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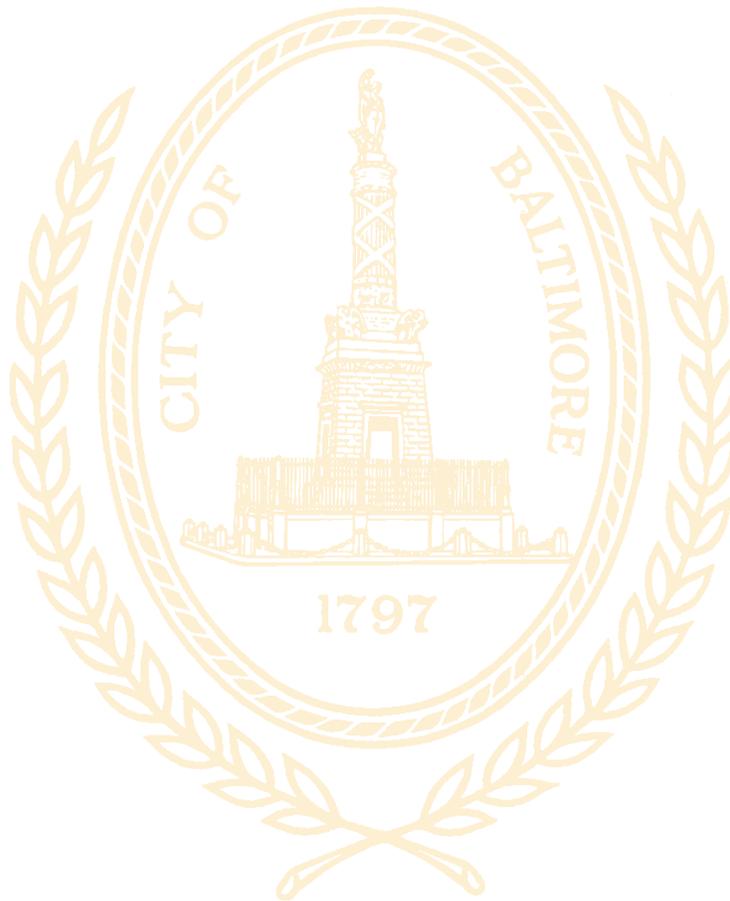
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**ARTWORK CREDIT: PETER VANWERT**



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**STEPHANIE RAWLINGS-BLAKE**

MAYOR

*100 Holliday Street, Room 250  
Baltimore, Maryland 21202*

*Wednesday, May 4, 2017*

The Honorable Bernard C. “Jack” Young, President and Members of the City Council  
City Hall, Room 400  
Baltimore, Maryland 21202

Re: Fiscal Year 2017 Proposed Ordinance of Estimates

Dear Mr. President and Council Members:

The Fiscal 2017 Board of Estimates’ budget recommendations represent another step toward fiscal sustainability, and shows the difficulty of balancing budgets at a time of sluggish economic growth and ever-increasing costs and service demands. In the context of a \$60 million General Fund shortfall, this budget plan continues a shift to a smaller but smarter police force, makes investments to reduce crime in the long-term, boosts school funding, fixes the finances of the Charm City Circulator, and provides additional property tax relief for homeowners. The budget plan maintains most city services at current levels.

### *Budget Shortfall*

In its baseline forecast, the Finance Department projected General Fund revenue growth for Fiscal 2017 of approximately \$36 million (2.1%), versus cost growth of \$96 million (5.6%) to support current services. The \$60 million funding gap is nearly 6% of the portion of the General Fund budget that pays for the salaries, benefits, contracts, equipment, and supplies to run City services day-to-day.

The revenue projection is discussed in detail starting on page 31. Key cost drivers fall into three categories: planned growth, service improvements, and extraordinary inflation.

Planned growth includes general inflation (+\$4 million), 2% cost-of-living adjustments for employees (+\$16 million), and debt service payments on capital projects (+\$9 million).

Service improvements include operating costs for new recreation and health facilities (+\$2 million), municipal trash cans (+\$3 million), maintaining Charm City Circulator routes (+\$6 million), and police body cameras (+\$6 million).

Extraordinary inflation includes a jump in the cost of materials and supplies for street repaving (+\$2 million), a 20% increase in the cost of prescription drugs for employees and retirees (+\$13 million), and growth in pension costs (+\$15 million). Pension costs are up for three reasons. First, the pension plans fell far short of their investment return benchmarks in Fiscal 2015. Second, the pension boards have adopted more prudent financial policies, including lowering their expected investment returns for future years. Third, experience studies found that retirees are living longer.

### *Closing the Gap*

Closing the \$60 million gap requires a series of bold decisions and actions, the most important of which are explained below.

- I worked with Council President Young to negotiate a renewed voluntary payment agreement with the City's major tax-exempt non-profit organizations that nearly doubles their annual payments, from \$3.3 million to \$6 million.
- The budget plan freezes pay for police officers, firefighters, and sheriff deputies, all of whom received larger pay increases than civilians over the past three years. Civilians would receive 2% increases, with continued phase-in of pension contributions.
- The Administration proposes to increase the Parking Tax from 20% to 24% in order to fully fund the Charm City Circulator, including fleet replacement.
- The Fire Department will increase ambulance fees to match Medicare reimbursement rates.
- The budget assumes savings from further restructuring of retiree health benefit plans.
- The Police Department will reduce funding for 225 vacant officer positions and undertake a departmental efficiency plan that is expected to move officers from behind desks to patrol, end manual timekeeping, equip officers with field-based reporting technology, and fill remaining vacancies through stepped-up recruitment and retention strategies. With a smaller force (220 positions were abolished in Fiscal 2016), the department will make changes in how it operates, including diverting more non-emergency calls to telephone response and better aligning staffing with crime patterns. It will also rely more on the crime lab, data analysis, and CitiWatch cameras, all of which have been enhanced.

These and other actions – including some service reductions – go beyond merely balancing the budget and enable the City to provide an additional \$10.4 million to the City Schools over the State-mandated funding level. Combined with Governor Hogan's \$12.7 million commitment, this funding will make up for the loss of State formula aid due in part to declining enrollment. The General Assembly has encouraged the City and City Schools to continue discussing responsibility for the cost of retiree health benefits for employees City Schools has hired since separating from City government in 1997.

## Ten-Year Financial Plan

The budget plan also advances the *Change to Grow* Ten-Year Financial Plan. The Ten-Year Plan seeks to solidify the four cornerstones of the City's fiscal foundation: Structural Budget Balance, Tax Competitiveness, Infrastructure Investment, and Addressing Long-Term Liabilities.

**Structural Budget Balance** – The actions and decisions described above will increase revenue and reduce recurring costs. To date, Ten-Year Plan initiatives have generated savings of more than \$1 billion through Fiscal 2022. Without these initiatives, the Finance Department estimates that the Fiscal 2017 shortfall would have been close to \$200 million instead of \$60 million. Savings have included streamlining the workforce. Funded positions in the General Fund have been reduced from 10,146 in Fiscal 2013 to 9,392 in this budget plan – a 7.5% reduction.

**Tax Competitiveness** – The budget plan keeps the general property tax rate at \$2.248 per \$100 of assessed value. An expanded Targeted Homeowners Tax Credit will reduce the average effective property tax rate for owner occupied properties to \$2.12 per \$100, a 6.5% reduction since Fiscal 2012 under the *20 cents by 2020* initiative.

**Infrastructure Investment** – The Capital Improvement Plan includes \$65 million of new projects funded by General Obligation Bond borrowing, \$15 million from County Transportation Bonds, and \$15.5 million of General Fund PAYGO capital. These funding amounts represent \$37.5 million of investment over and above baseline levels and brings total new capital investment under the Ten-Year Plan to nearly \$130 million. Projects include blight elimination, street repaving, recreation center expansion, and information technology upgrades.

**Addressing Unfunded Liabilities** – The Ten-Year Plan has strengthened the City's balance sheet in a number of ways. Unfunded pension and retiree health liabilities have been reduced by more than 25%, from \$3.2 billion in Fiscal 2011 to \$2.3 billion in Fiscal 2015. Pension reforms are reducing the City's exposure to the risk of cost spikes in future economic downturns. The Budget Stabilization Reserve has grown from \$90 million in Fiscal 2012 to nearly \$120 million in Fiscal 2016 – it is now 6.6% of General Fund Revenue, versus the target of 8%. Leave reform is reducing compensated absences liability and severance payments, and changes to Accident Time rules are curbing workers' compensation costs.

## OutcomeStat

In September 2015, I hosted more than 200 leaders from inside and outside City Government for a first of its kind OutcomeStat conference. OutcomeStat is an effort to develop strategic plans to “turn the curve” on each of 21 of the city's toughest challenges, from shootings to childhood asthma to blight. These “turn the curve” plans, which got started at the conference, served as guidance for this year's budget decisions and will be monitored and updated in public CitiStat sessions. Progress will be reported through the [OutcomeStat.baltimorecity.gov](http://OutcomeStat.baltimorecity.gov) website.

OutcomeStat supports my vision to grow Baltimore’s population by 10,000 families and advance my seven Priority Outcomes:

Better Schools

Safer Streets

Stronger Neighborhoods

A Growing Economy

Innovative Government

A Cleaner City

A Healthier City

Descriptions of how the budget plan aligns with each of these Priority Outcomes starts on page 81. Some highlights:

**Better Schools:** Funds the YouthWorks program with a goal of employing at least 6,500 young adults in summer jobs. A technology upgrade will make participant registration quicker and easier.

**Safer Streets:** Provides funding that can be leveraged to continue the Safe Streets program, which has proven effective in reducing shootings when implemented based on best practices.

**Stronger Neighborhoods:** New revenue from table games supports operating costs for the expanded Rita Church and C.C. Jackson recreation centers and the new Cherry Hill recreation and aquatic center planned to open in Fiscal 2018.

**A Growing Economy:** Continues funding for services that promote small businesses and entrepreneurship, including the Emerging Technology Center, Small Business Resource Center, the Minority and Women’s Business Opportunity Office, Main Streets, business district cleaning, and the Baltimore Micro Loan Fund.

**Innovative Government:** The City has trained nearly 1,000 employees to rethink how services are delivered, and is investing in their ideas. The results are impressive: same-day service at career centers, fewer fire truck accidents, faster vendor payments, and shorter waits for permits, just to name a few. The budget plan continues these initiatives.

**A Cleaner City:** Further expands the proactive tree maintenance pilot that is improving the health of the city’s tree canopy and reducing storm damage and service request backlogs.

**A Healthier City:** Supports the operations of a proposed non-profit stabilization center, where substance abusers can be taken to sober up and receive treatment referral services.

Information about each city service can be found in the Agency Detail publication.

## *Fiscal Risks*

While this budget plan is balanced, it is important to recognize some fiscal risks and uncertainties that could upset that balance. A few of the risks are described below.

**Department of Justice Review** – The DOJ review of the Baltimore Police Department is ongoing. Based on similar reviews in other cities, it will likely result in recommendations to improve training, systems, and other aspects of police operations. The timing and cost of implementing the recommendations is uncertain, and is not reflected in the Fiscal 2017 budget plan.

**Economy** – The recovery from the Great Recession is nearly seven years old, which is longer than the average period between recessions in the post-war era. Business cycles are notoriously hard to predict, but some economists are warning of danger signs such as sluggish global growth and slowdowns in key U.S. economic indicators such as factory orders and retail sales. The recovery has been aided by aggressive monetary policy, leaving central banks with limited ability to counteract the next downturn. The City needs to be prepared by growing its reserves and prudently managing its risks.

**Pension Litigation** – The unions' legal challenge to the 2010 Fire and Police pension reforms is ongoing. A recent ruling by the federal appeals court was favorable to the City, but the unions may continue the lawsuit in State court. If the unions prevail, the City will owe more than \$40 million in retroactive COLA payments to retirees (an amount that continues to grow) and will face a massive increase in annual pension contributions unless curative legislation is passed. The City has reserved \$30 million for retroactive payments.

**Labor Negotiations** – The budget plan assumes 2% pay increases for civilian employees and 0% for public safety employees, who received larger salary increases over the past three years than civilian employees. Fire and Police labor contracts are subject to binding arbitration, meaning that the City could be faced with salary costs for which it did not budget.

**Teacher Pension** – In Fiscal 2012, the State shifted a portion of teacher pension costs to local governments and school boards. The law specified the City's contribution through Fiscal 2016, topping out at \$17.9 million, which is now part of the City's Maintenance of Effort (MOE) payment. The law further stipulates that any pension cost increases after Fiscal 2016 are the responsibility of local school boards. The General Assembly has restricted State Rainy Day Fund dollars to cover the normal cost increase for Fiscal 2017 (including \$876K for Baltimore), but the Governor must approve the funding transfer.

**Children's Fund** – The City Council recently passed – over a Mayoral veto – a proposed charter amendment that would dedicate \$0.03 per \$100 of assessed property value (currently about \$11.4 million) to programs and services for children and youth over and above Fiscal 2017 baseline levels, starting in Fiscal 2018. If approved by the voters in November, the new funding requirement will crowd out funding for basic city services. The Finance Department will recommend that the Mayor begin service reductions in Fiscal 2017 in order to minimize layoffs in Fiscal 2018. At the City Council hearing on the legislation in late 2015, the Finance Director presented a list of potential service reductions, including street sweeping, street repaving, bulk trash collection, fire companies, business district cleaning, and libraries.

I ask for your support for the Board of Estimates' budget recommendations. In the wake of last year's unrest, we are making an historic choice to shift our funding priorities from old fashioned policing to longer-term investments in crime prevention and our children's future. I know that this budget does not meet all of our needs. We have done our best to offer a fiscally sound plan that promotes growth, maintains core services and puts new ideas to work in taking on our many challenges.

Sincerely,

A handwritten signature in black ink, reading "Stephanie Rawlings-Blake". The signature is fluid and cursive, with the first name "Stephanie" written in a more compact, rounded style and the last name "Rawlings-Blake" written in a more traditional cursive script.

Stephanie Rawlings-Blake  
Mayor  
City of Baltimore

# **INTRODUCTION**

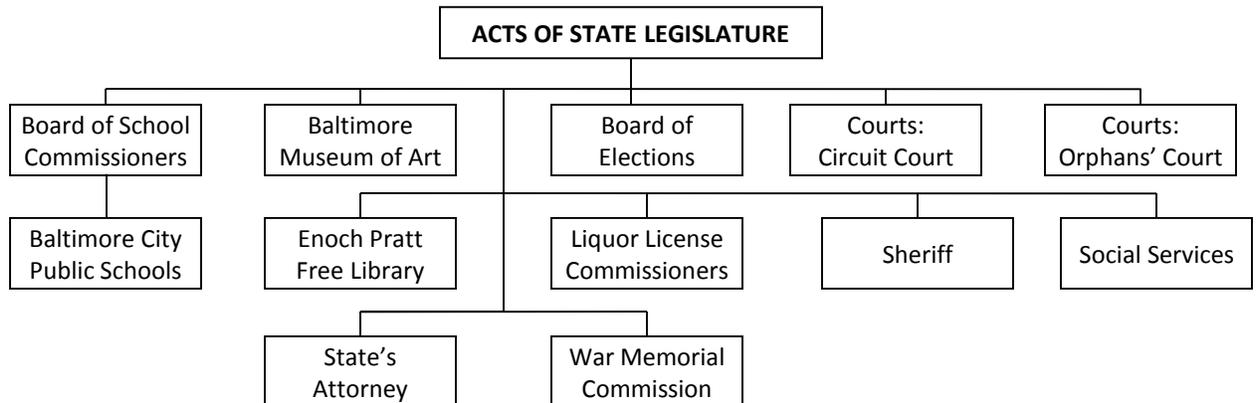
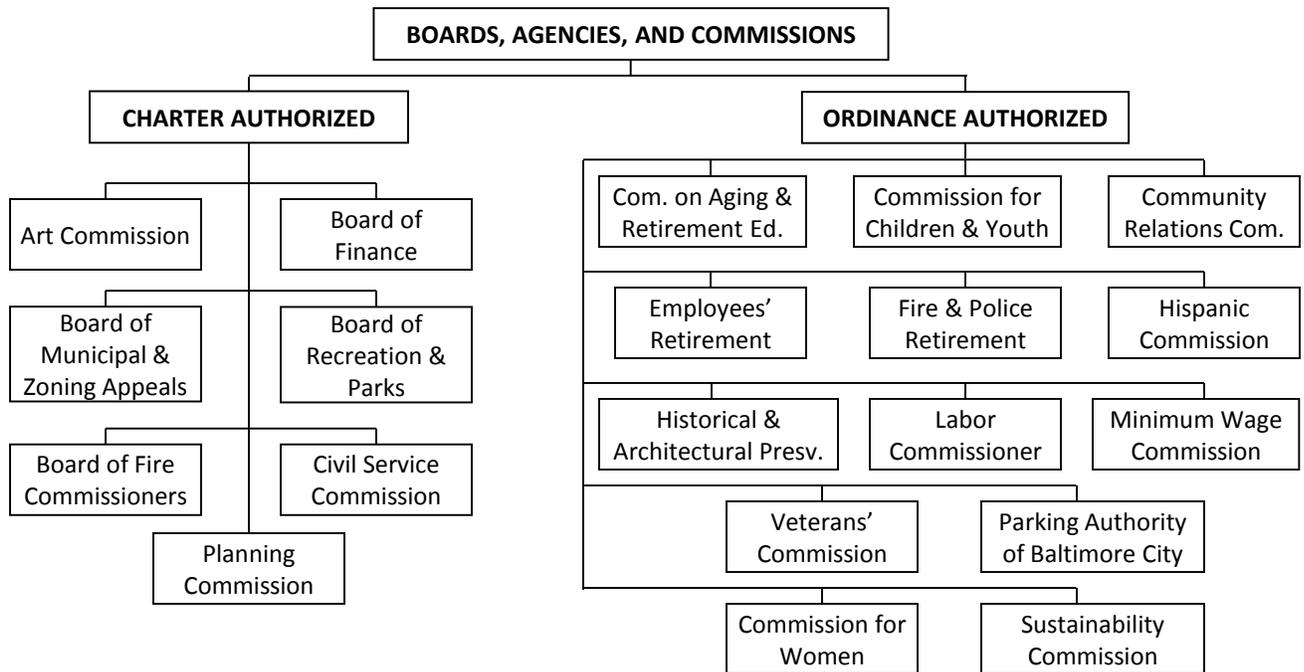
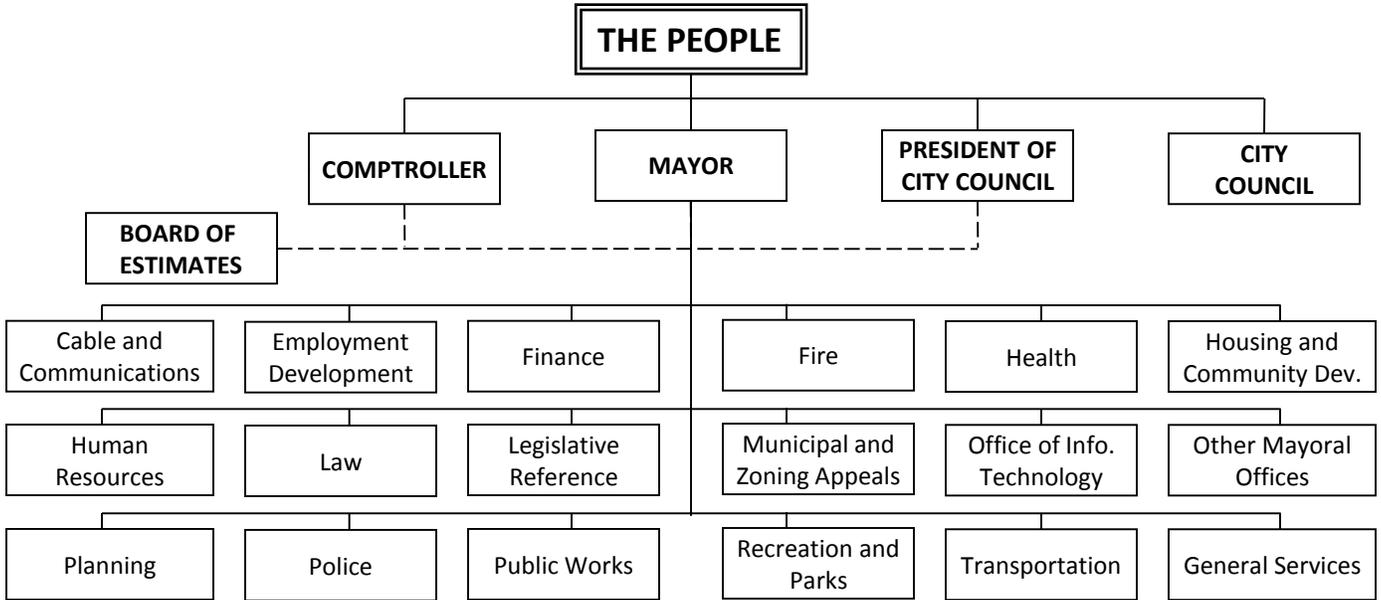
# **FISCAL 2017**

## **EXECUTIVE SUMMARY**

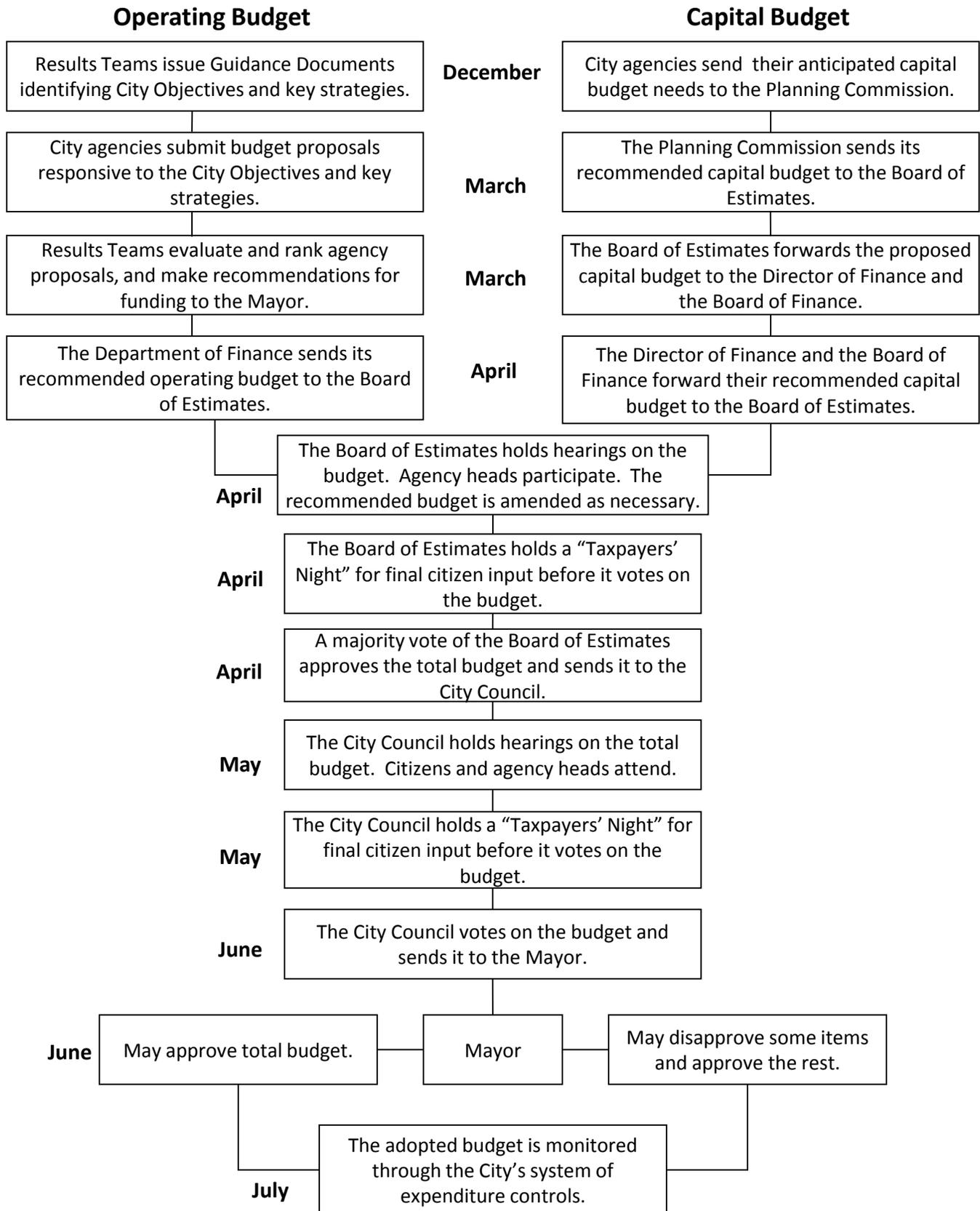
## **BOARD OF ESTIMATES RECOMMENDATIONS**

