4,155,588
6		Federal Fund Appropriation	\$	6,623,673
7		State Fund Appropriation	\$	1,639,819
8	896	Permanent Housing for the Homeless		
9		General Fund Appropriation	\$	201,212
10		Federal Fund Appropriation	\$	23,155,217
11		State Fund Appropriation	\$	271,473
12		Special Fund Appropriation	\$	84,831
13	M-R: Office of Information Technology			
14	802	Administration - MOIT		
15		General Fund Appropriation	\$	811,222
16	803	IT Application Support Services		
17		General Fund Appropriation	\$	4,752,773
18	804	Call Center Services		
19		General Fund Appropriation	\$	2,064,876
20	805	IT Infrastructure Support Services		
21		General Fund Appropriation	\$	1,984,251
22	M-R: Office of Neighborhoods			
23	354	Office of Neighborhoods		
24		General Fund Appropriation	\$	528,781
25	M-R: Office of the Inspector General			
26	836	Inspector General		
27		General Fund Appropriation	\$	544,091
28	M-R: Office of the Labor Commissioner			
29	128	Labor Contract Negotiations and Administration		
30		General Fund Appropriation	\$	712,479
31	M-R: Retirees' Benefits			
32	351	Retirees' Benefits		
33		General Fund Appropriation	\$	53,146,637
34		Motor Vehicle Fund Appropriation	\$	8,535,253
35	M-R: Self-Insurance Fund			
36	126	Contribution to Self-Insurance Fund		
37		General Fund Appropriation	\$	11,413,752
38		Motor Vehicle Fund Appropriation	\$	1,458,814

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1	M-R: TIF Debt Service		
2	124	TIF Debt Service	
3		General Fund Appropriation	\$ 5,507,156
4	Municipal and Zoning Appeals		
5	185	Zoning, Tax and Other Appeals	
6		General Fund Appropriation	\$ 465,832
7	Office of Civil Rights		
8	656	Wage Investigation and Enforcement	
9		General Fund Appropriation	\$ 223,926
10	846	Discrimination Investigations, Resolutions and Conciliations	
11		General Fund Appropriation	\$ 580,467
12		Federal Fund Appropriation	\$ 50,884
13	848	Police Community Relations	
14		General Fund Appropriation	\$ 207,500
15	878	Disabilities Commission	
16		General Fund Appropriation	\$ 94,646
17	Planning		
18	761	Development Oversight and Project Support	
19		General Fund Appropriation	\$ 767,817
20		Federal Fund Appropriation	\$ 85,732
21	762	Historic Preservation	
22		General Fund Appropriation	\$ 111,544
23		Federal Fund Appropriation	\$ 322,237
24	763	Community Planning and Resource Management	
25		General Fund Appropriation	\$ 519,095
26		Federal Fund Appropriation	\$ 697,064
27	765	Planning for a Sustainable Baltimore	
28		General Fund Appropriation	\$ 200,683
29		Federal Fund Appropriation	\$ 144,681
30		State Fund Appropriation	\$ 14,000
31	768	Administration - Planning	
32		General Fund Appropriation	\$ 401,516
33		Federal Fund Appropriation	\$ 1,706
34	Police		
35	621	Administration - Police	
36		General Fund Appropriation	\$ 35,510,476
37		State Fund Appropriation	\$ 319,543
38		Special Fund Appropriation	\$ 34,024

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1	622	Police Patrol		
2		General Fund Appropriation	\$	172,832,034
3		Federal Fund Appropriation	\$	150,000
4		State Fund Appropriation	\$	4,487,196
5	623	Crime Investigation		
6		General Fund Appropriation	\$	36,937,859
7		State Fund Appropriation	\$	250,000
8	624	Target Violent Criminals		
9		General Fund Appropriation	\$	19,130,728
10		State Fund Appropriation	\$	2,385,283
11		Special Fund Appropriation	\$	2,375,000
12	625	SWAT/ESU		
13		General Fund Appropriation	\$	6,829,122
14	626	Homeland Security - Intelligence		
15		General Fund Appropriation	\$	3,131,015
16		Federal Fund Appropriation	\$	10,003,483
17	627	911 Communications Center		
18		General Fund Appropriation	\$	9,981,529
19		Special Fund Appropriation	\$	7,241,896
20	628	Police Internal Affairs		
21		General Fund Appropriation	\$	4,759,040
22	632	Manage Police Records and Evidence Control Systems		
23		General Fund Appropriation	\$	6,488,665
24	634	Crowd, Traffic, and Special Events Management		
25		General Fund Appropriation	\$	1,729,671
26		Motor Vehicle Fund Appropriation	\$	8,060,460
27	635	Police Recruiting and Training		
28		General Fund Appropriation	\$	8,576,118
29	637	Special Operations - K-9 and Mounted Unit		
30		General Fund Appropriation	\$	2,817,809
31	638	Marine Unit		
32		General Fund Appropriation	\$	1,078,345
33	640	Special Operations - Aviation		
34		General Fund Appropriation	\$	4,136,537
35	642	Crime Laboratory		
36		General Fund Appropriation	\$	7,653,172

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1	Public Works		
2	660	Administration - DPW - SW	
3		General Fund Appropriation	\$ 1,828,362
4	661	Public Right-of-Way Cleaning	
5		General Fund Appropriation	\$ 6,814,224
6		Motor Vehicle Fund Appropriation	\$ 18,814,422
7	662	Vacant/Abandoned Property Cleaning and Boarding	
8		General Fund Appropriation	\$ 1,408,870
9		Federal Fund Appropriation	\$ 1,896,179
10	663	Waste Removal and Recycling	
11		General Fund Appropriation	\$ 17,036,322
12	664	Waste Re-Use and Disposal	
13		General Fund Appropriation	\$ 18,352,535
14	670	Administration - DPW - WWW	
15		Water Utility Fund Appropriation	\$ 16,786,011
16		Wastewater Utility Fund Appropriation	\$ 19,903,216
17	671	Water Management	
18		Water Utility Fund Appropriation	\$ 71,376,784
19	672	Water and Wastewater Consumer Services	
20		Water Utility Fund Appropriation	\$ 17,595,503
21	673	Wastewater Management	
22		Wastewater Utility Fund Appropriation	\$ 106,571,956
23	674	Surface Water Management	
24		General Fund Appropriation	\$ 945,299
25		Motor Vehicle Fund Appropriation	\$ 4,948,531
26		Water Utility Fund Appropriation	\$ 494,925
27		Wastewater Utility Fund Appropriation	\$ 1,143,926
28	675	Engineering and Construction Management - Water and Wastewater	
29		Water Utility Fund Appropriation	\$ 37,913,718
30		Wastewater Utility Fund Appropriation	\$ 57,875,030
31	676	Administration - DPW	
32		General Fund Appropriation	\$ 1,377,585
33		Motor Vehicle Fund Appropriation	\$ 1,061,897
34	Recreation and Parks		
35	644	Administration - Rec and Parks	
36		General Fund Appropriation	\$ 3,315,207
37		Motor Vehicle Fund Appropriation	\$ 149,164

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1		State Fund Appropriation	\$	209,900
2		Special Fund Appropriation	\$	147,078
3	645	Aquatics		
4		General Fund Appropriation	\$	2,031,597
5	646	Park Maintenance		
6		General Fund Appropriation	\$	8,085,333
7	647	Youth and Adult Sports		
8		General Fund Appropriation	\$	529,519
9		Special Fund Appropriation	\$	146,243
10	648	Community Recreation Centers		
11		General Fund Appropriation	\$	10,111,429
12		Special Fund Appropriation	\$	125,443
13	649	Special Facilities Management - Recreation		
14		General Fund Appropriation	\$	203,925
15		Special Fund Appropriation	\$	1,131,896
16	650	Horticulture		
17		General Fund Appropriation	\$	689,105
18	651	Recreation for Seniors		
19		General Fund Appropriation	\$	430,051
20	652	Therapeutic Recreation		
21		General Fund Appropriation	\$	346,532
22	653	Special Events - Recreation		
23		Special Fund Appropriation	\$	531,686
24	654	Urban Forestry		
25		General Fund Appropriation	\$	167,060
26		Motor Vehicle Fund Appropriation	\$	2,673,450
27		State Fund Appropriation	\$	100,000
28	Sheriff			
29	881	Courthouse Security		
30		General Fund Appropriation	\$	3,727,003
31	882	Deputy Sheriff Enforcement		
32		General Fund Appropriation	\$	10,049,792
33	884	District Court Sheriff Services		
34		General Fund Appropriation	\$	2,022,733
35	889	Child Support Enforcement		
36		General Fund Appropriation	\$	349,356