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# MUNICIPAL ORGANIZATION CHART

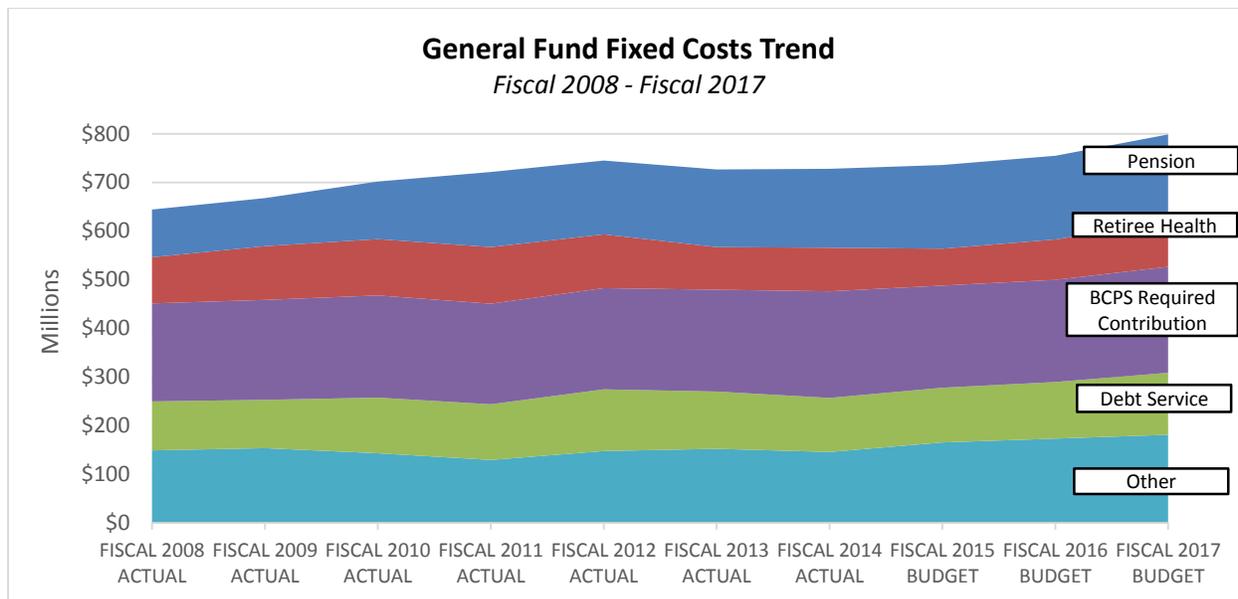


# The City of Baltimore's Budget Process



*What are Fixed Costs?*

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



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

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

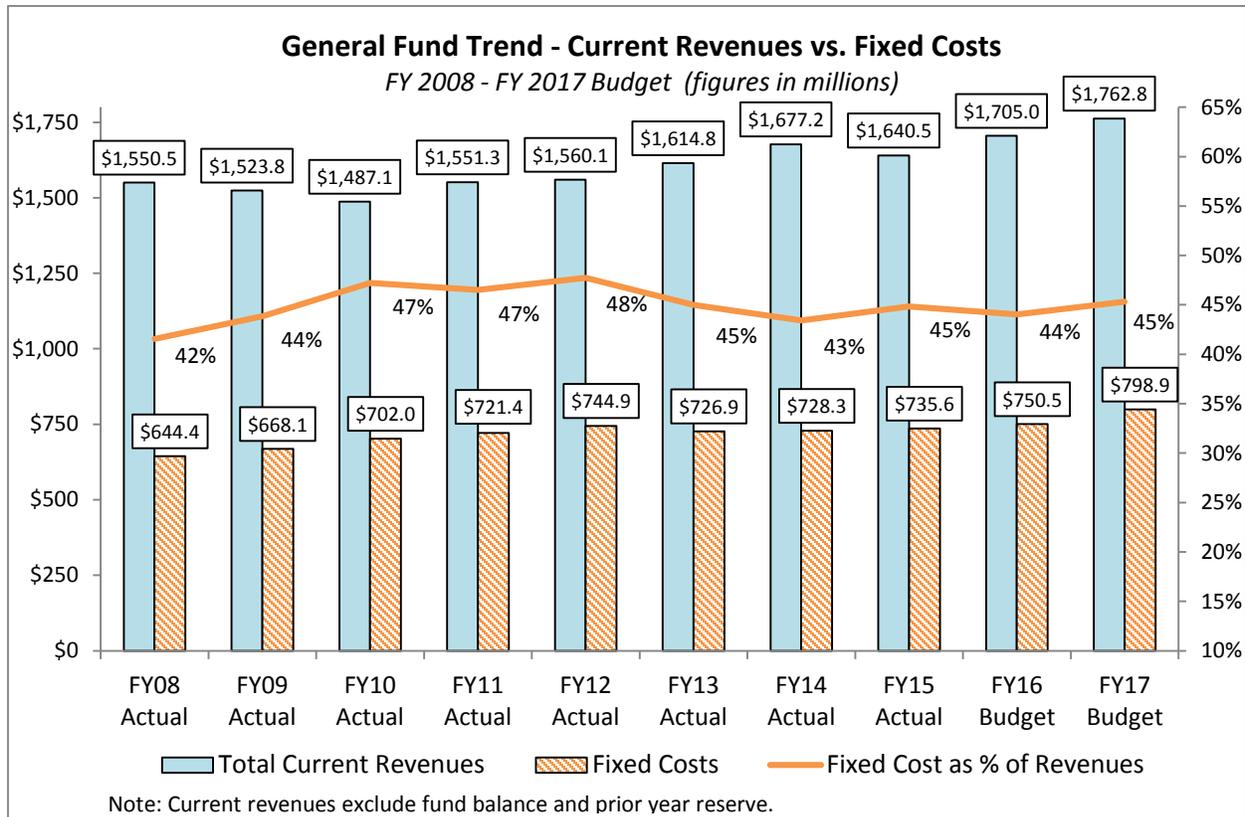
**BCPS Required Contribution:** State law requires that Baltimore City maintain its education funding effort from year to year on a per pupil basis and pay a portion of the normal cost of the teacher pension system.

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

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

## Fixed Cost Trends

From Fiscal 2008 to Fiscal 2012, fixed costs grew from only 42% of General Fund revenues to 48% of General Fund revenues. Since Fiscal 2013, due to a series of reforms, fixed costs have leveled off at around 45% of General Fund revenue, as represented by the line in the graph below.



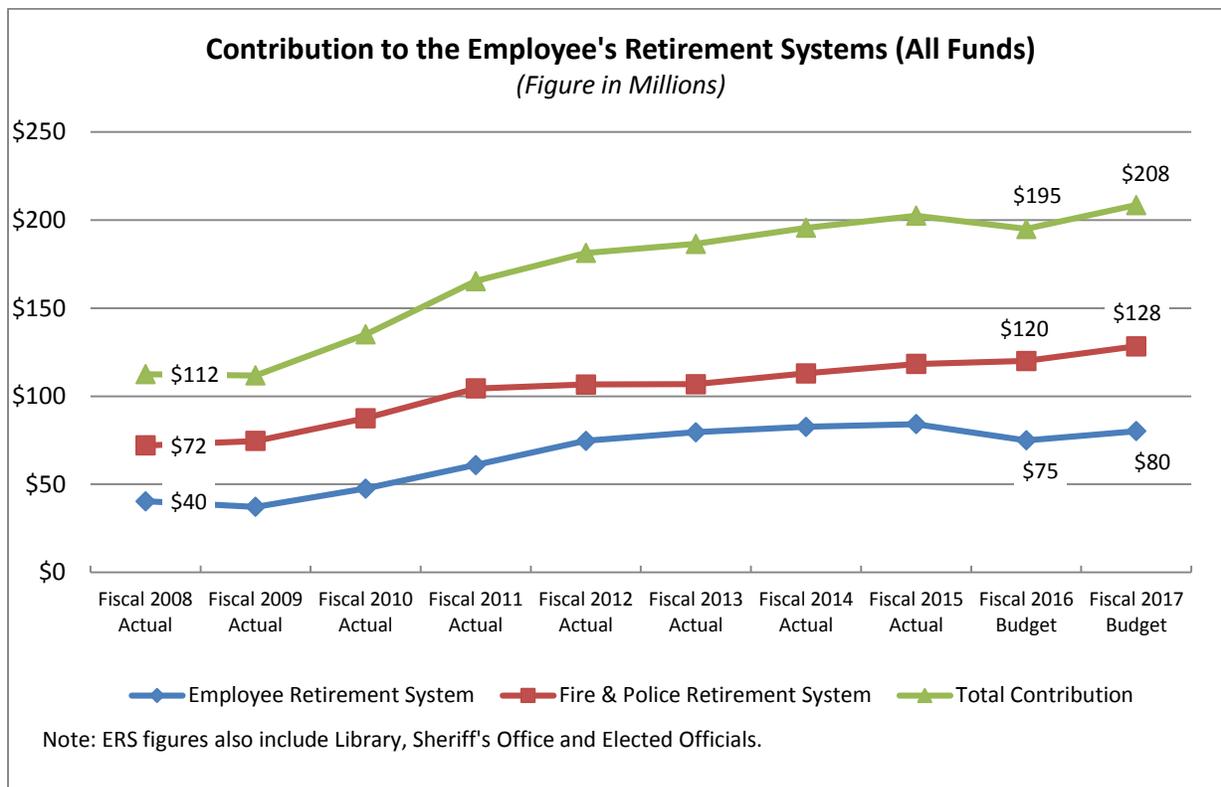
Growth in General Fund fixed costs within the Fiscal 2017 Executive Summary Budget is primarily driven by the additional \$10 million contribution to City schools, \$11 million in retiree healthcare driven by retiree prescription drug costs, \$5 million in increased debt service for County Transportation Bond and General Obligation Bond borrowing, and \$13 million in increased contributions to the pension systems. Reforms to contain fixed costs growth have included changes to pension and health benefit programs in previous years.

## Employees' Retirement Systems

In 2010, the City comprehensively reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 81% from \$48 million Fiscal 2005 to \$87 million Fiscal 2010. These reforms included:

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

The chart on [Page 7](#) shows that the FPERS reforms reduced the rate of growth of the City's contribution (as compared with Fiscal 2009-Fiscal 2011 time period). The reforms have saved the City nearly \$90 million a year. The reforms have been challenged in federal court and litigation remains pending.



The 2017 Board of Estimates Budget reflects pension system changes recommended by each system's actuaries and respective Boards. In Fiscal 2015, the 2.3% return on managed asset did not meet the funds' projected 7.75% investment return assumption, and therefore the losses within each system must be amortized. The Boards for both the FERS and (ERS) have recommended changes.

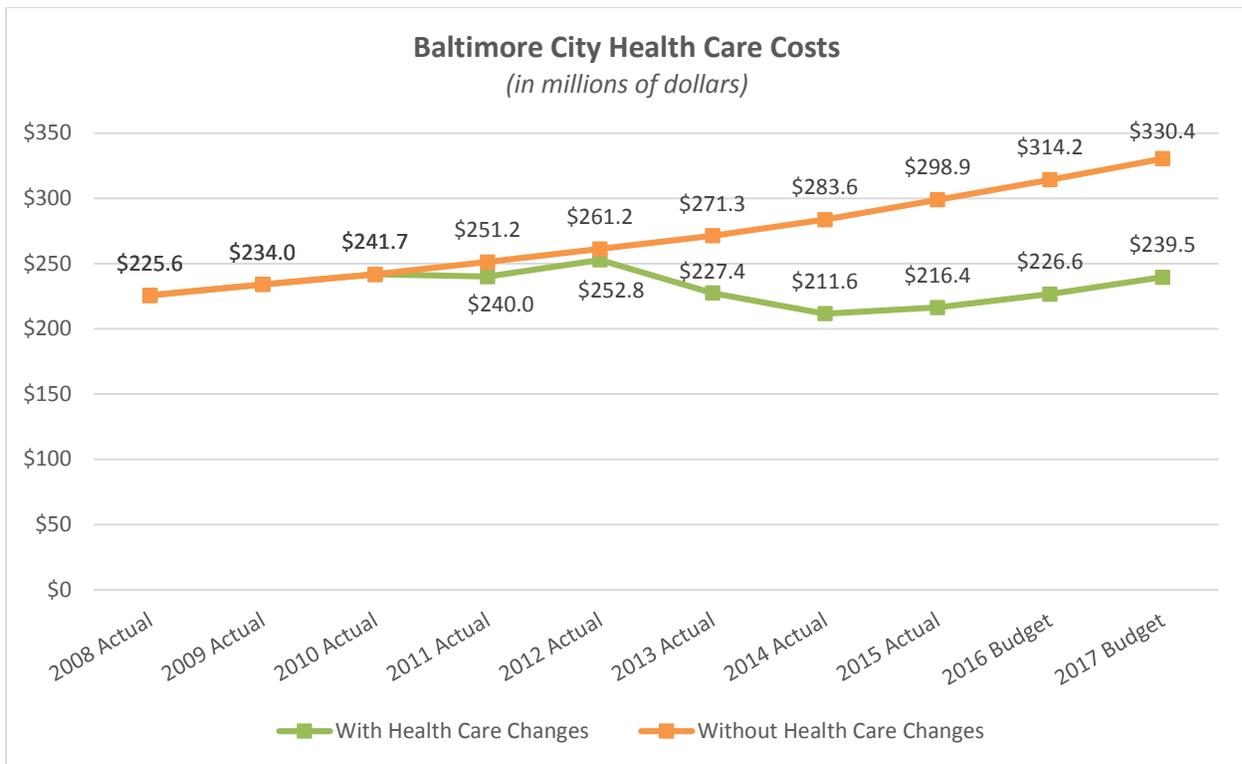
- The Fire and Police system will use more conservative rate of return assumptions (decreasing from 7.75% to 7.5%) and a decreased inflationary assumption (from 3.75% to 3.00%); use the Entry-Age Normal funding method; and adjust the amortization period associated with the system's total liability (from 20 to 25 years).
- The ERS and EOS systems will use more conservative interest rate assumptions (7.50% for pre-retirement and 6.30% for post-retirement ERS groups in Fiscal 2017 and Fiscal 2018, and a 7.00% rate for the EOS system in Fiscal 2017 and Fiscal 2018); other demographic and coverage assumption changes are identified as well.

Due to these changes, the overall contribution for each system will increase. The FERS system contribution will increase by \$8 million in Fiscal 2017.

The ERS system will continue to phase in a 5% employee contribution for current employees; other previous reforms included the elimination of the variable supplemental benefit, and establishment of a new pension plan for future hires. However, due to the changes to the ERS assumptions listed above, the net impact will result in an increased City required contribution to the ERS civilian pension system by \$5 million in Fiscal 2017.

### Health Care for Employees and Retirees

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



Several changes to health care plans were made in Fiscal 2011 through Fiscal 2014, collectively reducing the City's costs by \$72 million compared to baseline estimates. The Fiscal 2017 Executive Summary Budget reflects projected costs of \$91 million below baseline estimates. The Fiscal 2011-2014 changes are summarized below:

**Fiscal 2011 Changes**

- 10% prescription drug premium co-share for retirees

**Fiscal 2012 Changes**

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

**Fiscal 2013 Changes**

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

**Fiscal 2014 Changes**

- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.

- The City will sunset the prescription drug benefit for Medicare-eligible retirees as of 2020, which is when equivalent federally-subsidized coverage becomes available through the Affordable Care Act. The decision to sunset this benefit in 2020 generates savings in the Fiscal 2017 budget because the actuarial liability for future retiree prescription drug coverage can be decreased. Decreased costs can be observed as it relates to a reduced OPEB liability as identified in the following section.

Additionally, starting in January 2016, the City shifted several of the health care plans to a self-funded model. This funding model decreases external administrative costs associated with the plans, and provides the City with greater flexibility in determining premiums. The move to self-insured plans decreased City costs by \$7.0 million in Fiscal 2017. However, the change also increases city responsibility and risk associated with medical claims; the City will require an increase to the health reserve in the Risk Management Fund to support these additional claims risks.

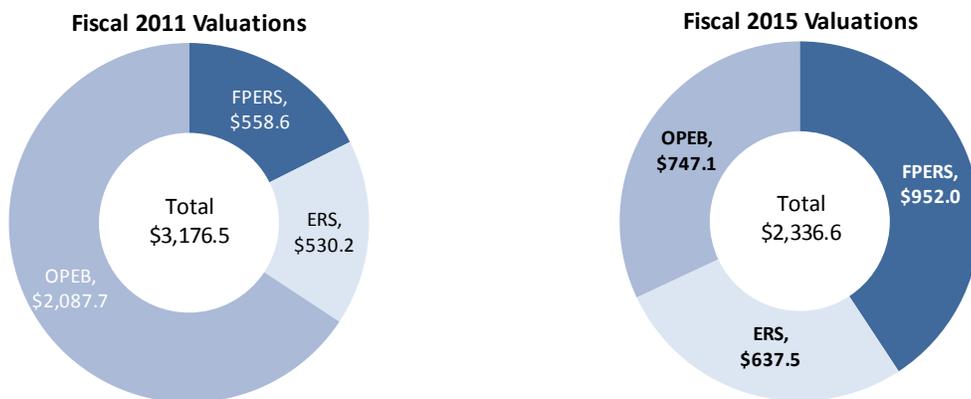
### Long-Term Liabilities for Pensions and Retiree Health Care

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

The pie charts below show that Baltimore’s long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 valuations and have been reduced to \$2.3 billion as of the Fiscal 2015 valuations.

#### Unfunded Pension and OPEB Liabilities

(Figures in Millions)



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

FPERS: Fire and Police Employees' Retirement System.

ERS: Employee Retirement System for civilian employees.

Note: The relatively small Elected Officials' Retirement System is not shown; this system was valued at \$23.4 million as of June 30, 2015, and was 171% funded.

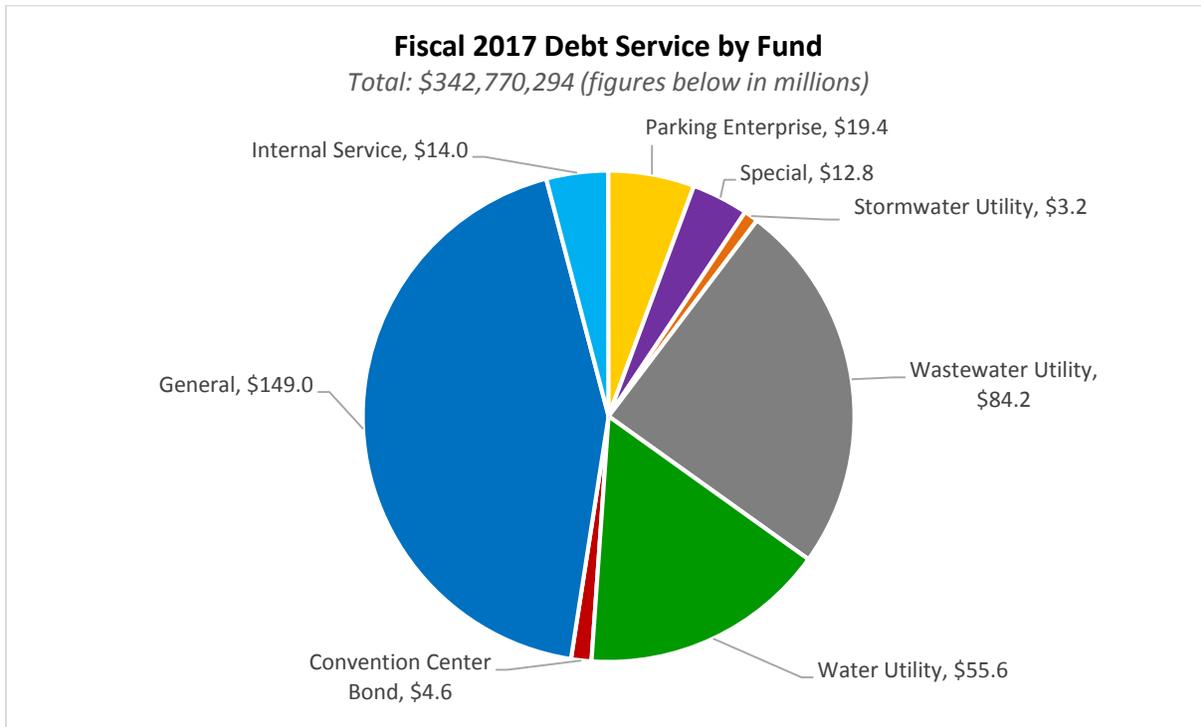
The overall reduction is driven almost exclusively by lower OPEB liabilities (OPEB stands for Other Post-Employment Benefits, primarily retiree health care), stemming from redesign of the City’s medical plans, increased cost-share for prescription drug coverage, sunset of prescription drug benefits for Medicare-eligible retirees in 2020, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions.

Due in large part to these reforms, the unfunded OPEB liability has been reduced by over \$1.3 billion since the Fiscal

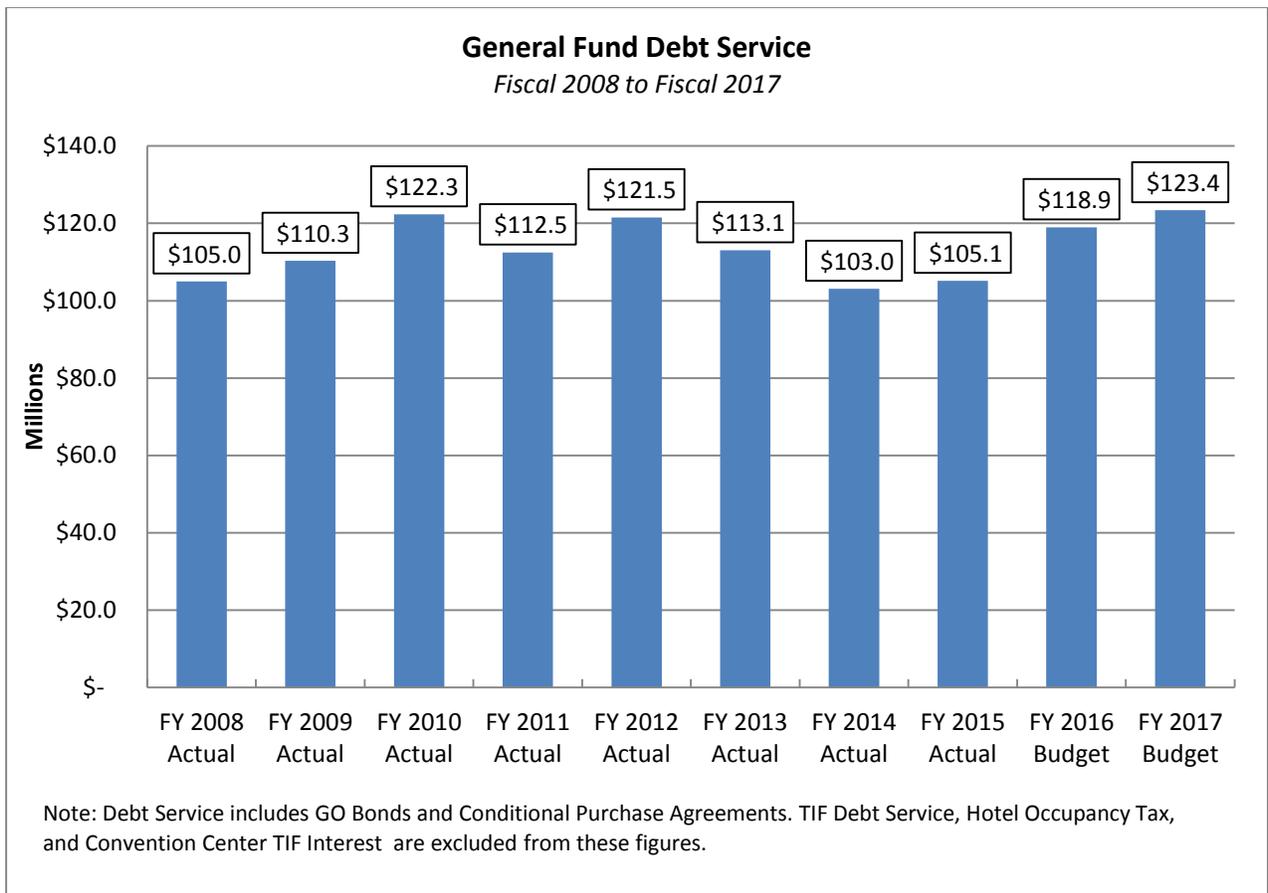
2011 valuation. Liabilities for the FPERS pension plans continue to grow due to ongoing amortization of past investment losses and adoption of more conservative actuarial methods. Steady market performance improved the overall position of the ERS pension plan between Fiscal 2011 and Fiscal 2014, but the funding ratio has yet to return to the Fiscal 2011 level. The system has seen substantial decrease in unfunded liability (\$44 million) between Fiscal 2012 and Fiscal 2015.

### Debt Service

The City’s total debt service is expected to be \$342.8 million for Fiscal 2017. The graph below shows that the General Fund is the most significant debt service funding source.



In the late 1990s and early 2000s, the City restructured its debt so that its annual debt service payments would be lower and it could better respond to fiscal constraints during that time. This resulted in higher debt payments beginning in the mid-2000s. The Fiscal 2017 General Fund recommendation of \$149.0 million is approximately \$4.5 million above the Fiscal 2016 adopted budget (this amount includes TIF Debt Service, Hotel Occupancy Tax, and Convention Center TIF Interest). The Fiscal 2015 Budget included a one-time appropriation of \$10.8 million for debt prepayment, which will reduce the City’s baseline debt service costs by \$5 million over the next ten years. Debt service accounts for 8.5% of the Fiscal 2017 General Fund budget. The following chart illustrates General Fund debt service over the past 10 years (note that this chart excludes TIF Debt Service, Hotel Occupancy Tax, and Convention Center TIF Interest).



## Risk Management

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

While most costs are budgeted centrally within the City’s Self-Insurance Fund (Service 126), workers’ compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services. The City’s share of workers’ compensation direct costs increased from \$41.7 million in Fiscal 2016 to \$50.8 million in Fiscal 2017. Costs grew primarily due to funding methodology, and on the basis of increased claims experience from sworn officers (Fire and Police). Based on a benchmarking study of other jurisdictions, the workers’ compensation funding methodology was changed to a 50/50 split between experience and exposure.

The City will contribute to the Self Insurance Stabilization Reserve to pay down a deficit that has accumulated in the Risk Management fund. In Fiscal 2017, the City will be contributing \$5.5 million to support the Self Insurance Stabilization Reserve.

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

<b>Cost Center</b>	<b>Fund Source</b>	<b>Fiscal 2016</b>	<b>Fiscal 2017</b>
Workers' Comp - Direct	Multiple Funds	\$42,193,360	\$51,299,210
Property and Casualty Insurance	General Fund	1,315,599	944,499
Auto/Animal Liability Insurance	General/Fleet Funds	2,166,360	2,189,152
General Tort Liability Insurance	General Fund	1,858,653	1,520,518
Civil Rights Insurance	Multiple Funds	2,143,859	2,100,000
Insurance - Other Risks	General Fund	2,681,668	1,686,244
Risk Management Administration	Multiple Funds	8,920,472	8,164,486
Self-Insurance Stabilization Reserve	General Fund	6,716,350	5,500,000
<b>Total Cost</b>		<b>\$67,996,321</b>	<b>\$73,404,109</b>

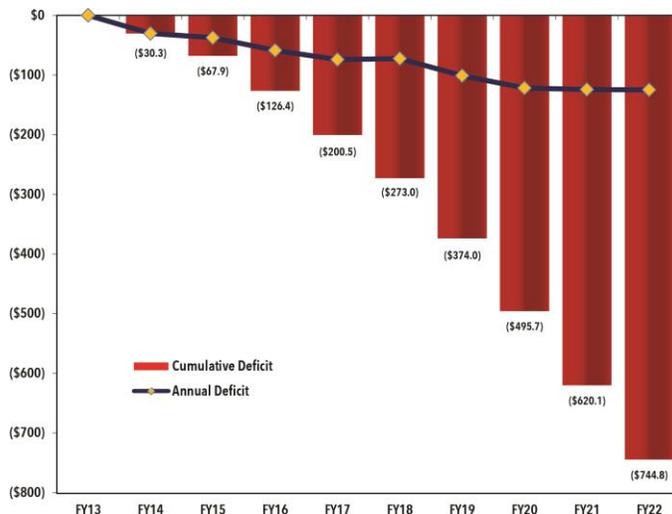
Overview



Prior to the Mayor’s release of *Change to Grow: A Ten-Year Financial Plan for Baltimore*, the City was like many governments nationally, faced with the aftermath of the most severe economic downturn in generations. The City witnessed its revenue eroding while key expenditure drivers such as employee healthcare and retirement costs were growing at unsustainable rates. These challenges were compounded by a longer-term legacy of aging infrastructure, high taxes, and sections of the City blighted by crime and vacant properties.

The Mayor’s Ten-Year Plan marked the first step to addressing these structural challenges. The Ten-Year Plan is a first-of-its-kind, long-term fiscal roadmap to help achieve the goal of growing Baltimore by 10,000 families over the next decade. The plan sets forth a set of actions designed to bring the City’s recurring revenues and expenditures into alignment, while also prioritizing new investments to strengthen Baltimore’s fiscal foundation and promote economic and community stability and growth.

The Ten-Year Plan began with a baseline projection of the City’s finances over the period of Fiscal 2013 through Fiscal 2022. The initial projection demonstrated baseline revenues not keeping pace with recurring current service expenditures. A gap of \$30 million in Fiscal 2014 would grow to \$125 million annually by Fiscal 2022, resulting in a cumulative shortfall of \$745 million.



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

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



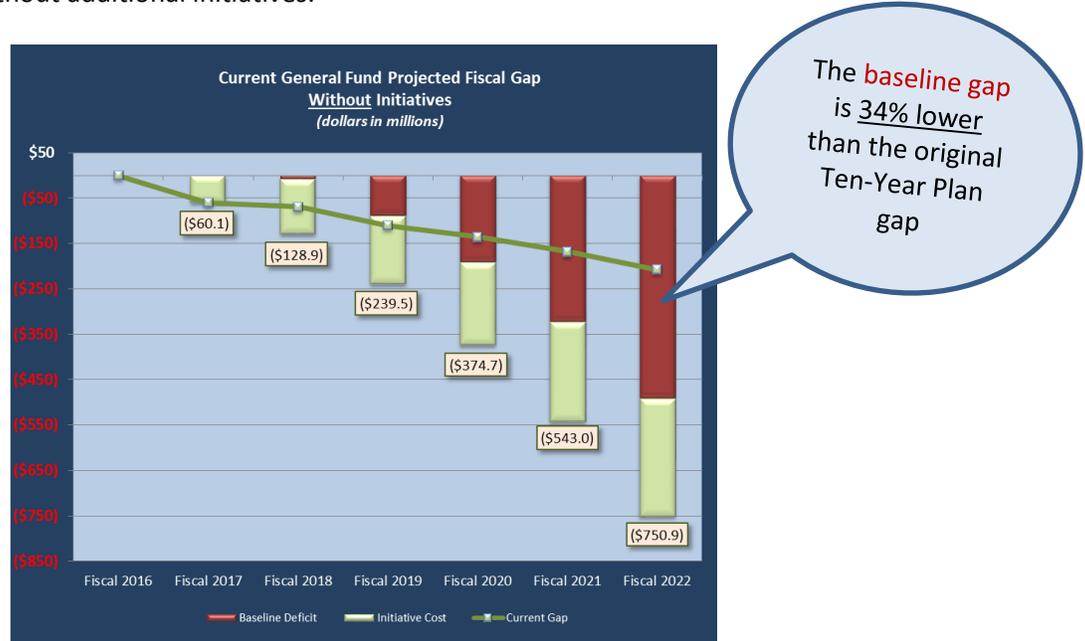
As shown in the table below, the City is projected to save \$535.1 million over the Ten-Year Plan period due to the initiatives that are already complete. The net savings of \$275.3 million includes initiatives implemented by the City that cost \$259.7 million.

Ten-Year Plan Initiatives: Completed (dollars in millions)			
	10-Year Plan	Current	Difference
ERS Reform	\$153.4	\$80.5	(\$72.9)
Fire Shift	\$121.4	\$72.3	(\$49.1)
Stormwater	\$118.5	\$104.5	(\$14.0)
Sunset Retiree Pharmacy	\$87.3	\$117.9	\$30.6
Improved Revenue Collection	\$40.0	\$40.0	\$0.0
Fleet Right-sizing	\$38.0	\$9.0	(\$29.0)
FY14 Revenue Package	\$33.2	\$39.5	\$6.3
Dependent Audit	\$29.0	\$29.0	\$0.0
Parking Management	\$13.0	\$11.0	(\$2.0)
A-time Reform	\$12.0	\$2.2	(\$9.8)
EZ Credit	\$11.0	\$11.0	\$0.0
BCPS City Services Transfer	\$9.0	\$0.0	(\$9.0)
Leave Reforms	\$9.0	\$5.7	(\$3.3)
Conduit Fund Payment	\$6.8	\$6.8	\$0.0
BIF/ERF	\$5.7	\$5.7	\$0.0
Mainframe Transition	(\$5.0)	(\$5.0)	\$0.0
Restructure MAPS Pay	(\$25.0)	(\$23.1)	\$1.9
County Transportation Bonds	(\$27.8)	(\$20.2)	\$7.5
Budget Stabilization Reserve	(\$39.0)	(\$38.0)	\$1.0
GO Debt Authority Increase	(\$46.4)	(\$27.8)	\$18.6
Property Tax Reduction	(\$65.2)	(\$65.2)	\$0.0
PAYGO Capital Funding	(\$80.5)	(\$80.5)	\$0.0
<b>Total</b>	<b>\$398.4</b>	<b>\$275.3</b>	<b>(\$123.2)</b>

} \$535 (savings)

} -\$260 (costs)

As part of the Ten-Year Plan implementation, the fiscal forecast is updated annually to show a more accurate projection of the City’s fiscal future. The updated projection includes the \$275.3 million in net savings from the implementation of the Ten-Year Plan initiatives shown in the table above, as well as a \$364.0 million increase in revenues and a \$644.6 million increase in baseline expenditures over the period. The resulting cumulative General Fund projected fiscal gap is \$750.9 million through Fiscal 2022, without additional initiatives.



The cumulative fiscal gap, shown as the full bar in the graph, represents the gap between projected revenue and the cost of maintaining the current level of service and achieving the investment and sustainability goals of the Ten-Year Plan. The green portion of the bar labeled “initiative cost” represents the cumulative cost of Ten-Year Plan initiatives that have been implemented that benefit the City but require funding. These initiatives have a cumulative cost of \$259.7 million over the period. This cost is 35% of the cumulative fiscal gap. The red section of the bar labeled “baseline deficit” represents the portion of the fiscal gap attributable to baseline expenditure deficits and lost savings from Ten-Year Plan initiatives that were delayed or changed during the implementation process. The cumulative baseline deficit totals \$491.2 million or 65% of the currently projected cumulative fiscal gap and 66% of the original Ten-Year Plan projected shortfall. In other words, the baseline deficit is now 34% lower than the original Ten-Year Plan projection.

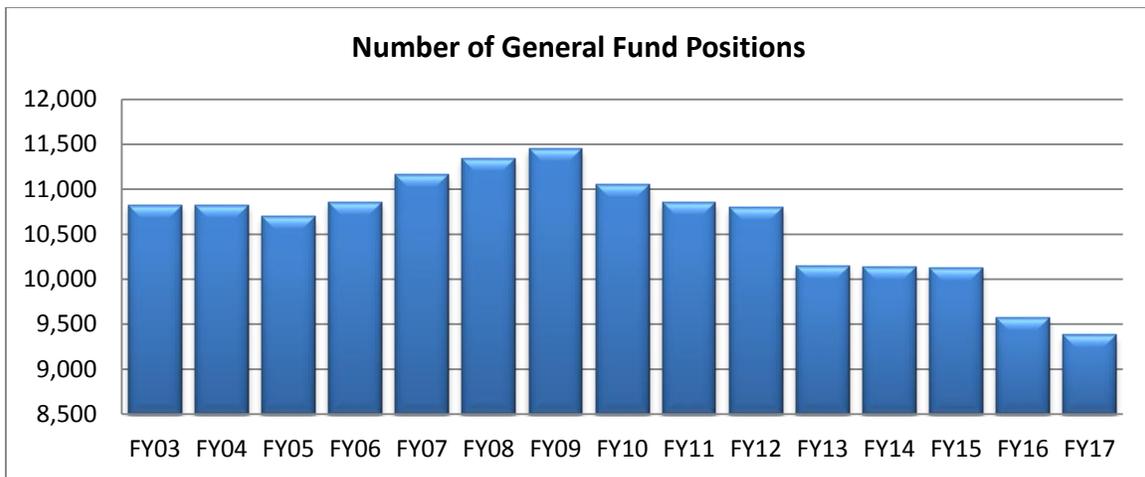
## *Fiscal 2017 Initiatives*

While the initiatives implemented through Fiscal 2016 have made a meaningful dent in the original projected shortfall, a significant gap remains over the Ten-Year Plan period. To continue addressing this long-term challenge, the Fiscal 2017 budget contains additional initiatives to improve the efficiency of government, further reduce the property tax rate for homeowners, make much-needed infrastructure investments, and reduce the City’s long-term liabilities.

### ***Structural Budget Balance***

**Parking Management:** The City’s EZ Park meter program used an Innovation Fund loan to replace all of the old single-space parking meters with “smart” multi-space and single-space EZ Park meters. The EZ Park meter program is making it easier for parkers to pay for parking at meters, allowing more vehicles to park in each block at multi-space meters, and creating a fully-auditable revenue trail for parking. The City is continuing the ProjectSpace program which provides reserved on-street parking for people with disabilities at metered parking spaces ensuring that all parking meters are accessible (as defined by Americans with Disabilities Act, or ADA, guidelines), and charging all parkers, whether they have a disability placard or not, for on-street parking. Additional initiatives planned by the Parking Authority include pay-by-license plate and pay-by-cell phone parking. The City projects nearly \$11 million in additional revenue through Fiscal 2022, from parking management initiatives implemented by the Parking Authority. Furthermore, In Fiscal 2017, the Department of Finance will work with the Parking Authority to begin an audit of private garage operators to ensure tax compliance. Private parking operators in the City are responsible for charging parking tax on the purchase of parking and then remitting the collected taxes to the City. The potential for abuse is high, and audits in other jurisdictions have been shown to increase compliance. The budget includes \$1 million of additional parking tax revenue, which would reflect a 3% increase in compliance.

**Streamline the Workforce:** Baltimore’s service delivery is labor-intensive, with employee wages and benefits representing over 55% of total General Fund spending in Fiscal 2015. In recent years, these costs have significantly outpaced growth in revenues – even with hiring freezes and compensation cost containment. As part of the Ten-Year Plan, the City set a goal to reduce the workforce by 10% by 2022. The projection assumes that the City will examine opportunities to use technology, business process changes, managed competition, schedule and work rule changes, and staffing analyses to accomplish the same service goals with fewer employees. Most of the position reductions will be achieved through attrition and policy changes. In Fiscal 2016, the City eliminated 550 full-time positions. The major position reductions were related to Police contract negotiations (220 positions), the third phase of the new Fire shift model (63 positions), and a reduction in crossing guards (20 positions). The reduction also reflected a technical correction moving crossing guards from full-time to part-time positions (318 positions). The position reductions were offset by small increases in other areas. In Fiscal 2017, the City made a net reduction of 190 positions. The Police department salary saved 225 vacant positions. The reductions in Police are offset by increases in other agencies. In total, the City’s full-time position count has declined by over 760 positions, or 7.5%, since the adoption of the Ten-Year Plan.



**Pay-for-Performance:** The Pay-for-Performance initiative, first implemented in Fiscal 2016, allows the City to evaluate employee performance on the basis of achieving strategic City goals while awarding the most productive employees for their work. This initiative aims to increase overall engagement and motivation of employees, strengthen recruitment and retention and improve the quality of service delivery. The City is also analyzing different methods of pay-for-performance for future implementation, including gainsharing, which awards teams of employees instead of individual employees, fostering an environment of collaboration. In Fiscal 2017, the City will maintain the Pay-for-Performance program.

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

**Non-Profit Contributions:** Currently, one-third of the City’s real property tax base is comprised of non-profit, religious, governmental, and educational organizations. These organizations consume General Fund services, but are exempt from paying property taxes to support these services. An even smaller subset of non-profits with more than \$10 million in total real property assessed value comprise 11% of the City’s assessed real property tax base. Historically, the City and 10-15 local non-profit educational institutions and hospitals have formed a Memorandum of Understanding (MOU) of annual payments to the City to support City services consumed by those non-profits. The current MOU expires in Fiscal 2016. A new MOU is currently under negotiations and could generate \$6 million of revenue annually for the City through Fiscal 2022.

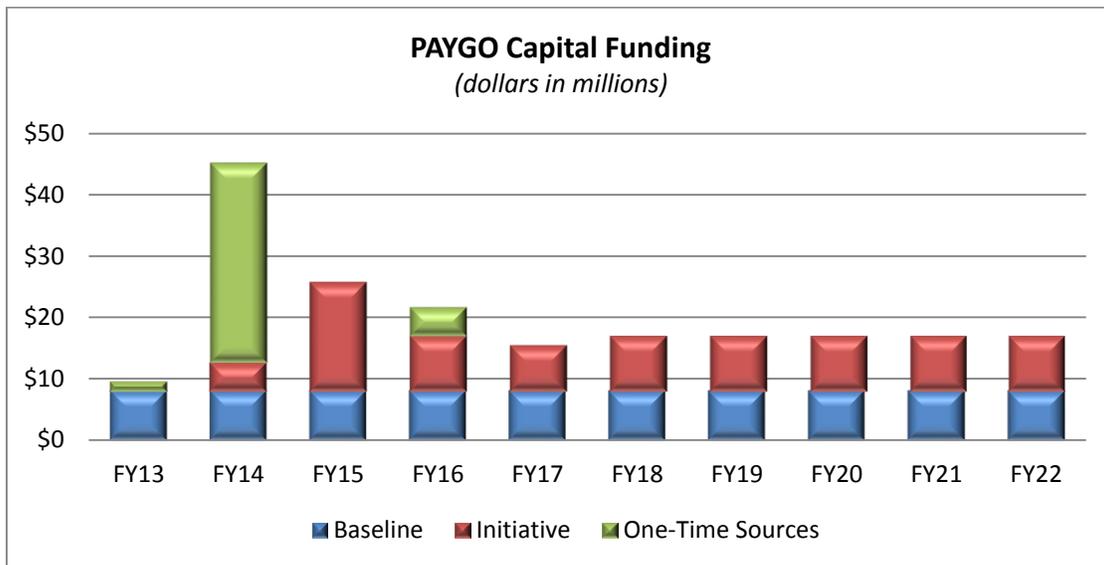
***Tax Competitiveness***

**Targeted Homeowners’ Tax Credit:** Through Fiscal 2016, the estimated average tax rate for homeowners in owner-occupied properties has been reduced by nearly 14 cents. This is the result of a 2 cent general tax rate reduction from the stormwater service being shifted out of the General Fund to a fee-supported utility and an 11.7 cent effective rate reduction from the targeted homeowners’ tax credit. The Fiscal 2017 budget further reduces the average effective tax rate by 1.1 cents, for a total reduction of 12.8 cents (6.5%) for homeowners in owner-occupied properties since Fiscal 2012. This tax credit is on track to reduce the effective tax rate by 20 cents by 2020.

## Infrastructure Investment

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

Starting in Fiscal 2014, the City began making additional contributions to PAYGO capital funding, beyond the \$8 million baseline. In Fiscal 2014, the City contributed an additional \$37.2 million beyond the baseline to PAYGO using a surplus from the fleet reserve to fund street paving, blight elimination, recreation centers and IT modernization. In Fiscal 2015, the City contributed an additional \$17.7 million beyond the baseline, including \$5 million for police technology modernization. The Fiscal 2016 budget included a \$9 million contribution beyond the \$8 million baseline, plus an additional \$4.8 million of one-time funding for financial technology upgrades from a settlement with Unisys Corporation. In the Fiscal 2017 budget, the City plans to contribute an additional \$7.5 million above the baseline. In each budget from Fiscal 2018 through Fiscal 2022, the City plans to include \$9.0 million beyond the baseline to provide additional resources that will not count against the City's debt limit.



**GO Bond Authority:** The Ten-Year Plan recommended that the City increase its GO Bond Authority from \$50 million to \$65 million annually. While the increase was delayed due to the requirement of voter approval, the additional bond issuance was built into the Fiscal 2016 budget. The Fiscal 2017 budget maintains the additional issuance and this is projected to continue throughout the period.

**Extend County Transportation Bond:** The City began issuing County Transportation Bonds in the amount of \$15 million in Fiscal 2016. The Fiscal 2017 budget maintains this issuance level, and this is expected through Fiscal 2022. This increased issuance will result in \$105 million in capital spending over the period.

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

## Addressing Long-Term Liabilities

**Budget Stabilization Reserve:** The Budget Stabilization Reserve (BSR) is the City's "rainy day" fund. The fund is to be used to protect the City against unforeseen emergency expenditures or revenue shocks. As part of improving the City's long-

term financial position, the goal in the Ten-Year Plan is to further build the BSR toward the City's target level of 8.0% within the Ten-Year Plan period. At the end of Fiscal 2015, the reserve held \$112 million, which represents 6.6% of General Fund expenditures. Funding for this industry-wide best practice is built into the Fiscal 2017 budget.

**BCPS OPEB Liability:** In 1997, the Baltimore City Public School (BCPS) System separated from City government. Since the separation, the City has continued to bear the cost and liability of health insurance benefits for retired BCPS employees. The City and BCPS are now in discussions about transferring responsibility to BCPS for employees hired since the separation.