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1	Social Services		
2	365	Public Assistance	
3		General Fund Appropriation	\$ 145,556
4	State's Attorney		
5	115	Prosecution of Criminals	
6		General Fund Appropriation	\$ 21,163,748
7		Federal Fund Appropriation	\$ 1,493,317
8		State Fund Appropriation	\$ 4,686,360
9		Special Fund Appropriation	\$ 50,000
10	781	Administration - State's Attorney	
11		General Fund Appropriation	\$ 3,052,831
12	786	Victim and Witness Services	
13		General Fund Appropriation	\$ 843,914
14		Federal Fund Appropriation	\$ 325,529
15	Transportation		
16	500	Street and Park Lighting	
17		General Fund Appropriation	\$ 510,658
18		Motor Vehicle Fund Appropriation	\$ 20,288,968
19	548	Conduits	
20		Conduit Enterprise Fund Appropriation	\$ 5,868,339
21	681	Administration - DOT	
22		General Fund Appropriation	\$ 3,243,889
23		Motor Vehicle Fund Appropriation	\$ 3,547,667
24		Federal Fund Appropriation	\$ 375,000
25	682	Parking Management	
26		Parking Management Fund Appropriation	\$ 5,863,223
27		Parking Enterprise Fund Appropriation	\$ 33,740,204
28	683	Street Management	
29		General Fund Appropriation	\$ 2,462,494
30		Motor Vehicle Fund Appropriation	\$ 24,355,367
31	684	Traffic Management	
32		General Fund Appropriation	\$ 1,592,241
33		Motor Vehicle Fund Appropriation	\$ 7,170,089
34		Federal Fund Appropriation	\$ 3,700,000
35		Special Fund Appropriation	\$ 568,160
36	685	Special Events Support	
37		General Fund Appropriation	\$ 19,794
38		Motor Vehicle Fund Appropriation	\$ 481,913

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1	687	Inner Harbor Services - Transportation		
2		General Fund Appropriation	\$	675,557
3		Motor Vehicle Fund Appropriation	\$	506,241
4	688	Snow and Ice Control		
5		Motor Vehicle Fund Appropriation	\$	3,000,000
6	689	Vehicle Impounding and Disposal		
7		General Fund Appropriation	\$	4,693,981
8		Motor Vehicle Fund Appropriation	\$	3,500,000
9	690	Complete Streets and Sustainable Transportation		
10		Motor Vehicle Fund Appropriation	\$	469,806
11		State Fund Appropriation	\$	80,000
12		Special Fund Appropriation	\$	7,049,206
13	691	Public Rights-of-Way Landscape Management		
14		Motor Vehicle Fund Appropriation	\$	1,909,945
15	692	Bridge and Culvert Management		
16		Motor Vehicle Fund Appropriation	\$	1,995,418
17	693	Parking Enforcement		
18		Parking Management Fund Appropriation	\$	11,858,683
19	695	Dock Master		
20		Special Fund Appropriation	\$	259,089
21	696	Street Cuts Management		
22		Motor Vehicle Fund Appropriation	\$	715,252
23	697	Traffic Safety		
24		Motor Vehicle Fund Appropriation	\$	11,781,655
25		Federal Fund Appropriation	\$	938,401
26		Special Fund Appropriation	\$	2,764,805
27	War Memorial Commission			
28	487	Operation of War Memorial Building		
29		General Fund Appropriation	\$	278,827
30		Special Fund Appropriation	\$	50,000

Internal Service Fund Authorization

Comptroller, Department of

133 Municipal Telephone Exchange

An internal service fund is hereby authorized to provide for operation of a Municipal Telephone Exchange, the costs of which are to be recovered from using agencies.

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1 **136 Municipal Post Office**

2 An internal service fund is hereby authorized to provide for operation of a Municipal Post
3 Office, the costs of which are to be recovered from using agencies.

4 **Finance, Department of**

5 **701 Printing Services**

6 An internal service fund is hereby authorized to provide for operation of a Municipal
7 Reproduction and Printing Service, the costs of which are to be recovered from using agencies.

8 **707 Risk Management for Employee Injuries**

9 An internal service fund is hereby authorized to provide for a Self-Insurance Program for
10 administration of the Employee Health Clinic and Employee Safety and Workers' Compensation
11 Claims Processing, the costs of which are to be recovered from the Self-Insurance Fund.

12 **General Services, Department of**

13 **189 Fleet Management**

14 An internal service fund is hereby authorized to provide for operation of a Central Automotive
15 and Mechanical Repair Service, the costs of which are to be recovered from using agencies.

16 **730 Energy Office**

17 An internal service fund is hereby authorized to provide for an Energy Office to implement and
18 manage technologies to minimize energy usage and maximize opportunities from renewal energy
19 sources, the costs of which are to be recovered from monitoring and management fees from
20 energy projects and from the sale of renewal energy credits.

21 **Human Resources, Department of**

22 **771 and 772 Benefits Administration and Civil Service Management**

23 An internal service fund is hereby authorized to provide for the operation of the Unemployment
24 Insurance function, the costs of which are to be recovered from contributions from various fund
25 sources.

26 **Law, Department of**

27 **860, 861, 862 and 871 Legal Services**

28 An internal service fund is hereby authorized to provide for a Self-Insurance Program covering
29 Automotive Equipment, Police Animal Liability, Employee Liability and the administration of
30 Workers' Compensation claims, the costs of which are to be recovered from the Self-Insurance
31 Fund. This internal service fund is allocated across multiple services within the Law
32 Department.

33 **Mayoralty-Related**

34 **129 Conditional Purchase Agreements Payments**

35 An internal service fund is hereby authorized to provide for principal and interest payments
36 related to the improvements made to the Municipal Telephone Exchange, the costs of which are
37 to be recovered from using agencies.

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1 **805 IT Infrastructure Support Services**

2 An internal service fund is hereby authorized to provide for the operation of the 800 Megahertz
3 emergency response system, the costs of which are to be recovered from using agencies.

4 **B. Capital Budget**

5 **SECTION 2. AND BE IT FURTHER ORDAINED,** That the Capital Improvement Appropriations
6 herein made are for the following Construction Projects provided that the appropriations will be
7 placed in Construction Reserve accounts at the beginning of the fiscal year and transferred by the
8 Board of Estimates to Construction Accounts as project funds are needed.

9 **Baltimore Development Corporation**

10	601-856 BDC Economic Development and Retention		
11	Sale of City Real Property Fund Appropriation	\$	2,500,000
12	601-859 BDC Property Management and Maintenance		
13	Sale of City Real Property Fund Appropriation	\$	5,000,000
14	601-990 BDC Commercial Revitalization		
15	General Obligation Bond Appropriation	\$	425,000
16	601-991 BDC West Baltimore Development		
17	General Obligation Bond Appropriation	\$	200,000
18	601-992 BDC East Baltimore Development		
19	General Obligation Bond Appropriation	\$	500,000
20	601-993 Inner Harbor Area		
21	General Obligation Bond Appropriation	\$	500,000
22	601-994 BDC Citywide Industrial Development		
23	General Obligation Bond Appropriation	\$	400,000
24	601-995 BDC Industrial and Commercial Financing		
25	General Obligation Bond Appropriation	\$	400,000
26	General Fund Appropriation	\$	125,000
27	607-008 Hopkins Plaza Enhancements		
28	General Obligation Bond Appropriation	\$	100,000
29	607-009 Removal of Pratt Street Skywalk at Gay Street		
30	General Obligation Bond Appropriation	\$	600,000

31 **Baltimore City School System**

32	417-212 Systemic Improvements (Fiscal Years 2012-2017)		
33	General Obligation Bond Appropriation	\$	3,650,000