**Retiree Healthcare Changes:** The Ten-Year Plan calls for further retiree health benefit reforms. Retiree reforms offer the potential for significant savings in Fiscal 2017, as they do not require changes in labor agreements or City code. Two possible reforms are changes to Medicare Advantage Plans for Medicare-eligible retirees and providing pre-65 retirees with a fixed stipend that they can use to purchase health insurance through the exchanges. Medicare Advantage Plans provide Medicare coverage through private providers, typically using a managed care approach to lower costs. Fixed stipends would give the City more predictable costs and could be combined with federal subsidies to reduce costs for lower-income retirees. These strategies could be used in combination, and could reduce costs for the City and retirees, but both need to be fully analyzed by the City's new health benefits consultant, Segal.

### Future Ten-Year Plan Initiatives

The chart below shows the Ten-Year Plan initiatives that are planned through the remainder of the period. These initiatives are projected to produce an additional \$264 million in savings for the City. Some of the initiatives listed below will be underway during Fiscal 2017, and were explained in the previous section, but savings is not assumed in Fiscal 2017 so these are still labeled as “planned initiatives.”

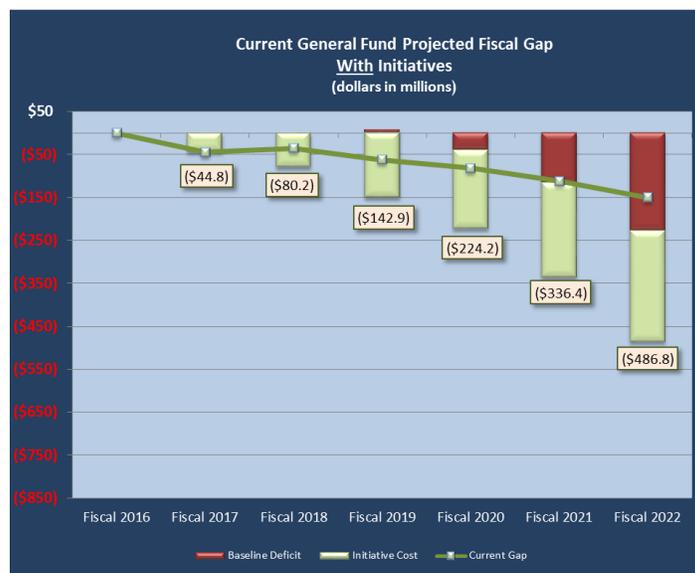
Ten-Year Plan Initiatives: Planned FY17-FY22			
<i>(dollars in millions)</i>			
	10-Year Plan	Current	Difference
Streamline the Workforce	\$78.3	\$67.0	(\$11.3)
Healthcare Changes for Actives	\$77.6	\$76.5	(\$1.1)
FPERS New Hires	\$57.9	\$9.2	(\$48.7)
Retiree Healthcare Plan Changes	\$31.8	\$21.9	(\$9.9)
BCPS OPEB Liability	\$25.3	\$16.0	(\$9.3)
VOIP	\$22.5	\$14.5	(\$8.0)
Purchasing Reforms	\$13.2	\$7.8	(\$5.4)
IAFF 90 Days of Leave	\$11.7	\$6.2	(\$5.5)
Wellness	\$9.0	\$5.2	(\$3.8)
Other	\$59.7	\$54.0	(\$5.7)
Extend Tax Reduction	(\$13.9)	(\$13.9)	\$0.0
<b>Total</b>	<b>\$373.1</b>	<b>\$264.4</b>	<b>(\$108.7)</b>

If all initiatives are implemented, a projected budget shortfall of \$486.8 million over the Ten-Year Plan period will remain. This residual gap includes a \$644.6 million increase in baseline expenditures and a \$364.0 million increase in baseline revenues, for a net baseline increase of \$280.6 million. Some key changes to the baseline expenditure forecast during the Fiscal 2015-2017 planning periods include:

- Adopting more conservative investment return assumptions for ERS and F&P pension systems (+\$120M)
- New Fraternal Order of Police contract (+\$113M)
- Increasing contributions to reduce the grants deficit (+\$49M)

- Supporting the Charm City Circulator including capital replacements (+\$42M)
- Supporting the deployment of body cameras in the Police Department (+\$41M)
- Increasing contributions to reduce the risk management deficit (+\$35M)
- Supporting the ongoing operating cost of additional recreation facilities (+\$29M)
- Providing health care to part-time employees as required by the Affordable Care Act (+\$28M)
- Adopting a new municipal garbage can program (+\$24M)
- Increasing contributions to the 911 fund (+\$24M)
- Increasing the budget for Police legal fees, judgments, and lawsuits (+\$22M)
- Absorbing health care cost growth (+\$20M)
- Increasing contributions to the landfill reserve in preparation for closure (+\$18M)
- Supporting software licensing for software/hardware compliance (+\$18M)
- Replenishing the Rainy Day Fund (+\$15M)
- Absorbing half of the cost of street sweeping in the General Fund budget (+\$14M)
- Increasing the City's support of the Family League (+\$10M)

The remaining cumulative shortfall of \$486.8 million also includes the implementation of initiatives that represent a cost to the City. As mentioned previously, these initiative costs total \$259.7 million. The remaining cumulative fiscal gap attributable to baseline expenditure deficits and lost savings from delayed or changed initiatives is \$227.1 million or 46.7% of the currently projected cumulative fiscal gap and 30% of the original Ten-Year Plan projected shortfall.



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

Future initiatives planned for Fiscal 2018 and beyond are as follows:

**IAFF 90 Day Leave:** IAFF union members are currently allowed an additional 90 days of leave just prior to retirement. This delays the hiring of new firefighters which leads to higher overtime expenses, and increases pension payouts in retirement. Eliminating this costly and inefficient benefit will allow the City to realize over \$1 million in savings annually.

**Telephone Modernization:** The City's Fiscal 2016 budgeted General Fund payments to the Municipal Telephone Exchange totaled \$6.6 million. To reduce this cost, the City Comptroller's Department of Communications and the Mayor's Office of Information Technology have explored options for new technology to lower the cost per line. A vendor contract for voice over IP (VoIP) has been approved by the Board of Estimates, and the Municipal Telephone Exchange is scheduled to begin implementation of a VoIP solution in Fiscal 2017. In addition, telephone usage and billing audits may further reduce costs.

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

**Wellness:** State and local governments across the nation are turning to comprehensive health management programs to improve employee wellness and reduce claims expenses. Recent claims data from the City's healthcare providers shows that significant savings could be realized by improving the health of City employees. As compared to the local and national book of business across all four healthcare providers, City employees have higher disease prevalence rates which leads to higher costs for the City and employees. In Fiscal 2015, the City awarded a contract for the development and implementation of a health management program. The City expects to see savings from this initiative beginning in Fiscal 2018.

**Restructure Health Cost-Sharing:** From Fiscal 2005 to 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$70 million or 40%, from \$172 million to \$242 million. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession. The City began reforming its healthcare plans in Fiscal 2011 by implementing a 10% employee and retiree cost-share for prescription drug benefits. In Fiscal 2012, the City adjusted prescription co-pay tiers for retirees to encourage the use of generic drugs, reduced the number of Medicare supplemental plan options for retirees from five to two, and implemented a drug quantity management program to limit the amount of medication dispensable in a given period. In Fiscal 2013, the City shifted more of the cost of the premium self-insured plans to the employees who choose to participate in those plans. This allowed the City to still provide comprehensive, competitive and affordable options while incentivizing participants to stay healthy and reduce the need for medical services. In Fiscal 2014, the City conducted a dependent eligibility audit to ensure that healthcare benefits were not provided to ineligible recipients. The City also announced a plan to sunset the prescription drug benefit for Medicare-eligible retirees as of 2020, which is when comparable federally-subsidized coverage becomes available through the Affordable Care Act. The City plans to pursue additional healthcare reforms that focus on healthcare plan and policy changes for active and retired employees, such as restructuring cost-sharing within the healthcare plans.

**Solid Waste Enterprise:** The City plans to establish a solid waste enterprise to provide a stable base of funding for sanitation, trash disposal, and future landfill needs. This approach will help to support investment in service improvements such as automated trash collection, which would help to control litter and rodent control problems, while improving efficiency. Already, four of the six largest Maryland counties charge a fee for solid waste collection (Anne Arundel, Howard, Montgomery and Prince George's), and a fifth county (Harford) requires residents to contract their own trash collection. Shifting these costs out of the General Fund would enable a comparable reduction of the property tax rate. Basing the solid waste fee on the volume of household trash ("pay as you throw") would promote recycling.

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# **SUMMARY OF RECOMMENDATIONS**

## **FISCAL 2017**

### **EXECUTIVE SUMMARY**

#### **BOARD OF ESTIMATES RECOMMENDATIONS**

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Fiscal 2017  
Recommended Budget Appropriation Levels

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<b>FISCAL 2017</b>	<b>Recommended Amount</b>	<b>Change from Fiscal 2016</b>	<b>Percent Change from Fiscal 2016</b>
OPERATING PLAN	\$ 2.646 billion	+\$92.2 million	+3.6%
CAPITAL PLAN	\$ 524 million	-\$148.9 million	-22%
<b>TOTAL PLAN</b>	<b>\$ 3.2 billion</b>	<b>-\$56.7 million</b>	<b>-1.8%</b>

The total Fiscal 2017 appropriation plan recommended by the Board of Estimates for the City of Baltimore is \$3.2 billion. This is a decrease of \$56.7 million or 1.8% below the Fiscal 2016 adopted budget.

The two components of the total recommended appropriation plan are the operating budget plan and capital budget plan. The operating plan is recommended at \$2.6 billion, which is an increase of \$92.2 million or 3.6%. The capital plan is recommended at \$524 million, which is a decrease of \$148.9 million or 22%. More explanation on the capital budget plan is available beginning on page x.

FISCAL 2017  
BOARD OF ESTIMATES RECOMMENDATIONS BY FUND

	Fiscal 2016 Budget	Fiscal 2017 Budget	Dollar Change	Percent Change
<b>Operating Funds</b>				
Local and State-shared Funds				
General	\$1,699,053,247	\$1,747,281,452	\$48,228,205	2.8%
Parking Management	\$24,443,494	\$24,775,005	\$331,511	1.4%
Convention Center Bond	\$4,580,088	\$4,580,088	-	0.0%
Total	\$1,728,076,829	\$1,776,636,545	\$48,559,716	2.8%
Enterprise Funds				
Waste Water Utility	\$235,687,743	\$249,506,065	\$13,818,322	5.9%
Water Utility	\$182,427,376	\$180,220,616	(\$2,206,760)	(1.2)%
Stormwater Utility	\$20,159,377	\$21,602,132	\$1,442,755	7.2%
Parking Enterprise	\$28,750,780	\$31,780,518	\$3,029,738	10.5%
Conduit Enterprise	\$7,894,757	\$16,000,000	\$8,105,243	102.7%
Loan and Guarantee Enterprise	\$500,000	\$500,000	\$0	0.0%
Total	\$475,420,033	\$499,609,331	\$24,189,298	5.1%
Grant Funds				
Federal	\$151,306,971	\$168,486,073	\$17,179,102	11.4%
State	\$107,219,055	\$100,506,491	(\$6,712,564)	(6.3)%
Special	\$91,613,533	\$100,623,709	\$9,010,176	9.8%
Total	\$350,139,559	\$369,616,273	\$19,476,714	5.6%
<b>Total Operating - All Funds</b>	<b>\$2,553,636,421</b>	<b>\$2,645,862,149</b>	<b>\$92,225,728</b>	<b>3.6%</b>
<b>Capital Funds</b>				
Pay-As-You-Go				
General	\$21,800,000	\$15,500,000	(\$6,300,000)	(28.9)%
Conduit Enterprise	\$6,000,000	\$36,000,000	30,000,000	500.0%
Waste Water Utility	\$8,000,000	\$10,086,000	\$2,086,000	26.1%
Water Utility	\$7,000,000	\$7,000,000	-	0.0%
Stormwater Utility	\$6,070,000	\$9,769,000	\$3,699,000	60.9%
Total	\$48,870,000	\$78,355,000	\$29,485,000	6033.4%
Grants				
Federal	\$42,910,000	\$48,351,000	\$5,441,000	12.7%
State	\$34,351,000	\$178,859,000	\$144,508,000	420.7%
Total	\$77,261,000	\$227,210,000	\$149,949,000	194.1%
Loans and Bonds				
Revenue Bonds	\$263,141,000	\$47,120,000	(\$216,021,000)	(82.1)%
General Obligation Bonds	\$65,000,000	\$65,000,000	-	0.0%
County Transportation Bonds	\$15,000,000	\$15,000,000	-	0.0%
Total	\$343,141,000	\$127,120,000	(\$216,021,000)	(63.0)%
All Other	\$203,625,000	\$91,302,000	(\$112,323,000)	(55.2)%
<b>Total Capital - All Funds</b>	<b>\$672,897,000</b>	<b>\$523,987,000</b>	<b>(\$148,910,000)</b>	<b>(22.1)%</b>

FISCAL 2017

BOARD OF ESTIMATES RECOMMENDATIONS BY FUND

	Fiscal 2016 Budget	Fiscal 2017 Budget	Dollar Change	Percent Change
<b>Total Funds</b>				
Local and State-shared Funds				
General	\$1,720,853,247	\$1,762,781,452	\$41,928,205	2.4%
Parking Management	\$24,443,494	\$24,775,005	\$331,511	1.4%
Convention Center Bond	\$4,580,088	\$4,580,088	-	0.0%
Total	\$1,749,876,829	\$1,792,136,545	\$42,259,716	2.4%
Enterprise Funds				
Waste Water Utility	\$243,687,743	\$259,592,065	\$15,904,322	6.5%
Water Utility	\$189,427,376	\$187,220,616	(\$2,206,760)	(1.2)%
Stormwater Utility	\$26,229,377	\$31,371,132	\$5,141,755	19.6%
Parking Enterprise	\$28,750,780	\$31,780,518	\$3,029,738	10.5%
Conduit Enterprise	\$13,894,757	\$52,000,000	\$38,105,243	274.2%
Loan and Guarantee Enterprise	\$500,000	\$500,000	\$0	0.0%
Total	\$502,490,033	\$562,464,331	\$59,974,298	11.9%
Grant Funds				
Federal	\$194,216,971	\$216,837,073	\$22,620,102	11.6%
State	\$141,570,055	\$279,365,491	\$137,795,436	97.3%
Special	\$91,613,533	\$100,623,709	\$9,010,176	9.8%
Total	\$427,400,559	\$596,826,273	\$169,425,714	39.6%
Loans and Bonds				
Revenue Bonds	\$263,141,000	\$47,120,000	(\$216,021,000)	(82.1)%
General Obligation Bonds	\$65,000,000	\$65,000,000	-	0.0%
County Transportation Bonds	\$15,000,000	\$15,000,000	-	0.0%
Total	\$343,141,000	\$127,120,000	(\$216,021,000)	(63.0)%
All Other	\$203,625,000	\$91,302,000	(\$112,323,000)	(55.2)%
<b>Total - All Funds</b>	<b>\$3,226,533,421</b>	<b>\$3,169,849,149</b>	<b>(\$56,684,272)</b>	<b>(1.8)%</b>

FISCAL 2017  
**OPERATING AND CAPITAL BUDGET FUND DISTRIBUTION**  
Board of Estimates Recommendations

<b>Funds</b>	<b>Operating Budget</b>	<b>Capital Budget</b>	<b>Total</b>
General	\$1,747,281,452	\$15,500,000	\$1,762,781,452
Parking Management	\$24,775,005	-	\$24,775,005
Parking Enterprise	\$31,780,518	10,000,000	\$41,780,518
Convention Center Bond	\$4,580,088	-	\$4,580,088
Water and Waste Water Utilities	\$429,726,681	\$17,086,000	\$446,812,681
Stormwater Utility	\$21,602,132	\$9,769,000	\$31,371,132
Conduit Enterprise	\$16,000,000	\$36,000,000	\$52,000,000
Loan and Guarantee Enterprise	\$500,000	-	\$500,000
Federal Grants	\$168,486,073	\$48,351,000	\$216,837,073
State Grants	\$100,506,491	\$178,859,000	\$279,365,491
General Obligation Bonds	-	\$65,000,000	\$65,000,000
Special Funds	\$100,623,709	-	\$100,623,709
Revenue Bonds	-	\$62,120,000	\$62,120,000
Other	-	\$81,302,000	\$81,302,000
<b>Total - All Funds</b>	<b>\$2,645,862,149</b>	<b>\$523,987,000</b>	<b>\$3,169,849,149</b>

**REVENUE**

**FISCAL 2017**

**EXECUTIVE SUMMARY**

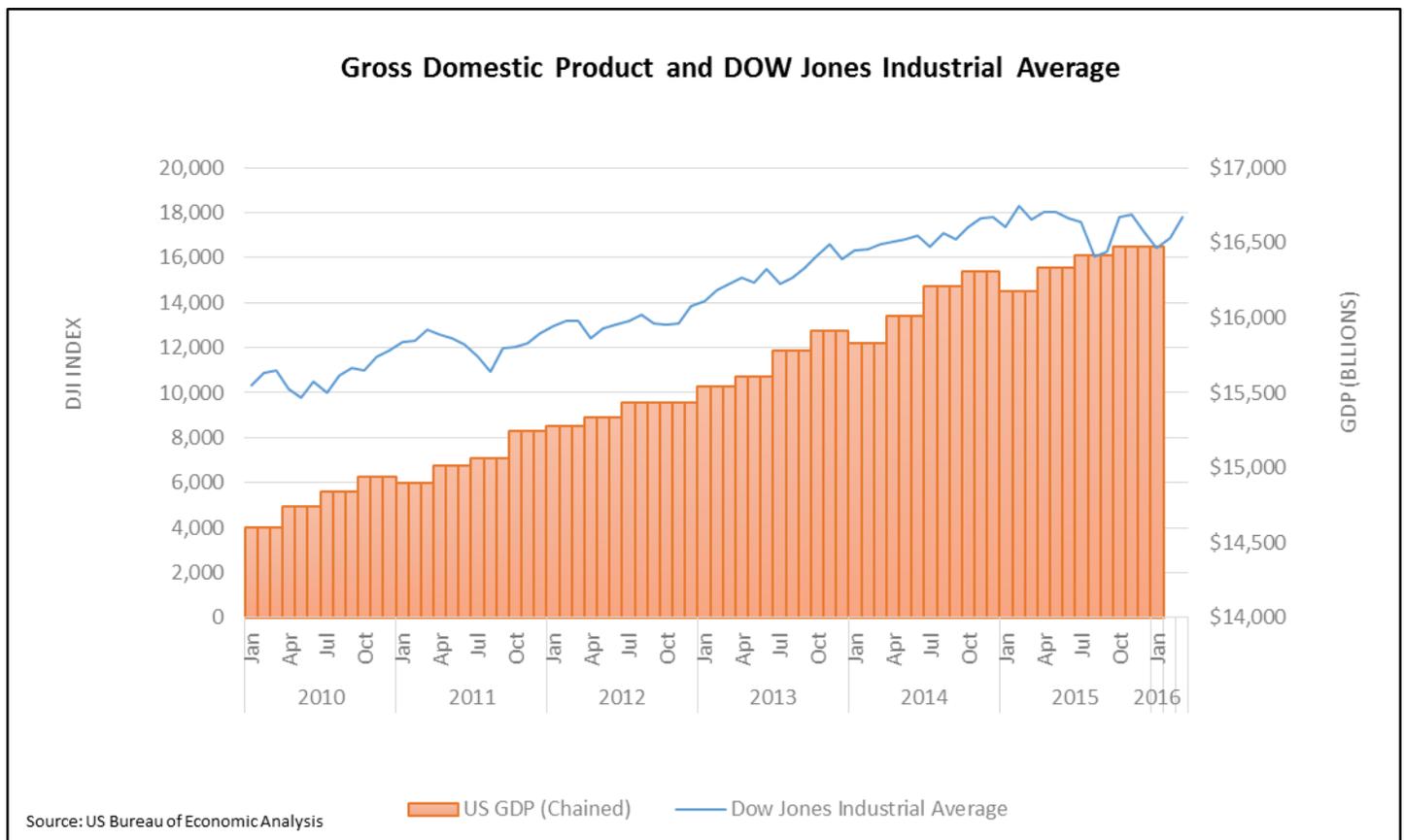
**BOARD OF ESTIMATES RECOMMENDATIONS**

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After almost seven years of sustained growth, the national economy is now showing signs of slowing. The last three recessions have occurred approximately eight, 10 and six years apart, further raising the concern of a possible recession. While this is not an outright prediction of an impending recession, the slowing economy is certainly a concern. The International Monetary Fund (IMF) recently assessed the global economy in its January 2016 publication:

Despite considerable differences in country-specific outlooks, economic activity remained subdued. Global economic activity is projected to be more gradual. The IMF's latest projection revised down its forecast for growth in 2016 and 2017. Moreover, downside risks to the world economy appear more pronounced than they did just a few months ago (World Economic Outlook-IMF, October 2015).

A leading indicator of the economy is the performance of the stock market. Often, the stock market will predict a slowing of the economy 12-18 months in advance of an actual downturn in growth. In August 2015, for example, the DOW Jones Industrial Average (DJIA) index fell to 16,528 from a peak of 18,312 in early 2015. The index climbed to 17,793 in late March. While some degree of market volatility is common, the extent and frequency of the downturns can signal a problem.

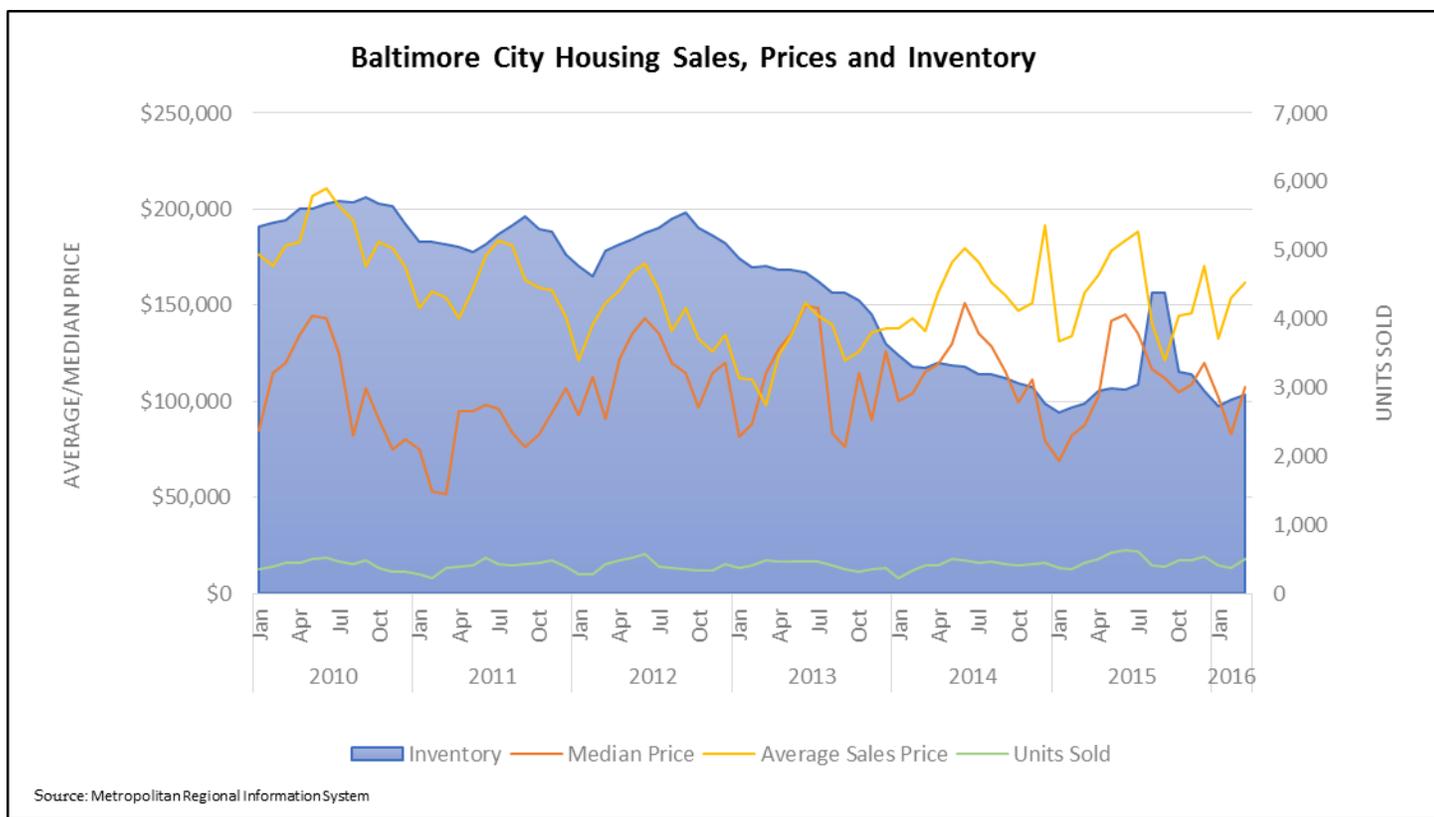


U.S. economic growth braked sharply in the third quarter of 2015 as businesses cut back on restocking warehouses to work off an inventory glut. The nation's GDP growth rate declined from a rate of 3.9% in the second quarter to 1.5% in the third quarter of 2015 and to 0.7% annually in the fourth quarter of 2015. Consumer confidence fell eight points from the decades-high rate of 98 in January 2015 to a rate of 92 in January 2016. Generally, consumption comprises 70-80%

of the GDP; consumer confidence directly affects consumption and, ultimately, the national GDP. Projections of stock market earnings per share indicate that earnings will fall by 19 cents per share, on average.