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1	418-051 Waverly PK-8 School #51		
2	General Obligation Bond Appropriation	\$	3,604,000
3	418-075 Calverton PK-8 Renovation		
4	General Obligation Bond Appropriation	\$	1,600,000
5	418-245 Leith Walk Elementary School #245		
6	General Obligation Bond Appropriation	\$	6,480,000
7	418-555 New Southwest Area Elementary School (Uplands)		
8	General Obligation Bond Appropriation	\$	1,300,000
9	Department of Housing and Community Development		
10	588-923 Greenmount West - Acquisition		
11	General Obligation Bond Appropriation	\$	300,000
12	588-926 Coldstream, Homestead & Montebello (CHM)		
13	Acquisition & Demolition		
14	General Obligation Bond Appropriation	\$	441,000
15	588-933 Uplands Redevelopment (Sites A&B)		
16	Other Federal Fund Appropriation	\$	2,258,000
17	588-935 Healthy Neighborhoods Inc.		
18	General Obligation Bond Appropriation	\$	750,000
19	588-960 Baltimore Community Lending Recapitalization		
20	General Obligation Bond Appropriation	\$	350,000
21	588-961 Green Open Space		
22	General Obligation Bond Appropriation	\$	50,000
23	588-962 Northwest Neighborhood Improvements		
24	State Education Trust Fund - Slots Revenue Appropriation	\$	506,000
25	588-963 Park Heights Redevelopment		
26	General Obligation Bond Appropriation	\$	300,000
27	State Education Trust Fund - Slots Revenue Appropriation	\$	1,520,000
28	588-965 O'Donnell Heights Infrastructure		
29	General Obligation Bond Appropriation	\$	300,000
30	588-968 Red Line Community Development Fund		
31	General Obligation Bond Appropriation	\$	700,000
32	588-970 Urban Agriculture Matching Grants		
33	General Obligation Bond Appropriation	\$	80,000

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1	588-975 Capital Administration		
2	General Obligation Bond Appropriation	\$	460,000
3	588-979 East Baltimore Redevelopment		
4	Other State Fund Appropriation	\$	2,500,000
5	588-981 Acquisition/Relocation Fund		
6	General Obligation Bond Appropriation	\$	485,000
7	588-983 Demolition Program		
8	General Obligation Bond Appropriation	\$	1,700,000
9	Community Development Block Grant Appropriation	\$	1,000,000
10	588-984 Homeownership Incentive Program		
11	General Obligation Bond Appropriation	\$	1,200,000
12	Community Development Block Grant Appropriation	\$	501,000
13	Other State Fund Appropriation	\$	1,000,000
14	588-985 Housing Development		
15	General Obligation Bond Appropriation	\$	1,000,000
16	Other Federal Fund Appropriation	\$	5,900,000
17	Sale of City Real Property Fund Appropriation	\$	625,000
18	Urban Development Action Grant (UDAG) Repayment Appropriation ..	\$	750,000
19	588-986 Housing Repair Assistance Programs		
20	Community Development Block Grant Appropriation	\$	2,000,000
21	588-989 Loan Repayment		
22	Community Development Block Grant Appropriation	\$	2,850,000
23	588-996 Stabilization Program		
24	General Obligation Bond Appropriation	\$	1,000,000
25	Enoch Pratt Free Library		
26	457-200 Library Facilities - Modernization		
27	General Obligation Bond Appropriation	\$	1,000,000
28	Department of General Services		
29	197-134 Asbestos Management Program		
30	General Fund Appropriation	\$	1,000,000
31	197-830 68th Street Environmental Remediation Project		
32	General Fund Appropriation	\$	100,000
33	197-840 Race Street Environmental Remediation		
34	General Fund Appropriation	\$	150,000

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1	197-845 City Owned Building Renovation Program		
2	General Obligation Bond Appropriation	\$	3,000,000
3	General Fund Appropriation	\$	800,000
4	197-931 Community Action Centers		
5	General Obligation Bond Appropriation	\$	200,000
6	197-932 Eastern Health Clinic Relocation		
7	General Obligation Bond Appropriation	\$	2,500,000
8	197-933 Historic Public Buildings		
9	General Obligation Bond Appropriation	\$	300,000
10	197-934 Convention Center - Electrical Upgrades		
11	General Obligation Bond Appropriation	\$	1,800,000
12	Mayoralty		
13	127-152 Baltimore City Heritage Area Capital Grants		
14	General Obligation Bond Appropriation	\$	75,000
15	127-212 Pier 1 and Inner Harbor Promenade Improvements		
16	General Obligation Bond Appropriation	\$	250,000
17	127-223 Creative Alliance I - Lobby		
18	General Obligation Bond Appropriation	\$	100,000
19	127-335 Mount Vernon Place Conservancy - Restoration Project		
20	General Obligation Bond Appropriation	\$	500,000
21	127-780 Baltimore Museum of Art- Comprehensive Renovation		
22	General Obligation Bond Appropriation	\$	600,000
23	127-782 Everyman Theatre- Renovate New Location at Historic		
24	Town Theatre		
25	General Obligation Bond Appropriation	\$	200,000
26	127-787 Port Discovery Children's Museum's Green Renovation		
27	Project		
28	General Obligation Bond Appropriation	\$	100,000
29	127-793 National Aquarium - Renovations to the Ray Tray Exhibit		
30	General Obligation Bond Appropriation	\$	500,000
31	127-794 Westside Strategy Implementation		
32	General Fund Appropriation	\$	402,000
33	534-015 Convention Center - Eastside Renovations		
34	General Fund Appropriation	\$	200,000
35	Other Fund Appropriation (not classified above)	\$	2,000,000

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Department of Planning

1			
2	188-004 Critical Area Buffer Offset Program		
3	Critical Area Buffer Offset Fund Appropriation	\$	400,000
4	188-005 Critical Area Stormwater Offset Program		
5	Other State Fund Appropriation	\$	15,000
6	Critical Area Stormwater Management Fund Appropriation	\$	400,000
7	188-009 Area Master Plans and Planning Department Initiatives		
8	General Obligation Bond Appropriation	\$	50,000
9	188-010 Historic Public Monuments		
10	General Obligation Bond Appropriation	\$	50,000

Department of Public Works

11			
12	517-501 Methane Gas Collection System		
13	Other Federal Fund Appropriation	\$	250,000
14	517-911 Quarantine Road Landfill Site Improvements		
15	General Fund Appropriation	\$	5,800,000
16	520-093 Race Street Box Culvert		
17	General Obligation Bond Appropriation	\$	1,875,000
18	Other Fund Appropriation (not classified above)	\$	1,000,000
19	520-094 Infrastructure Condition Assessment and Asset Management		
20	City Motor Vehicle Revenue Fund Appropriation	\$	100,000
21	520-099 Small Storm Drain and Inlet Rehabilitation		
22	General Obligation Bond Appropriation	\$	965,000
23	City Motor Vehicle Revenue Fund Appropriation	\$	235,000
24	Other Fund Appropriation (not classified above)	\$	800,000
25	520-400 Pulaski Highway Storm Water Improvements		
26	General Obligation Bond Appropriation	\$	435,000
27	Other Fund Appropriation (not classified above)	\$	15,000
28	520-439 On Call Storm Drain Design/Engin. Service		
29	Other Fund Appropriation (not classified above)	\$	1,350,000
30	520-451 Fairmount Storm Drain Improvements		
31	Other Fund Appropriation (not classified above)	\$	1,850,000
32	520-708 Storm Water Pumping Stations Improvements		
33	Other Fund Appropriation (not classified above)	\$	1,630,000
34	525-403 Urgent Needs Streambed Repair		
35	City Motor Vehicle Revenue Fund Appropriation	\$	54,000

Council Bill 11-0689

1	525-404 Neighborhood Greening Project		
2	General Obligation Bond Appropriation	\$	125,000
3	Other Fund Appropriation (not classified above)	\$	303,000
4	525-405 Citywide Stream Restoration		
5	General Obligation Bond Appropriation	\$	500,000
6	Other State Fund Appropriation	\$	3,000,000
7	Other Fund Appropriation (not classified above)	\$	2,499,000
8	525-406 Impervious Removal/Greening		
9	General Obligation Bond Appropriation	\$	75,000
10	525-407 Large Stormwater BMP		
11	Other State Fund Appropriation	\$	1,800,000
12	Other Fund Appropriation (not classified above)	\$	2,485,000
13	525-449 Baltimore Harbor Debris Collectors		
14	General Obligation Bond Appropriation	\$	200,000
15	Other State Fund Appropriation	\$	467,000
16	Other Fund Appropriation (not classified above)	\$	468,000
17	525-707 Urgent Needs Engineering Support		
18	City Motor Vehicle Revenue Fund Appropriation	\$	611,000
19	551-144 GIS Updates & Mapping Program		
20	Wastewater Utility Fund Appropriation	\$	750,000
21	551-233 Wastewater Collection System - Annual Improvements		
22	Wastewater Revenue Bond Fund Appropriation	\$	1,000,000
23	County Grant Fund Appropriation	\$	1,000,000
24	551-401 Sewer Replacement Projects		
25	Wastewater Utility Fund Appropriation	\$	2,000,000
26	551-404 Infiltration / Inflow Correction Program		
27	Wastewater Utility Fund Appropriation	\$	2,000,000
28	551-526 Back River Digester Renovations SC-8526		
29	Wastewater Revenue Bond Fund Appropriation	\$	5,400,000
30	County Grant Fund Appropriation	\$	5,400,000
31	551-533 Annual Facilities Improvements		
32	Wastewater Utility Fund Appropriation	\$	2,000,000
33	County Grant Fund Appropriation	\$	2,000,000
34	551-585 Patapsco Liquid Oxygen (LOX) Plant, SC-868		
35	Wastewater Revenue Bond Fund Appropriation	\$	2,560,000
36	County Grant Fund Appropriation	\$	5,440,000

Council Bill 11-0689

1	551-609 Southwest Diversion Pressure Sewer Improvements		
2	Wastewater Revenue Bond Fund Appropriation	\$	3,025,000
3	County Grant Fund Appropriation	\$	7,975,000
4	551-611 Sewer System Rehabilitation Program - Low Level		
5	Sewershed		
6	Wastewater Revenue Bond Fund Appropriation	\$	33,930,000
7	County Grant Fund Appropriation	\$	170,000
8	551-612 Sewer System Rehabilitation Program - Main Outfall		
9	Sewershed		
10	Wastewater Revenue Bond Fund Appropriation	\$	21,888,000
11	County Grant Fund Appropriation	\$	16,112,000
12	551-626 Sewer System Rehabilitation Program - Jones Falls		
13	Sewershed		
14	Wastewater Revenue Bond Fund Appropriation	\$	34,833,000
15	County Grant Fund Appropriation	\$	16,167,000
16	551-627 Wet Weather Program		
17	Wastewater Revenue Bond Fund Appropriation	\$	1,997,000
18	County Grant Fund Appropriation	\$	1,003,000
19	551-681 Wastewater Facilities Security Improvements		
20	Wastewater Revenue Bond Fund Appropriation	\$	250,000
21	County Grant Fund Appropriation	\$	250,000
22	551-689 Back River WWTP Primary and Influent Facilities		
23	Rehabilitation		
24	Wastewater Revenue Bond Fund Appropriation	\$	500,000
25	County Grant Fund Appropriation	\$	500,000
26	551-692 Electrical Systems Upgrade		
27	Wastewater Revenue Bond Fund Appropriation	\$	500,000
28	County Grant Fund Appropriation	\$	500,000
29	557-031 Water Supply System Improvements (WC-1195)		
30	Water Utility Fund Appropriation	\$	1,250,000
31	County Grant Fund Appropriation	\$	1,250,000
32	557-068 Urgent Need for Watershed - Roads & Culvert Maintenance		
33	Water Revenue Bond Fund Appropriation	\$	5,700,000
34	County Grant Fund Appropriation	\$	3,800,000
35	557-070 Watershed Bridge Maintenance		
36	Water Revenue Bond Fund Appropriation	\$	1,500,000
37	County Grant Fund Appropriation	\$	1,000,000
38	557-099 Mapping Program - Water Supply System		
39	Water Utility Fund Appropriation	\$	750,000

Council Bill 11-0689

1	557-100 Water Infrastructure Rehabilitation		
2	Water Revenue Bond Fund Appropriation	\$	10,000,000
3	557-101 Water Mains - Installation		
4	Water Revenue Bond Fund Appropriation	\$	4,020,000
5	County Grant Fund Appropriation	\$	1,980,000
6	557-130 Water System Cathodic Protection		
7	Water Revenue Bond Fund Appropriation	\$	900,000
8	557-133 Meter Replacement Program		
9	Water Utility Fund Appropriation	\$	500,000
10	County Grant Fund Appropriation	\$	500,000
11	557-300 Urgent Needs Water Facilities - Annual Improvements		
12	Water Utility Fund Appropriation	\$	1,200,000
13	County Grant Fund Appropriation	\$	800,000
14	557-638 Water Audit		
15	Water Revenue Bond Fund Appropriation	\$	1,500,000
16	County Grant Fund Appropriation	\$	1,000,000
17	557-689 Urgent Needs Water Engineering Services		
18	Water Revenue Bond Fund Appropriation	\$	1,200,000
19	County Grant Fund Appropriation	\$	800,000
20	557-731 Montebello Water Recycle Program (WC-1131)		
21	Water Revenue Bond Fund Appropriation	\$	3,480,000
22	County Grant Fund Appropriation	\$	2,320,000
23	557-732 Monitoring + Condition Assessment Water Transmission		
24	Mains		
25	Water Utility Fund Appropriation	\$	1,000,000
26	County Grant Fund Appropriation	\$	1,000,000
27	557-921 Maintenance Building Improvements at Liberty Dam		
28	(WC-1207)		
29	Water Revenue Bond Fund Appropriation	\$	900,000
30	County Grant Fund Appropriation	\$	600,000
31	557-922 Vernon Pump Station Rehabilitation		
32	Water Revenue Bond Fund Appropriation	\$	610,000
33	County Grant Fund Appropriation	\$	390,000
34	557-923 Cromwell Pump Station Rehabilitation		
35	Water Revenue Bond Fund Appropriation	\$	390,000
36	County Grant Fund Appropriation	\$	610,000

Council Bill 11-0689

1	557-928 Urgent Needs - Water Facilities Engineering		
2	Water Revenue Bond Fund Appropriation	\$	1,200,000
3	County Grant Fund Appropriation	\$	800,000
4	557-929 Ashburton Pump Station Rehabilitation (WC-1199)		
5	Water Revenue Bond Fund Appropriation	\$	795,000
6	County Grant Fund Appropriation	\$	705,000
7	Department of Recreation and Parks		
8	474-732 Northwest Park Lease/Purchase		
9	General Fund Appropriation	\$	423,000
10	474-773 Neighborhood Swimming Pool Renovation		
11	General Obligation Bond Appropriation	\$	300,000
12	State Open Space Matching Grant Fund Appropriation	\$	100,000
13	474-776 Recreation Facility Expansion/Modernization		
14	General Obligation Bond Appropriation	\$	400,000
15	State Open Space Matching Grant Fund Appropriation	\$	462,000
16	474-777 Park Rehabilitation Program		
17	General Obligation Bond Appropriation	\$	1,100,000
18	474-780 Tree Baltimore Program		
19	General Obligation Bond Appropriation	\$	175,000
20	474-783 Maryland Community Parks and Playground Program		
21	Other State Fund Appropriation	\$	390,000
22	474-794 Druid Hill Park Superintendent Mansion Area		
23	State Open Space Grant Fund Appropriation	\$	250,000
24	474-807 Baltimore Playlot Program		
25	General Obligation Bond Appropriation	\$	300,000
26	474-888 Cal Ripken Park Heights Youth Development Park		
27	General Obligation Bond Appropriation	\$	100,000
28	State Open Space Grant Fund Appropriation	\$	400,000
29	Department of Transportation		
30	504-100 Footway Reconstruction		
31	City Motor Vehicle Revenue Fund Appropriation	\$	400,000
32	Private Payments - Sidewalks Appropriation	\$	1,200,000
33	504-200 Alley Reconstruction		
34	City Motor Vehicle Revenue Fund Appropriation	\$	360,000
35	Private Payments - Alleys Appropriation	\$	360,000