The impact of the April unrest on the City's revenue is a significant concern for future projections. The depth and the persistence of the unrest is still uncertain. Of particular concern for Baltimore City is the growth in both the hospitality and housing industries. The Baltimore labor market is highly dependent on these two sectors and both appear to be slowing.

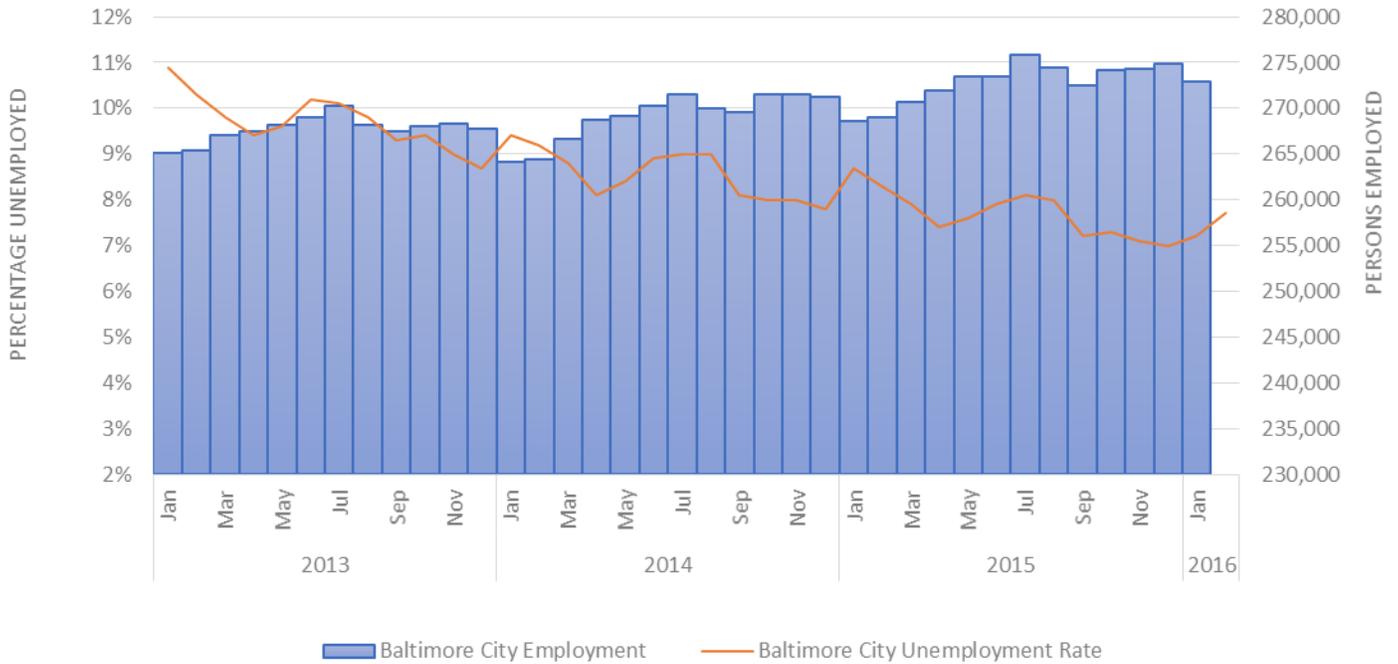
Nationally, new home sales slid in January 2016 to a seasonally adjusted monthly total of 494,000, down by 9.2% from the previous month and 5.2% below the January 2015 estimate. In Baltimore, existing home sales remain consistent due to low interest rates, but prices have continued to decline. In 2015, the average sales price for a Baltimore home was \$154,463, or 1% less than the 2014 average price of \$156,106, all other factors constant. Average commercial property rental rates increased slightly, from \$20.20 per square foot in July 2014, to \$20.64 per square foot in the third quarter of 2015.



The hospitality industry was also off of the year-over-year numbers for May and June. The revenue per available room was down 6.0% in December year-over-year. However, due to a strong beginning in Fiscal 2017 City Hotel Tax revenues are projected to increase 3.5% above the Fiscal 2016 budget. The persistence of this trend turn will be dependent on the robustness of convention bookings for the upcoming years.

Following the trends of both the housing industry, employment has been flat since September of 2015 with the employment level at 272,519. This represents no growth of jobs or wages in the City of Baltimore over the last six months.

## Employment and Unemployment Rates



Source: US Bureau of Economic Analysis & Maryland Department of Labor

The Maryland General Assembly passed a series of measures in the 2016 session that will provide increased aid to the city for blight elimination, job training, libraries, parks and after school programs. Most of this new funding will begin in Fiscal 2018. Even still, the actions from previous sessions will continue to impact the City in the future. This is especially true of the educational maintenance of effort and teacher pension funding requirements that substantially escalate the City's contribution to the school system, as well as the loss of nearly \$100 million of Highway User Revenue. With the state facing future deficits due to growing debt service costs, further reductions to local aid remain a salient risk to the City's finances.

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Fiscal 2017  
Major Revenues Forecast

*General Fund*

	Fiscal 2015 Actual	Fiscal 2016 Budget	Fiscal 2017 Estimated	Dollar Change	Percent Change
<b>Revenue Category</b>					
Property Taxes	\$811,589,266	\$857,184,430	\$873,090,348	\$15,905,918	1.9
Income Taxes	307,764,022	293,109,000	317,656,198	24,547,198	8.4
Highway User Revenues	133,685,316	137,796,122	142,300,081	4,503,959	3.3
State Aid	103,697,746	102,824,797	103,302,831	478,034	0.5
Energy Tax	41,711,107	41,689,000	42,259,000	570,000	1.4
Net Parking Revenue	37,740,911	37,590,861	39,525,585	1,934,724	5.1
Telecommunication Tax	33,637,912	34,021,000	34,070,000	49,000	0.1
Recordation & Transfer Tax	70,912,654	57,553,000	64,550,321	6,997,321	12.2
Hotel Tax	26,698,367	27,451,063	28,419,912	968,849	3.5
Speed Cameras	325,458	2,500,000	0	(2,500,000)	(100.0)
Investment Earnings	810,886	1,426,000	3,633,000	2,207,000	154.8
All Other	121,670,796	127,707,974	113,974,176	(13,733,798)	(10.8)
<b>Total General Fund Revenue</b>	<b>\$1,690,244,442</b>	<b>\$1,720,853,247</b>	<b>\$1,762,781,452</b>	<b>41,928,205</b>	<b>2.4</b>

Funding sources for the General Fund are anticipated to total \$1.762.8 billion, an increase of \$41.9 million or 2.4% from the Fiscal 2016 adopted budget of \$1,720.8 billion.

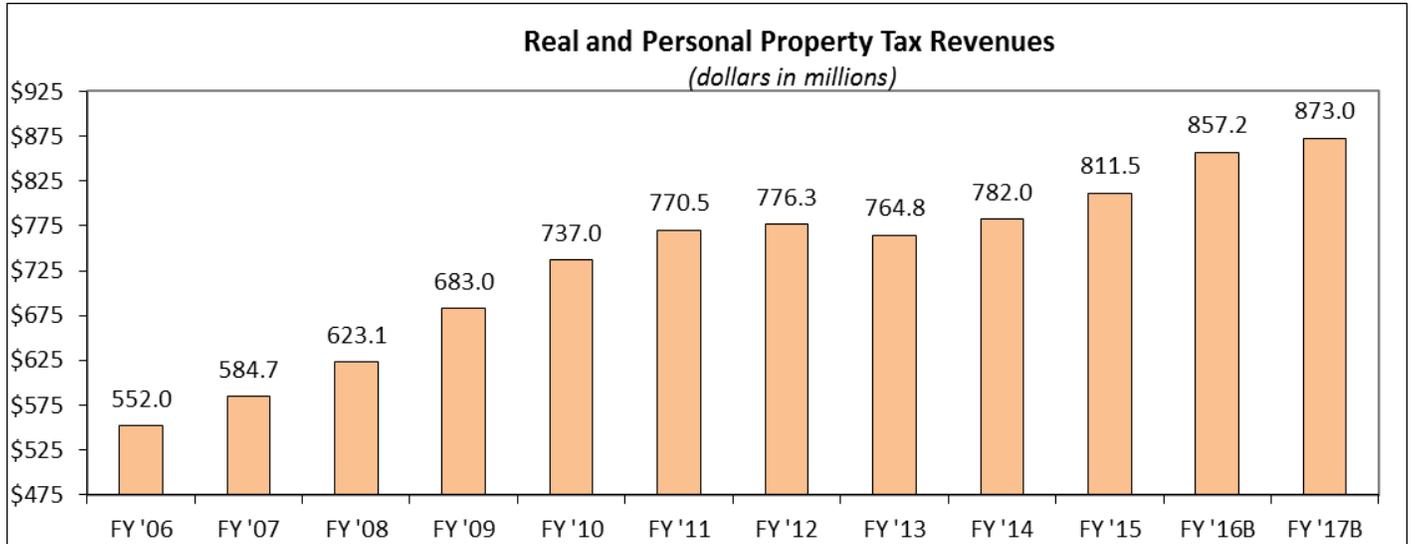
Fiscal 2017 represents the fourth year of the Mayor's Ten-Year Financial Plan for Baltimore City. The plan provides the City with a roadmap to avoid future fiscal shortfalls through a series of strategic initiatives that meet the City's goals of achieving structural budget balance, addressing long-term liabilities, investing in infrastructure and improving tax competitiveness.

The Fiscal 2017 budget includes the fifth year of the Mayor's *20 Cents by 2020* program. The Targeted Homeowners Tax Credit (THTC) now represents an average of 12.8 cents Effective Property Tax rate reduction for owner-occupied properties. This is an estimated average effective rate, and not all homeowners will realize this rate. The precise number for Fiscal 2017 will not be known until late May when the analysis is performed for the tax bills and submitted to Board of Estimates. The THTC is estimated to cost \$24.3 million in Fiscal 2017, \$11.4 million of which is covered by casino lease payments.

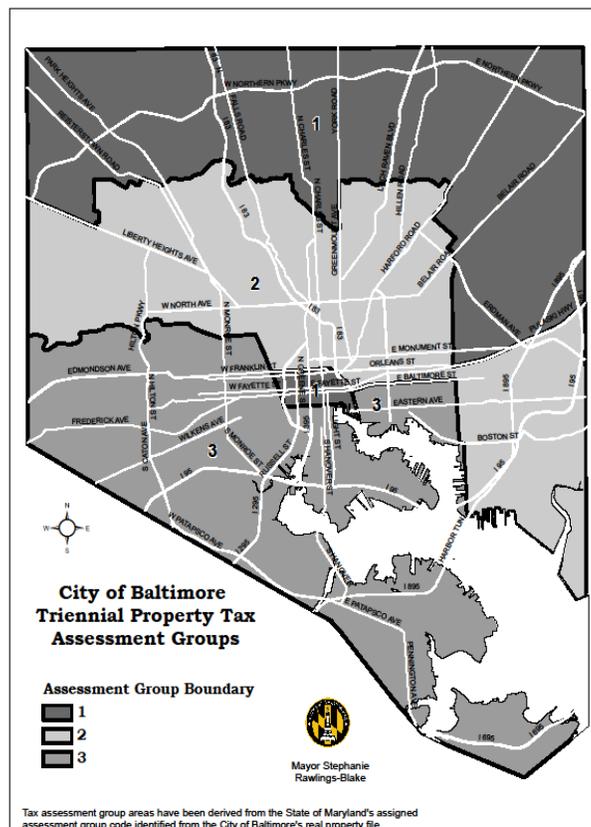
The Fiscal 2017 General Fund forecast shows a net revenue increase of \$41.9 million. Property taxes, which comprise nearly half of General Fund revenue, are projected to be \$15.9 million higher than the Fiscal 2016 budget estimate, mainly due to a reduction in the estimated Homestead Tax Credit cost and an increase in real property assessments. Income taxes are estimated to be \$24.5 million higher than the Fiscal 2016 budget estimate. These increases are partially offset by delays in reinstating the traffic camera program.

## Property Taxes

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



Real Property Tax yield, after the adjustments for the 4.0% owner-occupied assessment cap, is forecasted to increase \$17.3 million, or 2.2%, from \$783.4 million in Fiscal 2016 to \$800.7 million in Fiscal 2017. The SDAT reassessed Group 1 for Fiscal 2017, shown in the map below as the Northern third of the City and the Downtown area.



The Group 1 assessment (effective Fiscal 2017) reflects an annual phase in value increase of 2.2% with a total triennial assessment growth of 10.9%, same as the state-wide average. The increase is made up of a 4.9% increase for residential properties and 21.4% increase for commercial properties. The increase normally associated with the first year phase in values of those properties with increased assessments is tempered by the fact that 38.4% of residential properties lost value in the assessment. These reductions in assessments are not phased in; they fully take effect in the first year.

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

Fiscal Year Reassessment	Assessment Group	Full Cash Value Assessment Increase	Phase-in Assessment Increase
2000	Group II	2.8%	0.9%
2001	Group III	7.3%	2.4%
2003	Group II	6.1%	2.0%
2004	Group III	23.0%	7.7%
2005	Group I	18.5%	6.2%
2006	Group II	21.6%	7.2%
2007	Group III	45.6%	15.2%
2008	Group I	58.5%	19.5%
2009	Group II	75.0%	25.0%
2010	Group III	20.9%	7.0%
2011*	Group I	(2.6%)	0.0%
2012*	Group II	(8.7%)	0.0%
2013*	Group III	(6.8%)	0.0%
2014*	Group I	(3.1%)	0.0%
2015	Group II	7.0%	2.3%
2016	Group III	9.6%	3.2%
2017	Group I	10.9%	2.2%

\*Assessment reductions are not phased in

Source: State Department of Assessments and Taxation

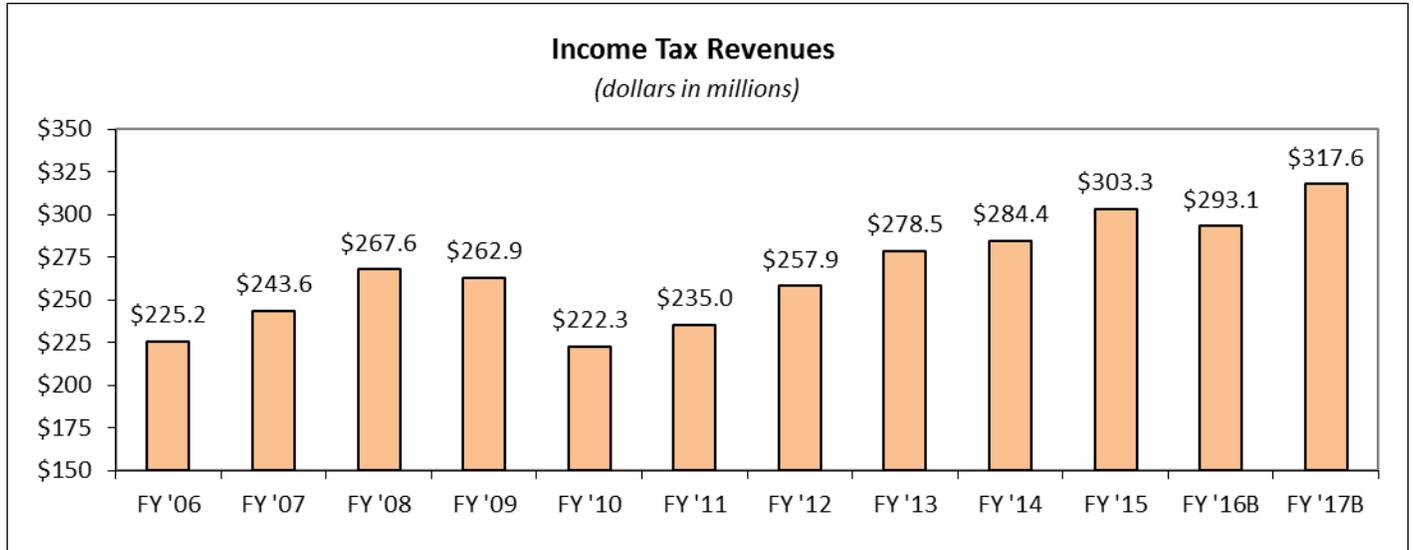
Owner occupied residential properties are protected from the impact of assessment increases by the City's 4.0% assessment growth cap. This tax credit limits growth in taxable assessments to no more than 4.0% over the prior year, one of the most taxpayer friendly caps in the State. Overall, the City's Homestead Tax Credit cost is projected to decline by \$3.0 million (7.7%) in Fiscal 2017, to \$35.3 million.

Total business and public utility personal property taxes are estimated to be \$107.1 million, an increase of 1.0% or \$1.1 million from the Fiscal 2016 budget.

### Income Taxes

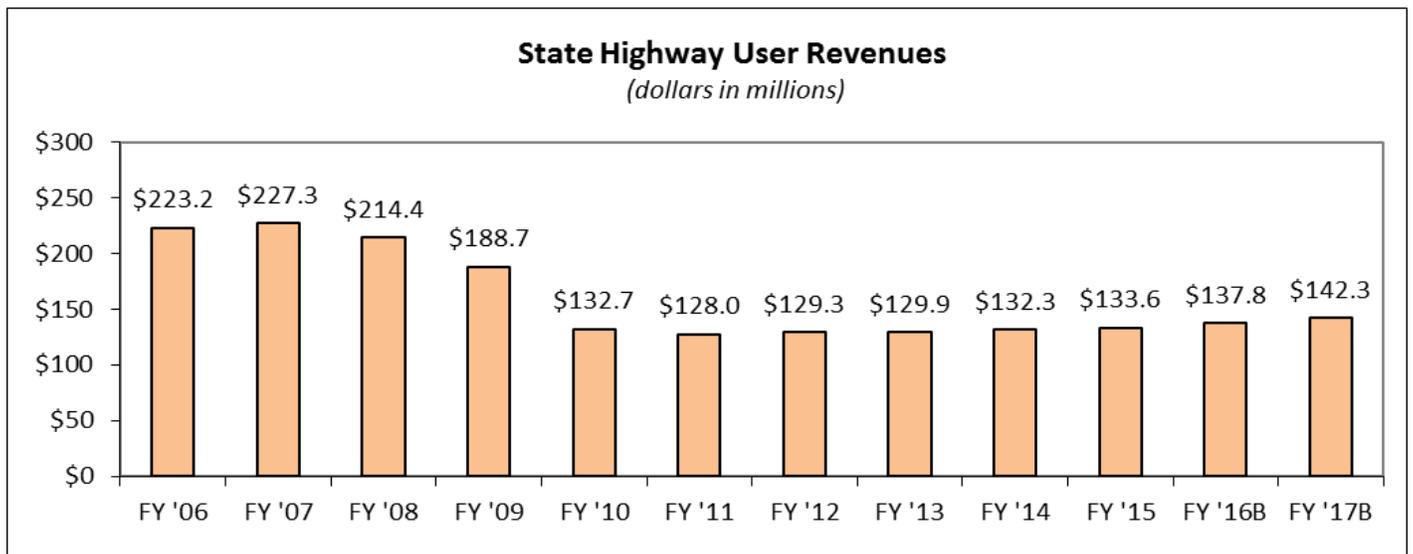
The City's income tax rate is 3.2%, the maximum level allowed under State law. Local income taxes are anticipated to yield \$317.6 million, \$24.5 million or 8.4% higher than the Fiscal 2016 budgeted level. Based on available data, Fiscal Year 2016 income tax is projected to be \$311.2 million (not including a \$7 million one-time adjustment from the final reconciliation of Tax Year 2014 returns). The driving factors are capital gains, higher City share in income tax distribution and the Amazon holiday bubble. The Federal Reserve increased interest rates signaling investors to make portfolio

modifications that yielded capital gains taxes on profits. Similarly, the second quarter seasonal increase in Amazon employment represents a possible \$1.2-\$2.0 million addition to the income tax base for future years. The most recent data released by the State Department of Labor, Licensing and Regulation (DLLR) shows that the average weekly wage for jobs located in the City grew 4.0% during the last twelve month period ending in March 2015. The City's annual average unemployment rate has also declined from its recession peak of 11.9% in 2010 to an average of 7.3% at the end of January 2016.



### State Highway User Revenue

HUR is distributed by the State from Gas Tax, Titling Tax and vehicle registration fee revenues. The anticipated State highway user revenue for Fiscal 2017 is \$142.3 million, which is \$4.5 million (3.3%) higher than the Fiscal 2016 budget. While the estimated distribution is increasing, the City's highway user revenue is still \$85.6 million (37%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift Highway User Revenues (HUR) to the State General Fund. The estimated Fiscal 2017 increase reflects maintaining the City's share of total statewide HUR revenue at 7.7%.

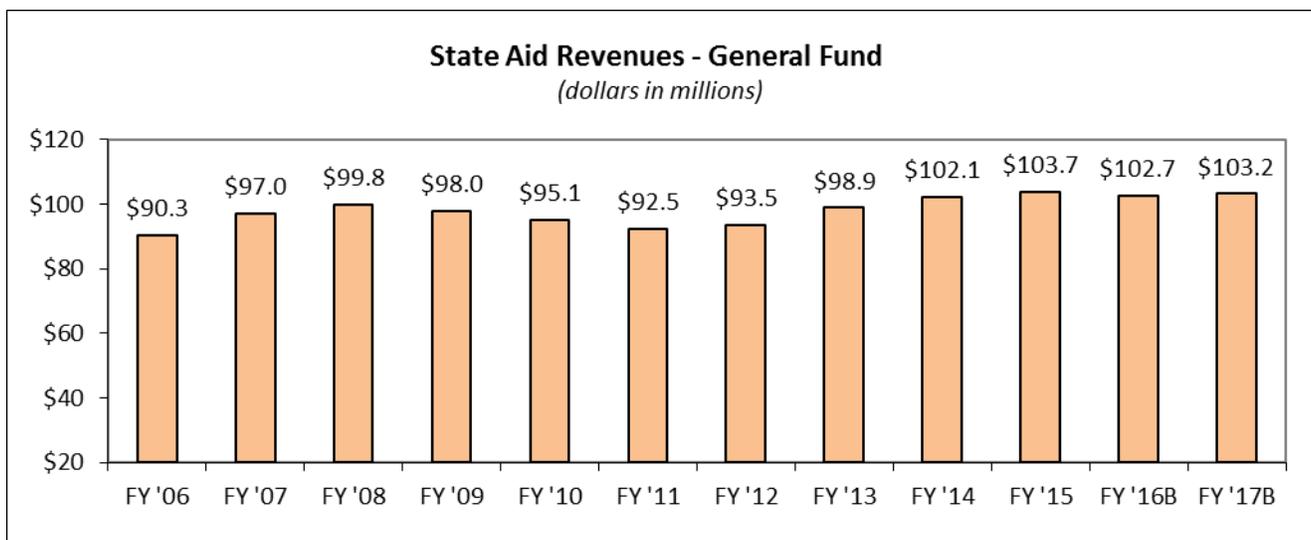


## State Aid

State Aid budgeted in the General Fund is projected to increase \$0.5 million or 0.5% from the adjusted Fiscal 2016 budget. Starting in Fiscal 2013 the State transferred a share of teacher's retirement costs to all jurisdictions. This burden has been partially offset by increased State aid to the City. The teacher's retirement supplemental grant remains at \$10 million, contingent on several conditions set by the General Assembly, including increasing Maintenance of Effort (MOE) payment to city schools.

The net increase in Fiscal 2017 State Aid is entirely due to \$1.4 million in additional funding for the local health operations grant. The Income Tax Disparity Grant is reduced to \$78.1 million, which represents the statutory limit and reflects a reduction due to an increase in Baltimore City's taxable income that increases the wealth factor. The aid is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75.0% of the statewide average.

All other components of General Fund State Aid (library aid and funding for the War Memorial) are at the same levels as Fiscal 2016.



## Speed Cameras and Red Light Violations

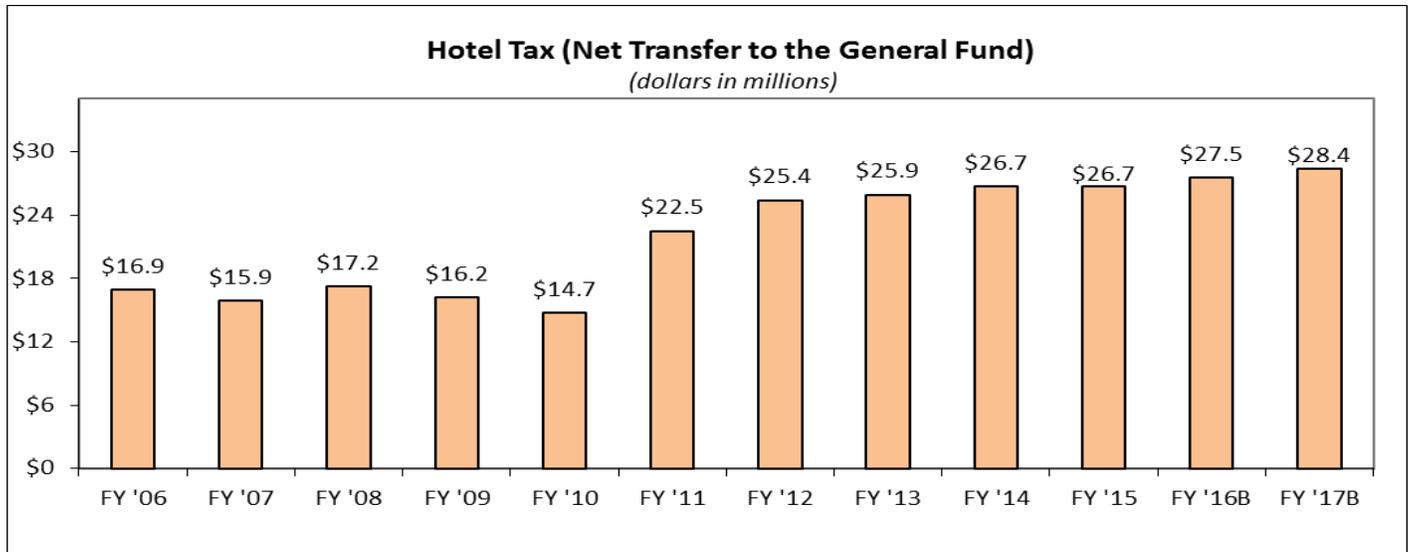
Two years ago, the City ended its traffic camera contract with Xerox and entered into a new agreement with Brekford commencing in January 1, 2013. However, this agreement did not fully materialize due to numerous technical problems, and the administration decided to temporarily suspend the program. It is anticipated that the traffic camera program will be partially reinstated in Fiscal 2017 but will not generate revenue until Fiscal 2018. Fund balance assigned to bridge the revenue loss has been fully spent.

## Transfer from the Parking Management Fund

The net revenue transfer from the parking funds for Fiscal 2017 is estimated at \$39.5 million, approximately \$1.9 million above Fiscal 2016 budget levels. New parking technologies and other factors are expected to generate about \$5.2 million in additional revenues over the Fiscal 2016 budget, while total expenditures increased \$3.3 million, primarily for the installation of new EZ Park meters.

## Hotel Tax

The Fiscal 2017 Hotel Tax revenue is estimated at \$28.4 million, slightly above the Fiscal 2016 budget level. This represents the net hotel tax receipts transferred from the Convention Center Bond Fund (CCBF) after debt service for the expansion of the Baltimore Convention Center is subtracted. Hotel Tax activity in the City slowed during the first half of Fiscal 2016. Smith Travel Report data as of January 2016 shows an average 2.2% increase in demand for City rooms during the first seven months of Fiscal 2016 down from an average 7.7% for the same period Fiscal 2015. The current average of the City's occupancy rate is 63.5%, 1.3% below the prior year to date of 64.8%. Room supply is estimated to remain at the current level; however, the average rate per room decreased from \$144.09 per night to the \$141.99, (-1.5%).



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

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

	FY 2015 Actual	FY 2016 Budget	FY 2017 Estimate
Hotel Tax*	\$32,666,000	\$32,031,151	\$33,000,000
Convention Center Debt Service	(\$4,580,088)	(\$4,580,088)	(\$4,580,088)
Visit Baltimore Appropriation	(\$13,066,400)	(\$12,800,000)	(\$13,020,800)
1/3 of Convention Center Deficit	(\$2,407,919)	(\$3,181,065)	(\$3,225,802)
Net Hotel Tax in General Fund	\$12,611,593	\$11,469,998	\$12,173,310
<b>% of Actual Hotel Tax</b>	<b>38.6%</b>	<b>35.8%</b>	<b>36.9%</b>

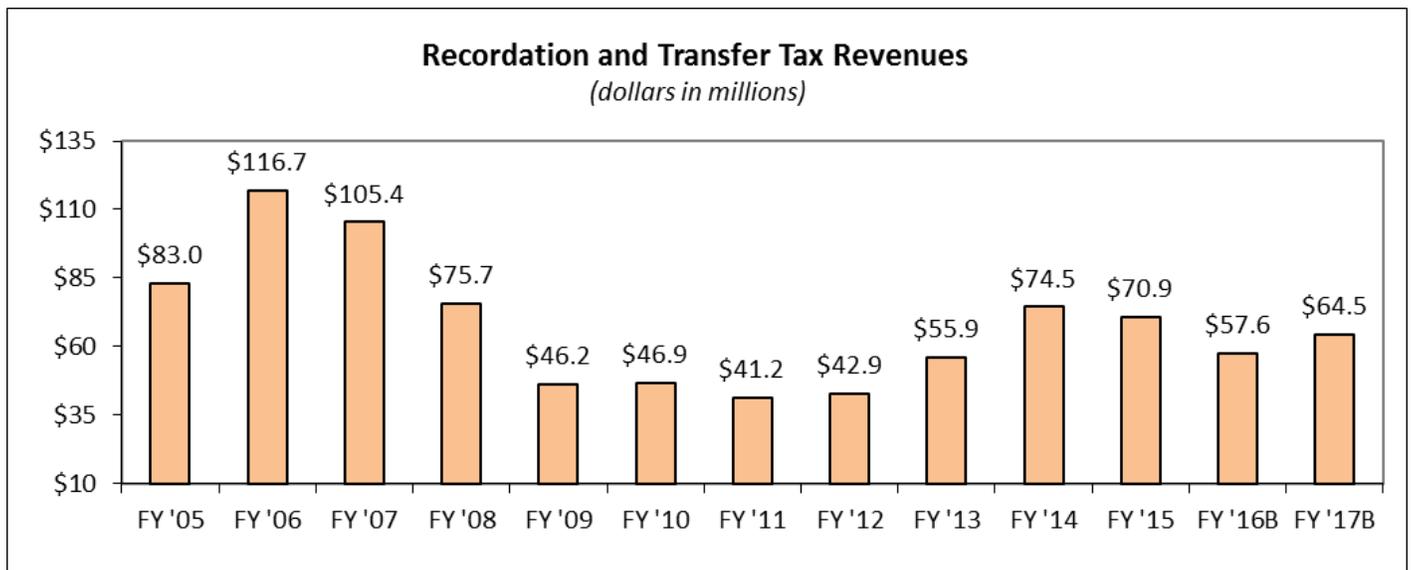
\* Fiscal 2014 represent unaudited year-end figures.

## Recordation and Transfer Taxes

The City's estimated revenue from Recordation and Transfer Taxes is \$64.5 million for Fiscal 2017, an increase of \$6.9 million or 12.2 % compared to the Fiscal 2016 budget estimate.

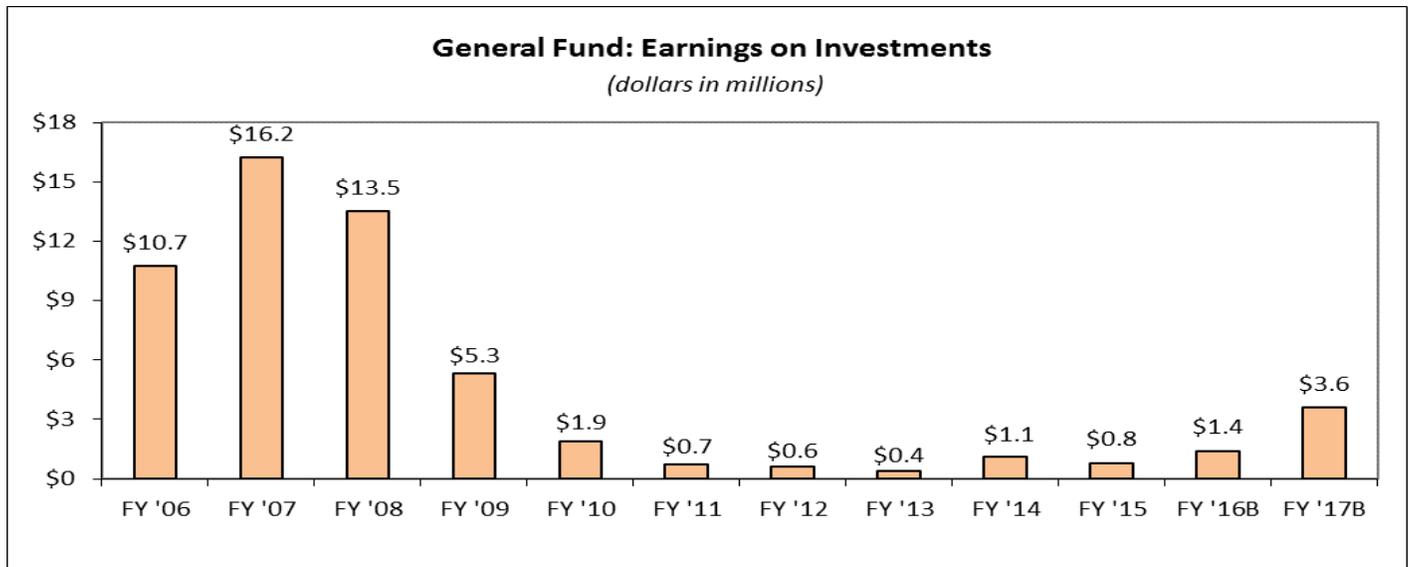
These sources of revenue depend on the number and value of real estate sales and, in the case of the Recordation Tax, refinancing activity. Daily transaction data collected by the City's Finance Department as of December 2015 show that the average value of properties paying recordation tax has increased about 40% compared to the prior year to date, and the total number of transactions has decreased about 7% during the same period, representing a total revenue increase of \$5.7 million. This increase is due to several large dollar transactions. Mortgage interest rates remained historically low, driving up refinancing transactions by an estimated 31%. For Fiscal 2017, transfer taxes are estimated to decrease 2.5 % or \$0.7 million due to no growth in housing prices and the number of transactions.

Fiscal 2017 recordation tax receipts are anticipated to increase \$6.5 million, or 22.6%, above the \$29.1 million budgeted in Fiscal 2016. Slow but sustained improvement in the housing market and the prevalence of low interest rates explains the anticipated growth in recordation tax.



## Earnings on Investments

City returns on cash investments for Fiscal 2017 is forecasted at \$3.6 million, 157.1% higher than the Fiscal 2016 budget and 77.8% lower than in Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The Fiscal 2016 estimate assumes that City cash investments are maintained at an estimated 0.35%, while interest rates are assumed to increase modestly in line with the Federal Reserve rate increases. The Fiscal 2017 forecast assumes that interest rates will remain low, as it is unlikely that the Federal Reserve will raise interest rates before the second half of the year.



## Casino-Video Lottery Terminals and Table Games

The Horseshoe Casino went live in Baltimore at the end of August 2014. Based on Fiscal 2016 performance, the Fiscal 2017 lease payment estimate is the minimum guaranteed amount of \$11 million (90%, or \$9.9 million to the General Fund for, Property Tax relief; 10%, or \$1.1 million to a special fund for school construction). The City also anticipates receiving \$3 million in table games aid in Fiscal 2017, following the opening of the Prince George's County casino. This funding is divided between school construction and recreation facilities. The table games aid is reflected in the budget as a State grant.

*Energy Tax Rate Calculation*

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

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

The ordinance required the Director of Finance for Fiscal 2006 and subsequent fiscal years to adjust the tax rates by the annual percent change in the Baltimore-Washington Consumer Price Index (CPI) as reported for November by the United States Department of Labor. Ordinance 10-300, enacted in 2010, adjusted the base year tax rate for Fiscal Year 2011. The CPI used for Fiscal 2017 is 0.58%.

Article 28, Section 25-14(g) of the Baltimore City Code mandates that the tax rates computed be included annually in the proposed operating budget submitted by the Board of Estimates. For Fiscal 2017, the recommended rates are as follow:

**Fiscal Year 2017 Energy Tax Rates (\$) by User Group and Energy Type**

User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.008316	0.107536	0.122902	0.149991	0.002616
Residential	0.002662	0.031606	0.044357	0.047510	0.000751
Nonprofit	0.005832	0.085425	0.106073	0.130428	0.001547

## SUMMARY OF THE ADOPTED BUDGET

### Summary of City Real Property Tax Credit Programs

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The table below describes tax expenditure costs for all locally authorized real property tax credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2017, the City budget estimates real property tax credit expenditures totaling about \$ 97.0 million. This represents an increase of about \$ 6.2 million compared to the Fiscal 2016 projected expenses of \$91.0 million.

	<b>Fiscal 2016 Projection</b>	<b>Fiscal 2017 Budget</b>
<b><u>Homestead Tax (104% Assessment Phase-In)</u></b>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	\$37,973,329	\$34,738,589
<b><u>Targeted Homeowners Tax Credit</u></b>		
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.	20,900,000	24,330,000
<b><u>Enterprise Zone Property Tax Credit</u></b>		
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.	13,752,961	13,952,075
<b><u>Historic Restoration and Rehabilitation Property Tax Credit</u></b>		
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.	8,965,592	11,736,140
<b><u>Newly Constructed Dwelling Property Tax Credit</u></b>		
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.	4,163,000	1,602,357
<b><u>Brownfields Property Tax Credit</u></b>		
A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it is 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period.	4,311,835	9,922,791
<b><u>Other Local Option Property Tax Credits</u></b>		
Includes costs of the new High-Performance Market-Rate Rental Housing Tax Credit, the neighborhood preservation and stabilization conservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs.	998,903	996,868
	\$91,065,620	\$97,278,820

FISCAL 2017  
SUMMARY OF THE ADOPTED BUDGET  
Summary of City Real Property Tax Credit Programs

<u>ESTIMATED ASSESSABLE BASE</u>	<u>Fiscal 2016</u>	<u>Fiscal 2017</u>	<u>Change</u> FY2016 to FY2017
<b>REAL PROPERTY</b>			
<b>Subject to \$2.248 Tax Rate</b>			
Real Property Assessed Locally	\$35,448,543,000	\$37,205,168,000	\$1,756,625,000
Appeals, Abatements and Deletion Reductions	(398,216,100)	(\$1,494,823,927)	(1,096,607,827)
Adjustment for Assessment Increases over 4%	(1,744,980,000)	(\$1,628,187,000)	116,793,000
New Construction	75,888,000	\$42,500,000	(33,388,000)
Rail Road Property	205,365,000	\$207,419,000	2,054,000
<b>Total Real Property Subject to \$2.248 tax rate</b>	<b>\$33,586,599,900</b>	<b>\$34,332,076,073</b>	<b>\$745,476,173</b>
<b>Subject to \$5.62 Tax Rate</b>			
Public Utility Property	\$129,055,000	\$128,410,000	(\$645,000)
<b>Total Public Utility Real Property Subject to \$5.62 tax rate</b>	<b>\$129,055,000</b>	<b>\$128,410,000</b>	<b>(\$645,000)</b>
<b>Total Taxable Real Property Value</b>	<b>\$33,715,654,900</b>	<b>\$34,460,486,073</b>	<b>\$744,831,173</b>
<b>TANGIBLE PERSONAL PROPERTY</b>			
<b>Subject to \$5.62 Tax Rate</b>			
Railroad Personal Property	\$36,295,000	\$35,569,000	(\$726,000)
Ordinary Business Personal Property	\$1,171,600,000	\$1,171,600,000	\$0
Public Utilities Operating Personal Property	\$871,889,000	\$865,350,000	(\$6,539,000)
<b>Total Tangible Personal Property</b>	<b>\$2,079,784,000</b>	<b>\$2,072,519,000</b>	<b>(\$7,265,000)</b>
<b>Total Real and Personal Property</b>	<b>\$35,795,438,900</b>	<b>\$36,533,005,073</b>	<b>\$737,566,173</b>
<b>ESTIMATED PROPERTY TAX YIELD</b>			
			<b>Fiscal 2017</b>
<b>Property Subject to \$2.248 Tax Rate</b>			
<b>Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>	<b>\$0.01/\$100</b>	\$3,433,208	
Anticipated Rate of Collection		97.5%	
Net Tax Yield from \$0.01 per \$100 of Assessable Base		\$3,347,377	
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate		\$752,490,443	
<b>Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate)</b>			
<b>Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>	<b>\$0.01/\$100</b>	\$12,841	
<b>Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>	<b>\$0.01/\$100</b>	\$207,252	
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$220,093	
Anticipated Rate of Collection		97.5%	
Net Tax Yield from \$0.01 per \$100 of Assessable Base		\$214,591	
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)		\$536,476	
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate		\$120,599,905	
<b>Total Estimated Property Tax Yield - Real and Personal Property</b>		<b>\$873,090,348</b>	
<b>Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property</b>		<b>\$3,883,854</b>	

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Fiscal 2017  
Selected Real Property Tax Expenditures

*Background*

Tax expenditures are foregone revenues or allocations of public resources—based on tax laws—which include exemptions, deductions, credits, deferrals, payments in lieu of taxes (PILOTS) or differential tax rates. Tax expenditures are alternative government policy instruments that provide direct operating expenditures for grants, loans or other financial subsidies (e.g., land cost write-downs). Examples of other policy tools include regulations, vouchers, and direct government spending. 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, it is essential to document and review their costs as part of the annual budget process.

City policymakers use the Property Tax, the City’s main source of revenue, as a policy tool to stimulate development. Reporting total foregone revenue, the gross expenditure associated with each of the tax credits, is necessary to provide a complete picture of the City’s budget. The following 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	No. of Credits Granted		Amount of Credits Granted	
	Annual-New	Cumulative	Annual-Total	Cumulative
1996 - 2000*	107	534	\$204,655	\$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	262	3,781	\$3,948,945	\$25,509,617
2012	223	4,004	\$3,044,908	\$28,554,525
2013	261	4,265	\$3,619,532	\$32,174,057
2014	214	4,479	\$2,446,002	\$34,620,059
2015	214	4,693	\$2,111,919	\$36,731,978
2016 (thru March)	244	4,937	\$2,360,294	\$39,092,272

\*The annual amounts are averages for this time period.

The Newly Constructed Tax Credit program is currently the City's sixth largest local 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 online application for the tax credit showed that for this year's applications, the most popular reported source of information regarding the credit was developers (37.3%), followed closely by last year's most popular source, realtors (35.9%).

The distribution of tax credits granted during Fiscal 2016 indicates that the use of the credit remains concentrated in the same neighborhoods. As the map included in this section shows, over 44% of the credits granted in Fiscal 2016 are in just 4 neighborhoods and 100% of the credits were granted to properties located in only 64, or 23.0% of the City's 278 neighborhoods. Most of the credits during the current year continue to be granted in areas of relative economic stability where development would likely occur independently of the availability of this tax credit, such as waterfront, Inner Harbor and downtown neighborhoods.

The Department of Finance has published credit recipient survey results since Fiscal 2000. In preparing this report, the Department of Finance reviewed applications processed for Fiscal Year 2016 through the end of March 2016. The key findings from the survey are summarized below.

***Has the program been effectively distributed?***

The demographic characteristics of the Newly Constructed Dwelling Tax Credit recipient have not changed compared to prior years. As 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 2016, over fifty-six percent (56%) of the survey respondents have incomes above \$100,000 while approximately 29% of the remaining respondents have incomes surpassing the State's 2014 median household income of \$74,149. Accordingly, approximately 69% of survey respondents who utilize the credit have incomes above the State's median income threshold. The City's 2014 median household income was \$41,819. Less than 4% of the survey respondents reported incomes at or below the City's median household income.

For Fiscal Year 2016, one credit was issued for a newly constructed home with a contract price above \$1.0 million, while the number of newly constructed homes with contract prices above \$500,000 fell from 33 to 26. Additionally, out of the applications that provided survey responses, 71% purchased homes with contract prices at or above the 12-month average in the Baltimore Metropolitan Area of \$237,350, which is \$129,900 more than the average price in the City of \$107,450 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, evidence shows that the credit has also encouraged the purchase of new homes by current City residents who were already property owners. The survey results show, that 54.7% of the respondents in Fiscal 2016 lived in the City prior to purchasing the new home, and 12.9% already owned a property. About 74.8% of this year's survey respondents reported that they were only looking in the City for their new home. The City now offers the Resident Retention Tax Credit to assist current residents who seek to acquire a new primary residence within the City.

Survey results show that 30.9% of the respondents did not know about the credit prior to purchasing their homes, 45.3% did not know how much the tax credit would reduce their future property tax bills, 25.2% of applicants did not feel the availability of the credit influenced their purchase decision, while 14.4% responded that the credit was not important to their decision or simply did not answer this question.