Council Bill 11-0689

1	504-300 Reconstruct Tree Root Damaged Sidewalks		
2	City Motor Vehicle Revenue Fund Appropriation	\$	1,050,000
3	506-516 Annapolis Rd Bridge Over Baltimore Washington Pkwy		
4	(BC 5401)-Russell Street Br over CSX		
5	General Obligation Bond Appropriation	\$	1,500,000
6	Federal Highway Transportation Fund Appropriation	\$	8,800,000
7	506-700 Edison Hwy Over Amtrak Bridge Rehabilitation (BC 4208)		
8	Other Revenue Bond Fund Appropriation	\$	(1,000,000)
9	506-755 Annual Bridge Preservation Program		
10	General Obligation Bond Appropriation	\$	1,200,000
11	Federal Highway Transportation Fund Appropriation	\$	4,000,000
12	506-759 Perring Pkwy Ramp Over Herring Run (BC 3203) -		
13	Hillen Rd Br. over Herring Run - 3504		
14	Federal Highway Transportation Fund Appropriation	\$	1,120,000
15	City Motor Vehicle Revenue Fund Appropriation	\$	280,000
16	506-766 Sisson Street over CSX		
17	City Motor Vehicle Revenue Fund Appropriation	\$	200,000
18	Other Private Funds & Grants Appropriation	\$	1,000,000
19	507-416 Hawkins Point Rd Bridge over CSXT RR (BC 5207)		
20	(SAFETEA-LU)		
21	City Motor Vehicle Revenue Fund Appropriation	\$	600,000
22	507-752 Bridge Inspection Program		
23	City Motor Vehicle Revenue Fund Appropriation	\$	100,000
24	508-363 Sinclair Ln Over CSX (BC 8025) (SAFETEA-LU)		
25	City Motor Vehicle Revenue Fund Appropriation	\$	(900,000)
26	508-378 Capital Program Management Technology Support		
27	Federal Highway Transportation Fund Appropriation	\$	160,000
28	City Motor Vehicle Revenue Fund Appropriation	\$	190,000
29	508-465 Curb Repair-Slab Repairs - ADA Ramps Upgrades Citywide		
30	City Motor Vehicle Revenue Fund Appropriation	\$	1,000,000
31	509-402 Boston Street Reconstruction - Phase I & Phase II		
32	General Obligation Bond Appropriation	\$	500,000
33	Federal Transportation Enhancement Grants Fund Appropriation	\$	2,400,000
34	City Motor Vehicle Revenue Fund Appropriation	\$	100,000
35	512-077 Signal Construction		
36	Federal Transportation Enhancement Grants Fund Appropriation	\$	1,680,000
37	City Motor Vehicle Revenue Fund Appropriation	\$	218,000

Council Bill 11-0689

1	512-078 ITS Improvements		
2	Federal Transportation Enhancement Grants Fund Appropriation	\$	172,000
3	512-080 Traffic Safety Improvements Citywide		
4	Federal Highway Transportation Fund Appropriation	\$	1,000,000
5	City Motor Vehicle Revenue Fund Appropriation	\$	200,000
6	514-214 Resurfacing Highways Northwest-Sector 2		
7	City Motor Vehicle Revenue Fund Appropriation	\$	(300,000)
8	514-215 Resurfacing Highways Southwest-Sector 3		
9	City Motor Vehicle Revenue Fund Appropriation	\$	(256,000)
10	514-216 Resurfacing Highways Southeast - Sector 4		
11	City Motor Vehicle Revenue Fund Appropriation	\$	(556,000)
12	514-217 Resurfacing Highways Northeast- Sector 1		
13	City Motor Vehicle Revenue Fund Appropriation	\$	(906,000)
14	514-710 Kent Street Transit Plaza - Westport		
15	Federal Highway Transportation Fund Appropriation	\$	1,600,000
16	City Motor Vehicle Revenue Fund Appropriation	\$	200,000
17	514-719 Key Highway/Light Street Roundabout		
18	City Motor Vehicle Revenue Fund Appropriation	\$	900,000
19	514-725 Emergency Resurfacing Job Order Contract		
20	City Motor Vehicle Revenue Fund Appropriation	\$	926,000
21	514-726 Pavement Management System / Asset Management		
22	Other Federal Fund Appropriation	\$	800,000
23	514-846 Federal Resurfacing Northeast Sector I (514-766)		
24	Other Revenue Bond Fund Appropriation	\$	400,000
25	Federal Highway Transportation Fund Appropriation	\$	2,400,000
26	City Motor Vehicle Revenue Fund Appropriation	\$	200,000
27	514-847 Federal Resurfacing Northwest Sector II (514-766)		
28	Other Revenue Bond Fund Appropriation	\$	600,000
29	Federal Highway Transportation Fund Appropriation	\$	2,400,000
30	514-848 Federal Resurfacing Southwest Sector III (514-766)		
31	Federal Highway Transportation Fund Appropriation	\$	2,400,000
32	City Motor Vehicle Revenue Fund Appropriation	\$	600,000
33	514-849 Federal Resurfacing Southeast Sector IV (514-766)		
34	Federal Highway Transportation Fund Appropriation	\$	2,400,000
35	City Motor Vehicle Revenue Fund Appropriation	\$	600,000

Council Bill 11-0689

1	527-117 Main Street Program: Street/Streetscaping		
2	City Motor Vehicle Revenue Fund Appropriation	\$	(25,000)
3	527-131 Flag House Courts Infrastructure		
4	City Motor Vehicle Revenue Fund Appropriation	\$	(875,000)
5	527-139 Pennsylvania Avenue Main Street Improvements		
6	City Motor Vehicle Revenue Fund Appropriation	\$	(356,000)
7	527-169 Saratoga St. Streetscape (Eutaw to St. Paul)		
8	City Motor Vehicle Revenue Fund Appropriation	\$	(950,000)
9	527-175 Bicycle Network Strategy		
10	Federal Highway Transportation Fund Appropriation	\$	1,200,000
11	General Obligation Bond Appropriation	\$	150,000
12	527-301 Broening Highway - Infrastructure/Utility		
13	(Canton Industrial Area)		
14	Federal Highway Transportation Fund Appropriation	\$	8,200,000
15	527-335 EBDI Life Science Park, Phase 1DB, 1C, 2A (SAFETEA-LU)		
16	Other Fund Appropriation (not classified above)	\$	4,000,000
17	527-627 Park Circle Intersection Improvements		
18	Federal Highway Transportation Fund Appropriation	\$	8,100,000
19	City Motor Vehicle Revenue Fund Appropriation	\$	1,000,000
20	527-645 Intercity/Intermodal Terminal (SAFETEA-LU EARMARK;		
21	ROW donation)		
22	Federal Highway Transportation Fund Appropriation	\$	4,500,000
23	Other Fund Appropriation (not classified above)	\$	1,300,000
24	527-646 Amtrak B&P Tunnel Replacement - Project Support		
25	Activities		
26	Federal Highway Transportation Fund Appropriation	\$	100,000
27	563-002 Conduit Replacement Program		
28	Other Utility Fund Appropriation	\$	4,000,000
29	563-003 New Conduit Maintenance Facility		
30	Other Utility Fund Appropriation	\$	2,000,000

31 **SECTION 3. AND BE IT FURTHER ORDAINED,** That the amounts set forth in Section 2 above
 32 designated deappropriations and enclosed in parentheses shall revert to the surpluses of the
 33 respective funds and be available for appropriation by this or subsequent ordinances.

34 **SECTION 4. AND BE IT FURTHER ORDAINED,** That:

35 (a) The City reasonably expects to reimburse the expenditures described in Subsection (b) of
 36 this Section with the proceeds of one or more obligations (as such term is used in Treas. Reg.
 37 Section 1.150-1(b) to be incurred by the City (or any entity controlled by the City within the

Council Bill 11-0689

1 meaning of Treas. Reg. Section 1.150-1). The City intends that this Section of this Ordinance of
 2 Estimates (as this Ordinance of Estimates may be amended from time to time) shall serve as a
 3 declaration of the City's reasonable intention to reimburse expenditures as required by Treas.
 4 Reg. Section 1.150-2 and any successor regulation.