**Has the Program Been a Net Benefit to the City?**

Since the credit began in Fiscal 1996, the City has forgone more than \$39.0 million in real property tax revenues due to the availability of the Newly Constructed Tax Credit. Tax credits reduce the total funds available to the City and constrain expenditures in areas such as public safety, education, recreation and parks, blight elimination, sanitation, and other basic services that enhance a home purchaser’s desire to live within the City.

Neighborhoods	FY2016		FY2012 to FY2016	
	Percentage of Total NCTC Received	Number of NCTC Received	Percentage of Total NCTC Received	Number of NCTC Received
Top 28 or 10% of all Neighborhoods	92.1%	128	94.0%	963
Next 28 or 10% of all Neighborhoods	7.9%	11	5.3%	54
Remaining 222 or 80% of all Neighborhoods	0.0%	0	0.8%	8
Total	100.0%	139	100.0%	1,025

As illustrated by the chart above and the maps that follow, the Newly Constructed Tax Credit is heavily concentrated in a very limited geographical area. Baltimore City is comprised of 278 neighborhoods. The top 10% of all neighborhoods, or the 28 neighborhoods with the highest number of properties receiving the credit, contained 963, or 94.0%, of the 1,025 properties which received Newly Constructed Tax Credits between Fiscal Years 2012 and FY2016. For 80% of Baltimore City neighborhoods, a total of eight (8) Newly Constructed Tax Credits were received between FY2012 and FY2016.

The maps on the following pages detail the location of properties: 1) which have received the Newly Constructed Tax Credit during the last five years, from fiscal year 2012 to fiscal year 2016; and 2) for which the City has received, thus far in FY2016, an applications to grant the Newly Constructed Tax Credit.

So far in Fiscal Year 2016, the City has received 139 new applications for Newly Constructed Tax Credits. As the map on the next page shows, these too are extremely concentrated in a limited geographic area, with over 85% of Baltimore City neighborhoods not represented by any applications.

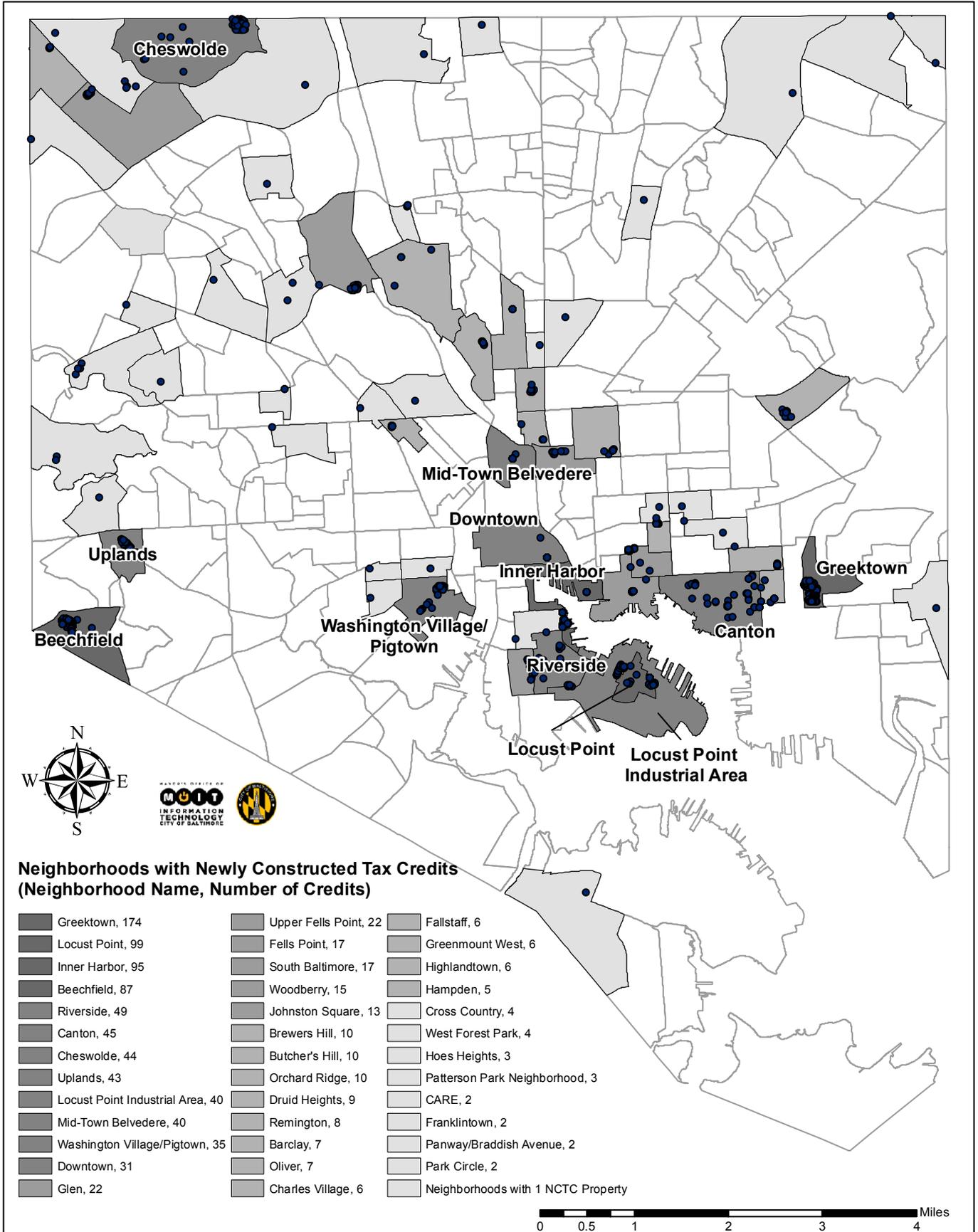
The data suggests that given the credit’s concentration in a small number of wealthy neighborhoods, with limited exposure to the remaining parts of the City, and the survey results showing that a significant number of persons purchased their home without knowledge of the of credit, the credit may be subject to inefficiencies and failing to optimally perform in accordance with the original legislative intent. The Mayor’s Ten-Year Financial Plan calls for a review and comprehensive analysis of all of the City’s tax expenditure programs.

<sup>1</sup> US Census Bureau, American Fact Finder, American Community Survey 5 Year Estimate, [http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_14\\_5YR\\_S1901&prodType=table](http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_S1901&prodType=table)  
<sup>1</sup> US Census Bureau, American Fact Finder, Community Facts, <http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>  
<sup>1</sup> MRIS, March 2016 Housing Market Update, Baltimore City, MD [http://www.rbintel.com/sites/default/files/Baltimore%20Metro%20Housing%20Market%20Update%20-%20March%202016\\_0.pdf](http://www.rbintel.com/sites/default/files/Baltimore%20Metro%20Housing%20Market%20Update%20-%20March%202016_0.pdf)

# City of Baltimore

## Newly Constructed Tax Credits by Neighborhood

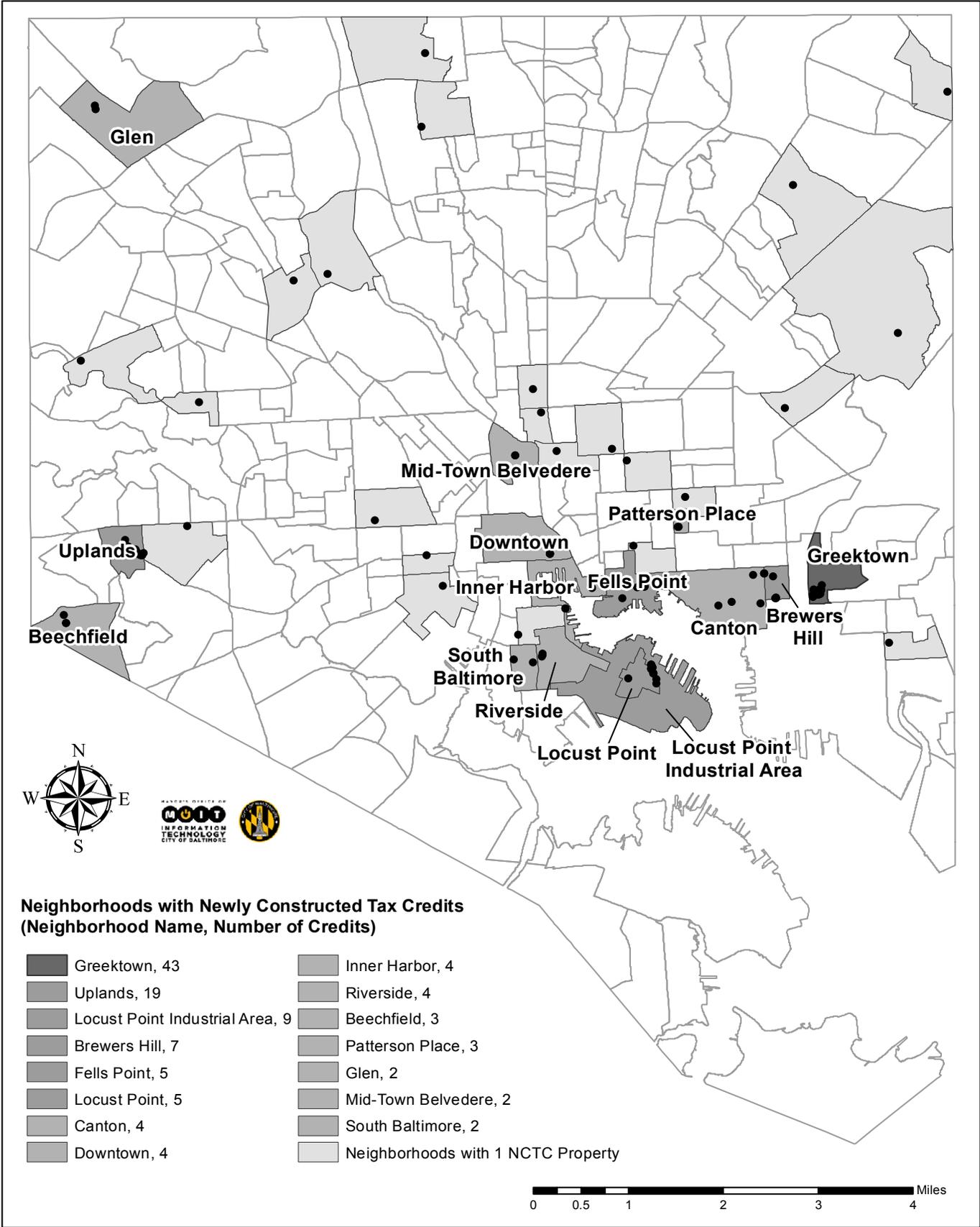
### FY 2012 -- FY 2016



# City of Baltimore

## Newly Constructed Tax Credits by Neighborhood

### FY 2016 YTD



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# **REVENUE DETAIL BY FUND**

# **FISCAL 2017**

## **EXECUTIVE SUMMARY**

## **BOARD OF ESTIMATES RECOMMENDATIONS**

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GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>LOCAL TAXES</b>					
Real and Personal Property - Current Year					
001 Real Property	750,731,064	789,041,759	772,625,350	800,650,937	11,609,178
004 Personal Property - Ordinary Business Corps	51,426,228	54,449,000	54,449,000	54,994,000	545,000
007 Personal Property - Individuals & Firms	672,559	1,316,000	1,411,000	1,329,000	13,000
008 Personal Property - Public Utilities	54,400,571	50,351,000	50,351,000	50,855,000	504,000
027 Homestead Tax Credit	(45,641,154)	(37,973,329)	(36,986,925)	(34,738,589)	3,234,740
	<b>811,589,268</b>	<b>857,184,430</b>	<b>841,849,425</b>	<b>873,090,348</b>	<b>15,905,918</b>
Real and Personal Property - Prior Years					
010 Real Property	14,204,194	2,000,000	2,000,000	2,000,000	0
011 Personal Property	58,563	6,806,577	6,806,577	6,874,643	68,066
	<b>14,262,757</b>	<b>8,806,577</b>	<b>8,806,577</b>	<b>8,874,643</b>	<b>68,066</b>
Real and Personal Property - Other Revenue					
016 Video Lottery Terminal	4,000,000	8,252,000	8,252,000	9,900,000	1,648,000
021 Penalties and Interest	6,734,601	6,170,000	6,170,000	6,170,000	0
022 Discounts	(1,973,515)	(1,954,604)	(2,033,691)	(1,987,745)	(33,141)
024 Tax Sale Expense	(37,758)	0	0	0	0
025 Newly Constructed Dwellings Tax Credit	(2,823,800)	(4,163,000)	(3,500,000)	(1,602,357)	2,560,643
026 Tax Credit for Conservation Property	(4,514)	0	0	0	0
028 Other Property Tax Credits	(9,251,638)	(4,329,835)	(9,067,712)	(9,922,791)	(5,592,956)
029 Enterprise Zone Tax Credit	(16,517,996)	(13,752,961)	(15,336,225)	(13,952,075)	(199,114)
030 Cemetery Dwellings Tax Credit	0	(6,000)	0	(559)	5,441
032 Historic Property Tax Credits	(6,763,488)	(8,965,592)	(9,130,658)	(11,736,140)	(2,770,548)
038 Tax Increment Financing Districts	10,159,379	16,317,000	11,562,093	19,060,256	2,743,256
039 Targeted Homeowners Tax Credit	(19,549,417)	(20,900,000)	(21,294,332)	(24,330,000)	(3,430,000)
040 High-Performance Market-Rate Rental Housing Tax Credit	(3,500)	(974,903)	(974,903)	(996,868)	(21,965)
	<b>(36,031,646)</b>	<b>(24,307,895)</b>	<b>(35,353,428)</b>	<b>(29,398,279)</b>	<b>(5,090,384)</b>
Sales and Service					
041 Heavy Equipment Gross Receipts	210,614	101,000	101,000	103,000	2,000
045 Gas	13,987,152	13,316,000	13,316,000	13,561,000	245,000
046 Electricity	26,288,599	26,681,000	26,681,000	27,172,000	491,000
047 Fuel Oil	380,391	575,000	575,000	388,000	(187,000)
049 Steam	1,234,975	1,254,000	1,254,000	1,278,000	24,000
050 Telephone	33,637,912	34,021,000	34,050,195	34,070,000	49,000
051 Homeless Relief Assistance Tax	376,610	736,000	736,000	741,000	5,000
052 Hotel (transferred from Conv Ctr Bond Redemption Fund)	26,698,367	27,451,063	27,482,214	28,419,912	968,849
053 Property Transfer	36,801,231	28,499,000	34,499,000	28,916,321	417,321
054 Liquid Petroleum Gas	81,777	86,000	86,000	88,000	2,000
055 Refund Reserve - Gas	(90,343)	(68,000)	(68,000)	(70,000)	(2,000)
056 Refund Reserve - Electricity	(159,707)	(155,000)	(155,000)	(158,000)	(3,000)
057 Refund Reserve - Fuel Oil	(11,742)	0	0	0	0
	<b>139,435,836</b>	<b>132,497,063</b>	<b>138,557,409</b>	<b>134,509,233</b>	<b>2,012,170</b>
Payments in Lieu of Taxes					
060 Housing Authority	457,489	400,000	400,000	400,000	0
062 Urban Renewal	122,208	40,000	51,888	70,000	30,000
063 Off-Street Parking Properties	2,450,687	705,000	705,000	705,000	0
064 Maryland Port and Stadium Authorities	1,007,243	1,048,928	1,555,195	1,048,928	0
065 Apartments	3,449,032	3,000,000	3,000,000	3,000,000	0
067 Economic Development	1,494,685	1,000,000	1,852,394	1,000,000	0
068 Annual Nonprofit Contribution	2,411,533	1,400,000	1,400,000	6,000,000	4,600,000
	<b>11,392,877</b>	<b>7,593,928</b>	<b>8,964,477</b>	<b>12,223,928</b>	<b>4,630,000</b>

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
Other Local Taxes					
075 Tax Sale Fees and Other	61,018	410,000	410,000	410,000	0
076 Simulated Slot Machine Registration Tax	1,751,633	756,000	756,000	756,000	0
077 Billboard Tax	0	1,700,000	0	0	(1,700,000)
078 Taxicab Excise Tax	135,802	1,300,000	57,728	200,000	(1,100,000)
	<b>1,948,453</b>	<b>4,166,000</b>	<b>1,223,728</b>	<b>1,366,000</b>	<b>(2,800,000)</b>
Income Tax					
081 Income Tax - State Collected	291,089,345	280,507,000	298,604,939	305,412,000	24,905,000
083 Unallocated Withholding - Regular	8,637,916	7,300,000	7,300,000	6,942,867	(357,133)
084 Income Tax - Fiduciary Returns	8,036,761	5,302,000	5,302,000	5,301,331	(669)
	<b>307,764,022</b>	<b>293,109,000</b>	<b>311,206,939</b>	<b>317,656,198</b>	<b>24,547,198</b>
Locally Imposed - State Collected					
085 Admissions	8,235,793	7,690,000	7,690,000	8,465,000	775,000
086 Recordation	34,111,424	29,054,000	32,054,000	35,634,000	6,580,000
	<b>42,347,217</b>	<b>36,744,000</b>	<b>39,744,000</b>	<b>44,099,000</b>	<b>7,355,000</b>
Taxes - State Shared					
101 State Highway User Revenues	133,685,316	137,796,122	141,442,994	142,300,081	4,503,959
	<b>133,685,316</b>	<b>137,796,122</b>	<b>141,442,994</b>	<b>142,300,081</b>	<b>4,503,959</b>
<b>TOTAL: LOCAL TAXES</b>	<b>1,426,394,100</b>	<b>1,453,589,225</b>	<b>1,456,442,121</b>	<b>1,504,721,152</b>	<b>51,131,927</b>
<b>LICENSES AND PERMITS</b>					
General Government					
120 City/State Business	1,900,000	1,900,000	1,900,000	1,900,000	0
122 Alcoholic Beverage	1,729,626	2,000,000	2,000,000	2,000,000	0
123 Marriage	65,892	25,000	54,035	25,000	0
	<b>3,695,518</b>	<b>3,925,000</b>	<b>3,954,035</b>	<b>3,925,000</b>	<b>0</b>
Public Safety and Regulation					
126 Media Production Services	0	55,000	55,000	55,000	0
127 Cable TV Franchise Fee	7,051,308	6,617,000	7,000,000	6,742,723	125,723
128 Fire Prevention - Fire Code	1,656,864	1,369,210	1,446,296	1,395,225	26,015
129 Rental Property Registrations	4,805,846	5,090,000	5,233,552	5,186,710	96,710
130 Multiple Family Dwelling Permits	1,778	0	0	0	0
131 Miscellaneous Building Inspection Revenue	996,038	1,119,800	783,680	1,141,076	21,276
132 Building Construction Permits	4,348,743	5,090,000	5,196,496	5,000,000	(90,000)
133 Electrical Installation Permits	821,494	916,200	985,584	933,608	17,408
134 Mechanical Equipment Permits	878,815	814,400	985,680	829,874	15,474
135 Plumbing Permits	570,520	529,360	596,540	539,418	10,058
136 Elevator Permits	1,740	1,018	1,550	1,037	19
137 Filing Fees - Building Permits	1,477,034	1,153,000	1,586,732	1,174,907	21,907
138 Alarm System Registration Permits	58,005	0	50,030	0	0
139 Public Assembly Permits	7,651	10,180	4,264	10,373	193
140 Professional and Occupational Licenses	535,455	498,820	340,751	508,298	9,478
141 Vacant Structure Fee	481,026	458,100	782,000	466,804	8,704
143 Amusement Device Licenses	49,451	712,600	49,449	55,139	(657,461)
145 Dog Licenses and Kennel Permits	11,340	30,540	0	31,120	580
146 Special Police Appointment Fees	3,948	10,689	3,948	10,892	203
149 Vacant Lot Registration Fees	134,413	111,980	127,135	114,108	2,128
150 Trades Licenses	132,520	147,610	147,610	150,415	2,805
	<b>24,023,989</b>	<b>24,735,507</b>	<b>25,376,297</b>	<b>24,346,727</b>	<b>(388,780)</b>
Health					
151 Food Dealer Permits	2,071,757	2,086,900	1,820,952	2,126,551	39,651
152 Swimming Pool Licenses	70,635	50,900	50,900	51,867	967

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
154 Solid Waste Collection Permits	157,498	142,520	142,520	145,228	2,708
	<b>2,299,890</b>	<b>2,280,320</b>	<b>2,014,372</b>	<b>2,323,646</b>	<b>43,326</b>
Highways					
163 Minor Privilege Permits	2,380,706	2,400,000	1,600,000	1,630,400	(769,600)
164 Public Utility Pole Permits	532,600	539,540	539,540	549,791	10,251
166 Telephone Conduit Franchise	0	121,142	121,142	123,444	2,302
169 Permits and Inspection - Private Paving	58,170	61,080	86,980	62,241	1,161
170 Developer Agreement Fees	478,690	407,200	407,200	414,937	7,737
171 Street Cut Permit Fees	476,050	509,000	475,000	518,671	9,671
	<b>3,926,216</b>	<b>4,037,962</b>	<b>3,229,862</b>	<b>3,299,484</b>	<b>(738,478)</b>
<b>TOTAL: LICENSES AND PERMITS</b>	<b>33,945,613</b>	<b>34,978,789</b>	<b>34,574,566</b>	<b>33,894,857</b>	<b>(1,083,932)</b>
<b>FINES AND FORFEITS</b>					
177 Court-Ordered Restitution and Misc Fines	8,887	3,000	10,340	3,000	0
178 Civil Citations	96,682	135,000	135,000	135,000	0
179 Sheriff Revenue	248,975	206,000	206,000	206,000	0
180 Forfeitures Drug/Gambling Contraband	6,804,277	1,500,000	1,500,000	1,500,000	0
181 Minimum Wage Violations	56,272	120,700	120,700	120,700	0
182 Environmental Control Board Fines	7,194,983	6,000,000	6,500,000	6,900,000	900,000
185 Bad Check Charge	(145,968)	35,000	35,000	35,000	0
186 District Court Housing Fines	2,370	4,000	4,000	4,000	0
187 Liquor Board Fines	151,935	125,000	125,000	125,000	0
188 Library Fines	183,111	188,000	188,000	188,000	0
189 Stormwater and Sediment Control Penalties	8,900	2,000	2,000	2,000	0
190 Street Cut Fines	0	250,000	0	250,000	0
191 Red Light Fines	218,031	2,000,000	54,006	0	(2,000,000)
192 Right Turn On Red Fines	66,234	500,000	0	0	(500,000)
193 Speed Cameras	325,458	2,500,000	29,951	0	(2,500,000)
	<b>15,220,147</b>	<b>13,568,700</b>	<b>8,909,997</b>	<b>9,468,700</b>	<b>(4,100,000)</b>
<b>TOTAL: FINES AND FORFEITS</b>	<b>15,220,147</b>	<b>13,568,700</b>	<b>8,909,997</b>	<b>9,468,700</b>	<b>(4,100,000)</b>
<b>USE OF MONEY</b>					
200 Earnings on Investments	810,887	1,426,000	1,426,000	3,633,000	2,207,000
206 Interest on Property Sale Proceeds	88,787	43,000	570,543	43,000	0
207 Interest on Gambling/Drug Confiscated Cash	9,474	10,500	23,395	48,000	37,500
217 Principal - Private Activity Bond Loans	6,349	6,000	6,240	6,000	0
218 Interest - Private Activity Bond Loans	1,317	2,000	2,000	2,000	0
227 Principal - CDFC Loan	119,259	348,000	348,000	348,000	0
228 Interest - CDFC Loan	40,850	33,000	155,108	33,000	0
232 Principal - SELP Loans	0	0	2,018	0	0
233 Interest - SELP Loans	0	0	505	0	0
238 Interest - 4th Industrial Commercial Loan	0	1,000	1,000	1,000	0
239 Principal - 4th Industrial Commercial Loan	0	17,000	17,000	17,000	0
250 Principal - MILA/MICRF	204,999	181,000	181,000	181,000	0
251 Interest - MILA/MICRF	754	2,000	2,000	2,000	0
252 Principal - Off-Street Parking Loans	0	11,000	11,000	11,000	0
253 Interest - Off-Street Parking Loans	0	24,000	24,000	24,000	0
255 Principal - Economic Development Loan Program	298,792	432,000	432,000	432,000	0
256 Interest - Economic Development Loan Program	74,291	80,000	80,000	80,000	0
259 Interest - Community Development Fund Loans	2,253	3,000	3,000	3,000	0
260 Principal - Community Development Fund Loans	20,057	17,000	17,000	17,000	0