5 (b) The City intends that this declaration will cover all reimbursement of expenditures for
 6 capital projects or programs approved in the capital budget contained in this Ordinance of
 7 Estimates to the extent that the City has appropriated in this Ordinance of Estimates to pay the
 8 cost thereof from one or more obligations to be issued by the City (or any entity controlled by
 9 the City within the meaning of Treas. Reg. Section 1.150-1). The term "obligation" (as such
 10 term is defined in Treas. Reg. Section 1.150(b) and as used in this Section) includes general
 11 obligation bonds and notes, revenue bonds and notes, leases, conditional purchase agreements
 12 and other obligations of the City (or any entity controlled by the City within the meaning of
 13 Treas. Reg. Section 1.150-1).

14 (c) The maximum anticipated debt expected to be incurred by the City to reimburse the cost
 15 of each capital project or program in this Ordinance of Estimates is the applicable appropriation
 16 listed in this Ordinance of Estimates from the proceeds of one or more obligations, as such
 17 appropriations may be increased or decreased.

18 **SECTION 5.** The foregoing appropriations in summary consist of:

<u>Fund</u>	<u>Operating</u>	<u>Capital</u>	<u>Total</u>
19 General	\$ 1,407,868,024	\$ 9,000,000	\$ 1,416,868,024
20 Motor Vehicle	151,296,150	5,000,000	156,296,150
21 Parking Management	17,721,906	0	17,721,906
22 Convention Center Bond	4,602,084	0	4,602,084
23 Wastewater Utility	185,494,128	6,750,000	192,244,128
24 Water Utility	144,166,941	4,700,000	148,866,941
25 Parking Enterprise	33,740,204	0	33,740,204
26 Conduit Enterprise	5,868,339	6,000,000	11,868,339
27 Loan and Guarantee Enterprise	3,821,616	0	3,821,616
28 Federal Grants	204,600,102	68,191,000	272,791,102
29 State Grants	76,824,483	12,410,000	89,234,483
30 Special	60,938,869	244,085,000*	305,023,869
31 General Obligation Bonds	0	50,000,000	50,000,000
32	<u>\$ 2,296,942,846</u>	<u>\$ 406,136,000</u>	<u>\$ 2,703,078,846</u>

34 *Consisting of:

35 County	\$ 74,072,000
36 Revenue Bonds and Notes	138,078,000
37 Mayor and City Council Real Property	8,125,000
38 Other Fund Sources	23,810,000
39	<u>\$244,085,000</u>

Council Bill 11-0689

1 Approved by the Board of Estimates

2
3 President

4
5 Mayor

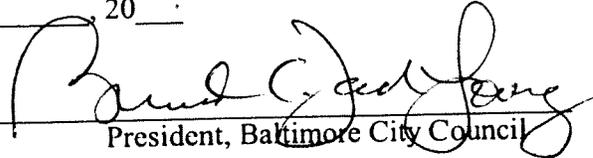
6
7 Comptroller

8
9 Director of Public Works

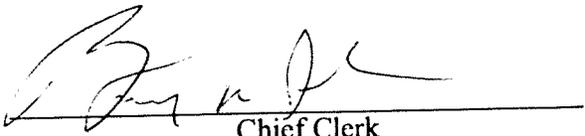
10
11 City Solicitor

BOARD OF ESTIMATES

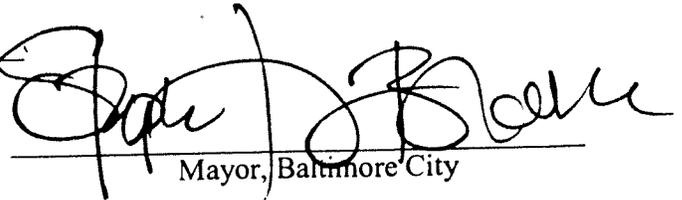
12
Certified as duly passed this JUN 20 2011 day of _____, 20__

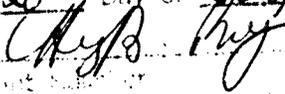

President, Baltimore City Council

Certified as duly delivered to Her Honor, the Mayor,
this _____ day JUN 20 2011, 20__


Chief Clerk

Approved this JUN 21 2011 day of _____, 20__


Mayor, Baltimore City

Approved For Form and Legal Sufficiency
This 20th Day of June, 2011

Assistant Mayor

A TRUE COPY
Edward J. Gallagher
Director of Finance

CITY OF BALTIMORE
ORDINANCE 11-462
Council Bill 17-0690

Introduced by: The Council President
At the request of: The Administration (Department of Finance)
Introduced and read first time: May 2, 2011
Assigned to: Budget and Appropriations Committee and Committee of the Whole
Committee Report: Favorable
Council action: Adopted
Read second time: June 20, 2011

AN ORDINANCE CONCERNING

Annual Property Tax – Fiscal Year 2012

1
2 **FOR** the purpose of providing a tax for the use of the Mayor and City Council of Baltimore for
3 the period July 1, 2011, through June 30, 2012; providing for estimated billings pursuant to
4 State law; and setting the semiannual payment service charge for that period.

5 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE,** That for
6 the period July 1, 2011, through June 30, 2012, a tax is levied and imposed for the use of the
7 Mayor and City Council of Baltimore on all property in the City of Baltimore (except property
8 exempt by law), as follows:

9 (a) except as otherwise specified in item (b) of this section, a tax of \$2.268 is levied and
10 imposed on every \$100 of assessed or assessable value of real property; and

11 (b) a tax of \$5.67 is levied and imposed on every \$100 of assessed or assessable value of:

12 (1) personal property; and

13 (2) operating real property described in State Tax-Property Article § 8-109(c).

14 **SECTION 2. AND BE IT FURTHER ORDAINED,** That this tax shall be paid and collected in the
15 manner prescribed by law including the provisions of § 10-210 of the Tax-Property Article of the
16 Annotated Code of the Public General Laws of Maryland.

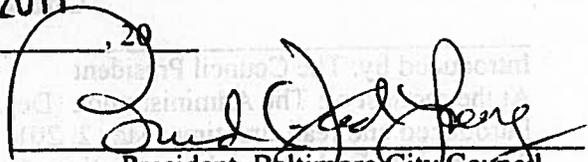
17 **SECTION 3. AND BE IT FURTHER ORDAINED,** That for the period July 1, 2011, through June
18 30, 2012, the semiannual payment service charge to be imposed under State Tax-Property Article
19 § 10-204.3 is 0.171%.

20 **SECTION 4. AND BE IT FURTHER ORDAINED,** That this Ordinance takes effect on the date it
21 is enacted.

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.
Underlining indicates matter added to the bill by amendment.
~~Strike out~~ indicates matter stricken from the bill by amendment or deleted from existing law by amendment.

Council Bill 11-0690

Certified as duly passed this JUN 20 2011 day of _____, 20



President, Baltimore City Council

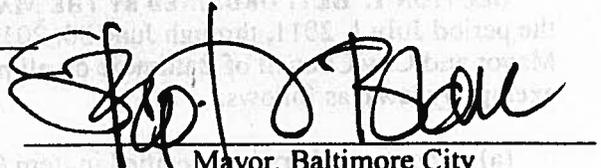
Certified as duly delivered to Her Honor, the Mayor,

this JUN 20 2011 day of _____, 20



Chief Clerk

Approved this JUN 21 2011 day of _____, 20



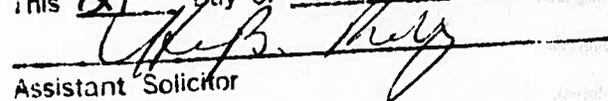
Mayor, Baltimore City

A TRUE COPY

Edward J. Gallagher
Director of Finance

Approved For Form and Legal Sufficiency

This 21st Day of June 2011



Assistant Solicitor

CITY OF BALTIMORE
RESOLUTION 11.33
Council Bill 11-0704

Introduced by: The Council President
At the request of: Baltimore City Board of School Commissioners
Introduced and read first time: May 23, 2011
Assigned to: Budget and Appropriations Committee and Committee of the Whole

Committee Report: Favorable
Council action: Adopted
Read second time: June 20, 2011

A RESOLUTION OF THE MAYOR AND CITY COUNCIL CONCERNING

**Operating Budget for the Baltimore City Board of School Commissioners
for the Fiscal Year Ending June 30, 2012**

FOR the purpose of approving the budget estimated to be needed for the Baltimore City Board of School Commissioners for operating programs during Fiscal 2012; providing for certification of the approved budget to the State Superintendent of Schools; and providing for a special effective date.

BY authority of
Article – Education
Section(s) 5-102
Annotated Code of Maryland
(1997 Replacement Volume and Supplement)

SECTION 1. BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE, That the following amounts or so much thereof as shall be sufficient are hereby approved from the amounts estimated to be available in the designated funds during the fiscal year ending June 30, 2012.

Operating Budget

Baltimore City Public School System

General Fund Expenses:

Schools:

Education	\$	570,183,588
Total	\$	570,183,588

Board of School Commissioners:

Board of School Commissioners

Education	\$	1,684,447
Total	\$	1,684,447

EXPLANATION: Underlining indicates matter added by amendment.
~~Strike out~~ indicates matter stricken by amendment.

Council Bill 11-0704

1	Chief Executive Officer:		
2	Chief Executive Officer - Administration		
3	Education	\$	1,593,892
4	Total	\$	1,593,892
5	Office of Communications		
6	Executive Director – Partnerships etc.	\$	2,901,728
7	Total	\$	2,901,728
8	Office of Legal Counsel		
9	Education	\$	2,298,562
10	Total	\$	2,298,562
11	Summary - Chief Executive Officer		
12	Education	\$	6,794,182
13	Total	\$	6,794,182
14	Human Capital Officer		
15	Education	\$	5,528,077
16	Total	\$	5,528,077
17	Achievement and Accountability Officer		
18	Education	\$	3,728,765
19	Total	\$	3,728,765
20	Chief of Staff:		
21	Office of the Chief of Staff		
22	Education	\$	820,043
23	Total	\$	820,043
24	Chief Academic Officer:		
25	Chief Academic Officer - Administration		
26	Education	\$	3,521,792
27	Total	\$	3,521,792
28	Executive Director of Teaching and Learning:		
29	Teaching and Learning Administration		
30	Education	\$	4,051,386
31	Total	\$	4,051,386
32	Early Learning		
33	Education	\$	522,353
34	Total	\$	522,353

Council Bill 11-0704

1	Literacy Office		
2	Education	\$	381,475
3	Total	\$	381,475
4	S.T.E.M		
5	Education	\$	676,775
6	Total	\$	676,775
7	Extended Learning		
8	Education	\$	1,145,046
9	Total	\$	1,145,046
10	Humanities		
11	Education	\$	767,558
12	Total	\$	767,558
13	Enrichment		
14	Education	\$	858,563
15	Total	\$	858,563
16	Learning to Work		
17	Education	\$	1,439,895
18	Total	\$	1,439,895
19	Summary – Executive Director of Teaching and Learning		
20	Education	\$	9,843,051
21	Total	\$	9,843,051
22	Executive Director of Special Education:		
23	Special Education Officer Administration		
24	Education	\$	1,816,469
25	Total	\$	1,816,469
26	Remedy Services		
27	Education	\$	178,150
28	Total	\$	178,150
29	Administrative Services		
30	Education	\$	72,324,708
31	Total	\$	72,324,708
32	Related Services		
33	Education	\$	6,587,013
34	Total	\$	6,587,013
35	Special Education		
36	Education	\$	4,301,559
37	Total	\$	4,301,559

Council Bill 11-0704

1	Special Education Monitoring & Compliance (OSEMC)		
2	Education	\$	1,889,056
3	Total	\$	1,889,056
4	Summary – Executive Director of Special Education		
5	Education	\$	87,096,955
6	Total	\$	87,096,955
7	Student Support Services:		
8	Academic Support Services Administration		
9	Education	\$	14,214,153
10	Total	\$	14,214,153
11	Alternative Options		
12	Education	\$	308,264
13	Total	\$	308,264
14	Pupil Services		
15	Education	\$	1,521,877
16	Total	\$	1,521,877
17	School Services		
18	Education	\$	3,369,779
19	Total	\$	3,369,779
20	Summary – Student Support Services		
21	Education	\$	19,414,073
22	Total	\$	19,414,073
23	Summary – Chief Academic Officer		
24	Education	\$	119,875,871
25	Total	\$	119,875,871
26	Chief Operating Officer:		
27	Chief Operating Officer - Administration		
28	Education	\$	1,024,996
29	Total	\$	1,024,996
30	Student Transportation		
31	Education	\$	29,477,544
32	Total	\$	29,477,544

Council Bill 11-0704

1	Facilities Design and Construction		
2	Education	\$	3,658,896
3	Total	\$	3,658,896
4	Facilities Maintenance		
5	Education	\$	21,628,569
6	Total	\$	21,628,569
7	Health and Safety		
8	Education	\$	1,299,837
9	Total	\$	1,299,837
10	Summary – Chief Operating Officer		
11	Education	\$	57,089,842
12	Total	\$	57,089,842
13	Chief Financial Officer:		
14	Chief Financial Officer		
15	Education	\$	1,552,000
16	Total	\$	1,552,000
17	Chief Technology Officer:		
18	Chief Technology Officer		
19	Education	\$	23,848,846
20	Total	\$	23,848,846
21	Chief of School Team:		
22	Chief of School Team		
23	Education	\$	7,577,500
24	Total	\$	7,577,500
25	Deputy Chief Executive Officer:		
26	Deputy Chief Executive Officer		
27	Education	\$	231,356
28	Total	\$	231,356
29	Fringe Benefits:		
30	Education	\$	259,424,519
31	Total	\$	259,424,519

Council Bill 11-0704

1	Debt Service:		
2	Education	\$	22,512,268
3	Total	\$	22,512,268
4	Contingency Reserve:		
5	Education	\$	6,204,682
6	Total	\$	6,204,682
7	Utilities:		
8	Education	\$	34,401,059
9	Total	\$	34,401,059
10	General Funds Capital Projects:		
11	Education	\$	6,397,853
12	Total	\$	6,397,853
13	Total General Fund Expenses		
14	Education	\$	1,127,854,898
15	Total	\$	1,127,854,898
16	Special Revenue Fund Expenses:		
17	Title One	\$	61,596,138
18	IDEA Part B	\$	23,403,142
19	IDEA Part B – State Grant	\$	230,159
20	IDEA Part B – Pre-School	\$	738,617
21	IDEA Part B – Passthrough Supplement	\$	52,325
22	IDEA Part B – Transition	\$	48,500
23	Career and Technology Educations (Perkins)	\$	2,065,522
24	Career & Tech Prep	\$	230,504
25	McKinney Homeless Assistance	\$	92,000
26	Third Party Billing	\$	9,985,000
27	Medical Assistance – Infants and Toddlers	\$	15,000
28	American Indian Education	\$	41,815
29	Title I – Part D Neglected and Delinquent	\$	252,880
30	Title I – School Improvement	\$	5,166,421
31	Title I – School Improvement – 1003 G Schoolbased	\$	8,023,420
32	Race To The Top	\$	21,371,781
33	Title II – Part A Improving Teacher Quality	\$	9,776,253
34	Title III – Part A Language Acquisition	\$	392,267
35	Fine Arts Initiative	\$	63,174
36	Judy Hoyer Programs	\$	744,333
37	Maryland Model for School Readiness	\$	107,444
38	Total Special Revenue Fund Expenses	\$	144,396,695
39	Enterprise Fund Total	\$	37,518,352
40	Total General Fund, Special Revenue and Enterprise Fund	\$	1,309,769,945

Council Bill 11-0704

1 **SECTION 2. AND BE IT FURTHER RESOLVED,** The foregoing amounts in summary are funded
2 from the following sources:

3	City of Baltimore	\$	249,254,029
4	State of Maryland	\$	871,527,823
5	Federal	\$	184,822,026
6	Other	\$	<u>4,166,067</u>
7	Total	\$	1,309,769,945

8 **SECTION 3. AND BE IT FURTHER RESOLVED,** That the Capital Budget of Baltimore City
9 Public School Systems consists of \$57,634,000 for the fiscal year ending June 30, 2012. Sources
10 of these funds are \$16,634,000 from City of Baltimore General Obligation Bonds, \$32,000,000
11 from the State of Maryland, and \$9,000,000 from the Alcohol Tax bill (HB1213).

12 **The uses of these capital funds are for the following projects:**

13	Leith Walk Elementary School	\$	15,980,000
14	Waverly Elementary/Middle School	\$	11,630,000
15	FY12 Systemic Projects – Roofs	\$	6,943,000
16	FY12 Systemic Projects –Boiler/HVAC/Fire Safety/UV/Elevator	\$	7,531,000
17	Great Options Schools/Miscellaneous/Systemic	\$	6,550,000
18	Alcohol Tax Revenue Projects	\$	9,000,000
19	Total Capital Projects	\$	57,634,000

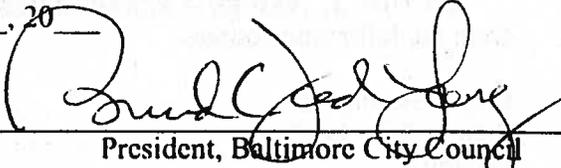
20 **SECTION 4. AND BE IT FURTHER RESOLVED,** That when enacted, this Resolution shall be
21 certified to the State Superintendent of Schools.

22 **SECTION 5. AND BE IT FURTHER RESOLVED,** That this Resolution takes effect July 1, 2011.

Council Bill 11-0704

JUN 20 2011

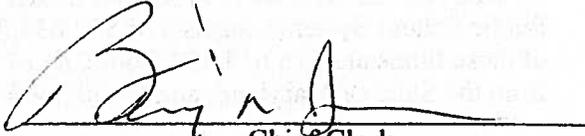
Certified as duly passed this _____ day of _____, 20__



President, Baltimore City Council

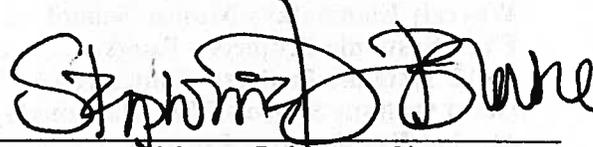
Certified as duly delivered to Her Honor, the Mayor,

this _____ day of ~~20 20~~ **20**, 20__



Chief Clerk

Approved this **JUN 24 2011** day of _____, 20__



Mayor, Baltimore City

Approved For Form and Legal Sufficiency

This 21st Day of June 2011

Elena Di Pietro
Assistant Solicitor

A TRUE COPY

Edward J. Gallagher
Director of Finance

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FISCAL 2012
SUMMARY OF THE ADOPTED BUDGET
Glossary

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

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

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

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

ASSESSED VALUATION: A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

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

CAPITAL FUND: A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue and general obligation bond borrowing, state, federal, county, private and other miscellaneous sources.

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

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

CAPITAL PROJECT: An improvement to City property, which by the policy of the Board of Estimates must meet defined criteria.

CITISTAT: An innovative accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies (based on the ComStat program pioneered in the New York City Police Department by Jack Maple). Monthly budgetary performance reviews for all major agencies are conducted by the Mayor's CitiStat management team with agency heads being held accountable for budget execution, expenditure variances and revenue management.

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

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

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

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

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

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

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

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

FUNDING SOURCE: Income received which supports an appropriation.

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

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

INDICATOR: A measure that represents a quality of life improvement that a service is ultimately aimed at achieving.

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

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

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

MOTOR VEHICLE FUND: Established to budget for highway user revenues distributed to Baltimore City by the State of Maryland. Funds must be used for the construction, reconstruction, or maintenance of the streets and highways in Baltimore City.

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

Salaries: Payment to personnel for services rendered to the City including overtime, shift differential, sick leave conversion, full-time, part-time and contractual personnel costs.

Other Personnel Costs: Payment for benefits provided to City personnel. Included are charges to the City for social security, retirement, health plan and prescription drug costs.

Contractual Services: Payment for services rendered to the City under contractual arrangements such as rents and telephone service.

Materials and Supplies: Payment for consumable materials and supplies such as custodial supplies and heating fuel.

Equipment: Payment for replacement or procurement of City property other than real property.

Grants, Subsidies and Contributions: Payment in support of various non-profit, or private sector activities which will provide health, welfare, educational, cultural and/or promotional benefits to citizens of Baltimore.

Debt Service: Payments for interest and principal of bonds issued by or on behalf of the City.

Capital Improvements: Payment for the acquisition of real property or improvements made to existing City property.

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

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

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

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

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

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

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

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

PERFORMANCE MEASURES: Agency-based metrics used to show the results and/or public benefits of their services provided. The benefits can be in the form of an amount of products or services provided (i.e. outputs), reflect the cost per unit of output or outcome (i.e. efficiency), gauge how well a service meets customer expectations (i.e. effectiveness), or changes in attitudes, behaviors, knowledge, skills, and conditions as a result of the service (i.e. outcome).

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

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

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

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

RESULTS TEAM: An interdisciplinary group of six to eight members assigned to a particular City Objective that issues guidance to agencies, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes results per dollar requested.

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

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

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

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

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

SEVERANCE PAY: Payments to permanent full-time and permanent part-time employees for unused accumulated leave that includes vacation, personal, and sick pursuant to provisions of negotiated labor agreements.

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

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

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

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

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

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

TRANSFERS: Charges or expenditure reimbursements used as follows:

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

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

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

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DEPUTY FINANCE DIRECTOR
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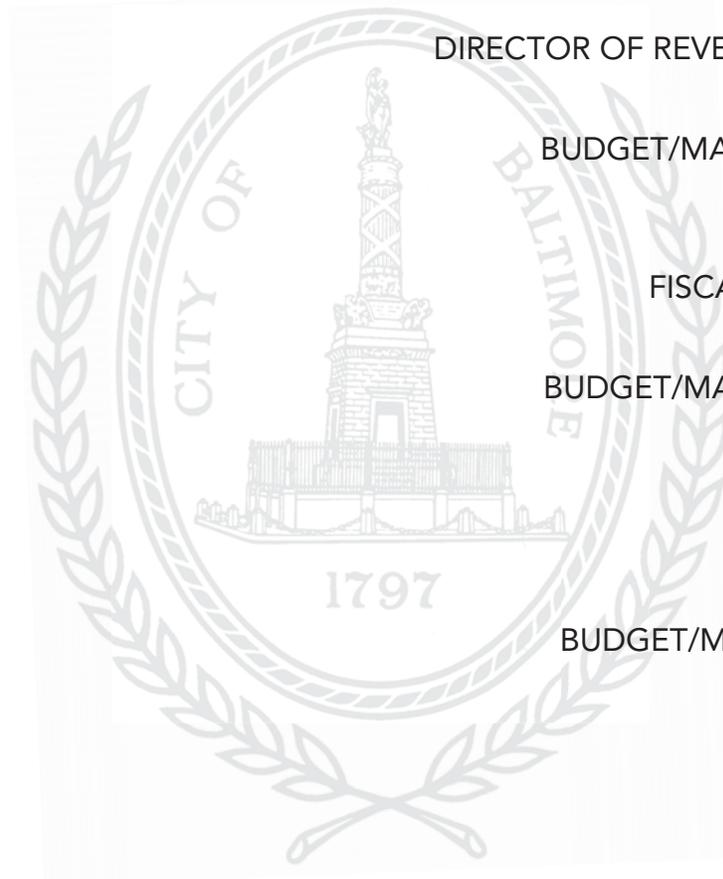
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The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at www.baltimorecity.gov/budget.

For additional information, contact the Department of Finance, Bureau of the Budget and Management Research, 469 City Hall, 100 N. Holliday Street, Baltimore, MD 21202; P: 410.396.3652.



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