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
	<b>1,678,069</b>	<b>2,636,500</b>	<b>3,301,809</b>	<b>4,881,000</b>	<b>2,244,500</b>
<b>TOTAL: USE OF MONEY</b>	<b>1,678,069</b>	<b>2,636,500</b>	<b>3,301,809</b>	<b>4,881,000</b>	<b>2,244,500</b>
<b>USE OF PROPERTY</b>					
201 Rental of City Property	2,561,471	1,000,000	2,942,565	1,000,000	0
209 Expressway Air Space Leases	11,218	8,400	8,400	8,400	0
210 Rental from Inner Harbor Shoreline	795,756	1,025,000	1,025,000	1,025,000	0
211 Rental from C. L. Benton, Jr. Office Building	1,562,527	1,547,000	1,547,000	0	(1,547,000)
214 SW Resource Recovery Facility - Lease	1,610,829	1,198,000	1,509,399	1,630,150	432,150
226 Rental from Harborplace Pavilions	43,750	150,000	150,000	150,000	0
240 Harbor Shoreline - Docking Fees	82,858	125,000	125,000	125,000	0
241 Rental from Community Centers	154,378	240,000	240,000	240,000	0
243 Rentals from Wharfage - Piers and Docks	12,143	20,000	20,000	20,000	0
246 1st Mariner Arena Naming Rights	51,760	250,000	187,500	250,000	0
247 Convention Center	8,014,825	9,109,920	9,109,920	9,283,008	173,088
	<b>14,901,515</b>	<b>14,673,320</b>	<b>16,864,784</b>	<b>13,731,558</b>	<b>(941,762)</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>14,901,515</b>	<b>14,673,320</b>	<b>16,864,784</b>	<b>13,731,558</b>	<b>(941,762)</b>
<b>FEDERAL GRANTS</b>					
280 Civil Defense	220,373	179,000	179,000	179,000	0
	<b>220,373</b>	<b>179,000</b>	<b>179,000</b>	<b>179,000</b>	<b>0</b>
<b>TOTAL: FEDERAL GRANTS</b>	<b>220,373</b>	<b>179,000</b>	<b>179,000</b>	<b>179,000</b>	<b>0</b>
<b>STATE AID</b>					
401 Targeted Aid (Income Tax Disparity)	79,051,792	79,051,790	79,051,790	78,105,345	(946,445)
403 Teachers Retirement Supplemental Grant	10,047,596	10,047,956	10,047,956	10,047,956	0
406 Police Protection Aid	(13,460)	0	0	0	0
415 Local Health Operations	7,448,751	7,448,751	7,448,751	8,825,785	1,377,034
475 Library Services	6,052,829	6,096,300	6,096,300	6,143,745	47,445
482 War Memorial	173,982	180,000	170,000	180,000	0
	<b>102,761,490</b>	<b>102,824,797</b>	<b>102,814,797</b>	<b>103,302,831</b>	<b>478,034</b>
<b>TOTAL: STATE AID</b>	<b>102,761,490</b>	<b>102,824,797</b>	<b>102,814,797</b>	<b>103,302,831</b>	<b>478,034</b>
<b>PRIVATE GRANTS</b>					
590 Interest - Enoch Pratt Endowment	25,600	26,000	26,000	26,000	0
592 Voluntary Payment In Lieu of Taxes	0	0	100,000	0	0
	<b>25,600</b>	<b>26,000</b>	<b>126,000</b>	<b>26,000</b>	<b>0</b>
<b>TOTAL: PRIVATE GRANTS</b>	<b>25,600</b>	<b>26,000</b>	<b>126,000</b>	<b>26,000</b>	<b>0</b>
<b>CHARGES - CURRENT SERVICES</b>					
General Government					
616 Intake Placement Fees	(75)	0	0	0	0
618 Transcriber Service Charges	16,560	25,450	25,450	25,934	484
620 RBDL Administration Fee	6,480	6,000	6,000	6,114	114
621 Bill Drafting Service	29,448	22,396	22,396	22,822	426
623 Zoning Appeal Fees	81,939	90,602	90,602	92,323	1,721
624 Rehab Loan Application Fees	15,600	6,108	6,108	6,224	116
628 Civil Marriage Ceremonies	11,000	15,372	15,372	15,664	292
632 Lien Reports	1,924,593	1,351,350	2,111,220	1,659,701	308,351
633 Election Filing Fees	7,673	6,108	6,108	6,224	116
634 Surveys Sales of Maps and Records	22,867	25,450	25,450	25,934	484

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
636 3rd Party Disability Recoveries	35,753	55,990	36,940	57,054	1,064
638 Semi - Annual Tax Payment Fee	122,275	200,000	200,000	795,098	595,098
639 Tax Roll Service Charge	22,896	20,360	58,180	20,747	387
640 Audit Fees - Comptroller's Office	665,000	585,350	585,350	596,472	11,122
648 Sub-division Plat Charges	15,945	13,234	13,234	13,485	251
649 Vending Machine Commissions	27,676	46,000	40,140	46,000	0
651 Reimbursement for Use of City Vehicles	19,341	20,000	20,000	20,000	0
654 Charges for Central City Services	12,259,282	11,500,000	11,500,000	14,725,000	3,225,000
	<b>15,284,253</b>	<b>13,989,770</b>	<b>14,762,550</b>	<b>18,134,796</b>	<b>4,145,026</b>
Public Safety and Regulation					
657 Liquor Board Advertising Fees	74,124	70,000	99,080	70,000	0
659 Sale of Accident and Incident Reports	300,434	260,000	260,000	260,000	0
660 Stadium Security Service Charges	1,743,859	1,600,000	1,659,068	1,600,000	0
661 Port Fire Protection (MPA)	1,399,940	1,399,940	1,399,940	1,399,940	0
662 Sheriff - District Court Service	5,492,025	5,346,000	5,346,000	5,346,000	0
663 False Alarm Fees	432,109	250,000	293,048	250,000	0
664 Fire Dept - Sales of Reports	17,400	21,000	21,000	21,000	0
665 Fire Ambulance Stadium Service	28,000	27,000	27,000	27,000	0
	<b>9,487,891</b>	<b>8,973,940</b>	<b>9,105,136</b>	<b>8,973,940</b>	<b>0</b>
Health					
680 Miscellaneous Environmental Fees	9,605	15,000	15,000	15,000	0
700 New Health Plan Review	9,960	22,461	22,461	22,461	0
701 Hazard Analysis Critical Control Point Plan	660	1,500	1,500	1,500	0
	<b>20,225</b>	<b>38,961</b>	<b>38,961</b>	<b>38,961</b>	<b>0</b>
Social Services					
706 Sheriff - DHR Service Agreement	345,384	345,384	0	345,384	0
	<b>345,384</b>	<b>345,384</b>	<b>0</b>	<b>345,384</b>	<b>0</b>
Recreation and Culture					
758 Middle Branch Water Resource Center	4,941	0	1,514	0	0
773 Video Rental and Other Charges	39,084	120,000	120,000	120,000	0
777 Swimming Pool Passes	137,728	125,000	157,011	125,000	0
	<b>181,753</b>	<b>245,000</b>	<b>278,525</b>	<b>245,000</b>	<b>0</b>
Highways					
785 Impounding Cars - Storage	4,646,728	4,700,000	4,700,000	4,700,000	0
787 Impounding Cars	3,214,657	3,500,000	3,500,000	3,500,000	0
788 Pulaski Private Tow - Rebate	30,086	0	15,475	0	0
789 Fallsway Private Tow - Rebate	0	0	25,832	0	0
790 Stormwater and Sediment Control Fees	900	100,000	100,000	100,000	0
791 General Revenue Highways	3,425,464	3,500,000	3,616,828	3,500,000	0
792 Traffic Engineering	15,000	31,000	31,000	31,000	0
	<b>11,332,835</b>	<b>11,831,000</b>	<b>11,989,135</b>	<b>11,831,000</b>	<b>0</b>
Sanitation and Waste Removal					
795 Landfill Disposal Tipping Fees	6,957,887	7,647,000	7,647,000	8,000,000	353,000
797 Solid Waste Surcharge	2,863,257	2,000,000	2,788,076	2,800,000	800,000
799 Southwest Resource Recovery Facility	(826,293)	700,000	700,000	800,000	100,000
	<b>8,994,851</b>	<b>10,347,000</b>	<b>11,135,076</b>	<b>11,600,000</b>	<b>1,253,000</b>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>45,647,192</b>	<b>45,771,055</b>	<b>47,309,383</b>	<b>51,169,081</b>	<b>5,398,026</b>

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>OTHER REVENUE</b>					
General Government					
864 Single Stream Recycables	164,856	153,000	1,401	0	(153,000)
868 CHAP - Miscellaneous Revenue	41,380	20,000	37,916	20,000	0
872 Miscellaneous Revenue	5,784,691	245,000	554,670	814,690	569,690
873 Penalties and Interest Excl Real and Personal	802,915	500,000	541,620	500,000	0
877 Sale of Scrap/Recycled Metal	0	20,000	20,000	20,000	0
879 Legal Settlement Proceeds	0	0	5,906,068	0	0
	<b>6,793,842</b>	<b>938,000</b>	<b>7,061,675</b>	<b>1,354,690</b>	<b>416,690</b>
Public Safety and Regulation					
885 Police - Miscellaneous	30,590	27,000	27,000	27,000	0
	<b>30,590</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>	<b>0</b>
<b>TOTAL: OTHER REVENUE</b>	<b>6,824,432</b>	<b>965,000</b>	<b>7,088,675</b>	<b>1,381,690</b>	<b>416,690</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) Loan and Guarantee Enterprise Fund	(3,365,000)	(500,000)	(500,000)	(500,000)	0
952 From (To) Parking Management Fund	37,740,911	37,590,861	40,809,287	39,525,585	1,934,724
956 From (to) Conduit Enterprise Fund	750,000	750,000	750,000	0	(750,000)
966 Transfer from (to) Stormwater	0	0	0	1,000,000	1,000,000
	<b>35,125,911</b>	<b>37,840,861</b>	<b>41,059,287</b>	<b>40,025,585</b>	<b>2,184,724</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>35,125,911</b>	<b>37,840,861</b>	<b>41,059,287</b>	<b>40,025,585</b>	<b>2,184,724</b>
<b>SURPLUS</b>					
999 Prior Year Fund Balance	7,500,000	13,800,000	13,800,000	0	(13,800,000)
	<b>7,500,000</b>	<b>13,800,000</b>	<b>13,800,000</b>	<b>0</b>	<b>(13,800,000)</b>
<b>TOTAL: SURPLUS</b>	<b>7,500,000</b>	<b>13,800,000</b>	<b>13,800,000</b>	<b>0</b>	<b>(13,800,000)</b>
<b>TOTAL GENERAL FUND</b>	<b>1,690,244,442</b>	<b>1,720,853,247</b>	<b>1,732,470,419</b>	<b>1,762,781,454</b>	<b>41,928,207</b>

**PARKING MANAGEMENT FUND**

**REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL**

<b>REVENUE ACCOUNTS</b>	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2016 PROJECTION</b>	<b>FISCAL 2017 ESTIMATE</b>	<b>BUDGET CHANGE</b>
<b>PARKING MANAGEMENT</b>					
Licenses and Permits					
141 Residential Parking Permits	621,883	564,620	564,620	568,080	3,460
	<b>621,883</b>	<b>564,620</b>	<b>564,620</b>	<b>568,080</b>	<b>3,460</b>
Use of Money and Property					
201 Rental of Property	3,040	3,876	4,000	3,876	0
	<b>3,040</b>	<b>3,876</b>	<b>4,000</b>	<b>3,876</b>	<b>0</b>
Charges - Current Services					
682 Penn Station Plaza Maintenance	9,000	0	0	0	0
759 Temporary Parking Lots	283,822	182,117	232,970	172,914	(9,203)
760 Parking Garages	4,959,050	4,500,000	5,598,260	4,487,764	(12,236)
866 Booting Fee	815,281	824,918	873,660	824,918	0
867 ZIPCAR Income	47,492	42,000	48,160	49,866	7,866
872 Miscellaneous Revenue	57,915	61,500	61,500	61,500	0
	<b>6,172,560</b>	<b>5,610,535</b>	<b>6,814,550</b>	<b>5,596,962</b>	<b>(13,573)</b>
<b>TOTAL: PARKING MANAGEMENT</b>	<b>6,797,483</b>	<b>6,179,031</b>	<b>7,383,170</b>	<b>6,168,918</b>	<b>(10,113)</b>
<b>REVENUE TRANSFERS</b>					
950 From Parking Enterprise Fund	55,210,204	55,858,720	57,743,018	58,131,672	2,272,952
952 To General Fund	(37,740,911)	(37,590,861)	(40,809,287)	(39,525,585)	(1,934,724)
	<b>17,469,293</b>	<b>18,267,859</b>	<b>16,933,731</b>	<b>18,606,087</b>	<b>338,228</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>17,469,293</b>	<b>18,267,859</b>	<b>16,933,731</b>	<b>18,606,087</b>	<b>338,228</b>
<b>TOTAL PARKING MANAGEMENT FUND</b>	<b>24,266,776</b>	<b>24,446,890</b>	<b>24,316,901</b>	<b>24,775,005</b>	<b>328,115</b>

**PARKING ENTERPRISE FUND**

**REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL**

<b>REVENUE ACCOUNTS</b>	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2016 PROJECTION</b>	<b>FISCAL 2017 ESTIMATE</b>	<b>BUDGET CHANGE</b>
<b>PARKING ENTERPRISE</b>					
Taxes - Local					
044 Parking Garages and Lots Tax	30,181,777	30,370,668	30,370,668	38,061,000	7,690,332
	<b>30,181,777</b>	<b>30,370,668</b>	<b>30,370,668</b>	<b>38,061,000</b>	<b>7,690,332</b>
Licenses and Permits					
165 Open Air Garage Permits	786,919	925,000	855,960	925,000	0
	<b>786,919</b>	<b>925,000</b>	<b>855,960</b>	<b>925,000</b>	<b>0</b>
Fines and Forfeits					
181 Parking Fines	14,389,185	14,927,713	14,339,264	14,927,713	0
182 Penalties on Parking Fines	6,690,831	7,122,717	7,122,717	7,122,717	0
	<b>21,080,016</b>	<b>22,050,430</b>	<b>21,461,981</b>	<b>22,050,430</b>	<b>0</b>
Use of Money and Property					
579 Garage Income	26,913,828	25,500,000	27,171,316	25,531,074	31,074
	<b>26,913,828</b>	<b>25,500,000</b>	<b>27,171,316</b>	<b>25,531,074</b>	<b>31,074</b>
Charges - Current Services					
664 Parking Meters	13,551,278	11,837,536	12,694,407	15,756,886	3,919,350
958 Interest on Parking Collateral	2,680	0	0	0	0
	<b>13,553,958</b>	<b>11,837,536</b>	<b>12,694,407</b>	<b>15,756,886</b>	<b>3,919,350</b>
<b>TOTAL: PARKING ENTERPRISE</b>	<b>92,516,498</b>	<b>90,683,634</b>	<b>92,554,332</b>	<b>102,324,390</b>	<b>11,640,756</b>
<b>REVENUE TRANSFERS</b>					
952 To Parking Management Fund	(55,210,204)	(55,858,720)	(57,743,018)	(58,131,672)	(2,272,952)
953 From (To) Special Fund	(6,036,355)	(6,074,134)	(6,036,355)	(12,412,200)	(6,338,066)
	<b>(61,246,559)</b>	<b>(61,932,854)</b>	<b>(63,779,373)</b>	<b>(70,543,872)</b>	<b>(8,611,018)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(61,246,559)</b>	<b>(61,932,854)</b>	<b>(63,779,373)</b>	<b>(70,543,872)</b>	<b>(8,611,018)</b>
<b>TOTAL PARKING ENTERPRISE FUND</b>	<b>31,269,939</b>	<b>28,750,780</b>	<b>28,774,959</b>	<b>31,780,518</b>	<b>3,029,738</b>

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>CONVENTION CENTER BOND FUND</b>					
Sales and Service Taxes					
052 Hotel Tax	32,666,250	32,031,151	32,031,151	33,000,000	968,849
	<b>32,666,250</b>	<b>32,031,151</b>	<b>32,031,151</b>	<b>33,000,000</b>	<b>968,849</b>
<b>TOTAL: CONVENTION CENTER BOND FUND</b>	<b>32,666,250</b>	<b>32,031,151</b>	<b>32,031,151</b>	<b>33,000,000</b>	<b>968,849</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer to General Fund	(26,698,367)	(27,451,063)	(27,451,063)	(28,419,912)	(968,849)
	<b>(26,698,367)</b>	<b>(27,451,063)</b>	<b>(27,451,063)</b>	<b>(28,419,912)</b>	<b>(968,849)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(26,698,367)</b>	<b>(27,451,063)</b>	<b>(27,451,063)</b>	<b>(28,419,912)</b>	<b>(968,849)</b>
<b>TOTAL CONVENTION CENTER BOND FUND</b>	<b>5,967,883</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>

**WATER UTILITY FUND**

**REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL**

<b>REVENUE ACCOUNTS</b>	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2016 PROJECTION</b>	<b>FISCAL 2017 ESTIMATE</b>	<b>BUDGET CHANGE</b>
<b>WATER UTILITY</b>					
Use of Money and Property					
851 Water - Rental Real Property	209,097	150,000	209,097	209,000	59,000
856 Interest Income	61,719	100,000	61,719	100,000	0
	<b>270,816</b>	<b>250,000</b>	<b>270,816</b>	<b>309,000</b>	<b>59,000</b>
Charges - Current Services					
839 Metered Water - Carroll County	576,566	673,000	576,566	703,000	30,000
840 Metered Water - City	79,594,413	94,540,744	79,594,413	95,165,000	624,256
841 Metered Water - Baltimore County	55,444,827	58,438,025	55,444,827	57,083,000	(1,355,025)
842 Metered Water - Anne Arundel County	933,110	1,308,000	1,135,352	1,135,000	(173,000)
843 Metered Water - Howard County	16,093,911	18,200,000	16,093,911	19,632,000	1,432,000
844 Metered Water - Harford County	265,126	190,000	265,127	265,000	75,000
846 Special Water Supply Service	791,310	800,000	791,310	965,000	165,000
848 Private Fire Protection Service	721,873	740,000	721,873	773,000	33,000
849 Fire Hydrant Permits	52,377	54,000	52,377	56,000	2,000
854 Water Charges to City Agencies	7,537,762	5,382,000	7,537,763	7,550,000	2,168,000
858 Penalties	13,340,999	4,162,000	13,340,998	6,003,000	1,841,000
	<b>175,352,274</b>	<b>184,487,769</b>	<b>175,554,517</b>	<b>189,330,000</b>	<b>4,842,231</b>
Other Revenue					
852 Sundry Water	169,867	280,000	169,867	170,000	(110,000)
859 Scrap Meters	1,956	25,000	1,956	2,000	(23,000)
	<b>171,823</b>	<b>305,000</b>	<b>171,823</b>	<b>172,000</b>	<b>(133,000)</b>
Fund Balance					
855 From (To) Fund Balance	0	4,384,607	0	(2,590,384)	(6,974,991)
	<b>0</b>	<b>4,384,607</b>	<b>0</b>	<b>(2,590,384)</b>	<b>(6,974,991)</b>
<b>TOTAL: WATER UTILITY</b>	<b>175,794,913</b>	<b>189,427,376</b>	<b>175,997,156</b>	<b>187,220,616</b>	<b>(2,206,760)</b>
<b>TOTAL WATER UTILITY FUND</b>	<b>175,794,913</b>	<b>189,427,376</b>	<b>175,997,156</b>	<b>187,220,616</b>	<b>(2,206,760)</b>

WASTE WATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>CHARGES - CURRENT SERVICES</b>					
Charges - Current Services					
839 Penalties	0	4,113,000	0	6,003,000	1,890,000
	<u>0</u>	<u>4,113,000</u>	<u>0</u>	<u>6,003,000</u>	<u>1,890,000</u>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>0</b>	<b>4,113,000</b>	<b>0</b>	<b>6,003,000</b>	<b>1,890,000</b>
<b>WASTE WATER UTILITY</b>					
Fines and Forfeits					
838 Non - Compliance Fines	0	3,000	0	3,000	0
	<u>0</u>	<u>3,000</u>	<u>0</u>	<u>3,000</u>	<u>0</u>
Use of Money and Property					
835 Interest Income	0	100,000	0	50,000	(50,000)
	<u>0</u>	<u>100,000</u>	<u>0</u>	<u>50,000</u>	<u>(50,000)</u>
Charges - Current Services					
825 Sewerage Charges - City	132,800,933	151,067,896	132,800,933	157,478,000	6,410,104
826 Sewerage Charges - Counties	58,169,161	71,710,987	58,169,161	77,359,000	5,648,013
829 General	19,414	0	19,414	0	0
831 Sewerage Charges - City Agencies	11,429,282	13,218,000	11,429,282	11,615,000	(1,603,000)
832 Industrial Waste Surcharge - City	2,600,764	4,200,000	2,600,763	3,176,000	(1,024,000)
833 Industrial Waste Surcharge - Counties	2,070,786	2,400,000	2,070,786	2,528,000	128,000
837 Pretreatment Permits	264,959	250,000	264,959	265,000	15,000
	<u>207,355,299</u>	<u>242,846,883</u>	<u>207,355,298</u>	<u>252,421,000</u>	<u>9,574,117</u>
Other Revenue					
830 Sanitation and Waste Removal - General	0	1,400,000	2,578,963	2,579,000	1,179,000
	<u>0</u>	<u>1,400,000</u>	<u>2,578,963</u>	<u>2,579,000</u>	<u>1,179,000</u>
Fund Balance					
834 From (To) Fund Balance	0	(4,775,140)	0	(1,463,935)	3,311,205
	<u>0</u>	<u>(4,775,140)</u>	<u>0</u>	<u>(1,463,935)</u>	<u>3,311,205</u>
<b>TOTAL: WASTE WATER UTILITY</b>	<b>207,355,299</b>	<b>239,574,743</b>	<b>209,934,261</b>	<b>253,589,065</b>	<b>14,014,322</b>
<b>TOTAL WASTE WATER UTILITY FUND</b>	<b>207,355,299</b>	<b>243,687,743</b>	<b>209,934,261</b>	<b>259,592,065</b>	<b>15,904,322</b>

STORMWATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>CHARGES - CURRENT SERVICES</b>					
845 Penalties	0	727,000	0	1,415,000	688,000
	<b>0</b>	<b>727,000</b>	<b>0</b>	<b>1,415,000</b>	<b>688,000</b>
Charges - Current Services					
790 Stormwater Management Fee	86,130	50,000	86,130	0	(50,000)
825 Stormwater Fee	28,936,919	27,100,048	28,936,919	28,900,000	1,799,952
	<b>29,023,049</b>	<b>27,150,048</b>	<b>29,023,049</b>	<b>28,900,000</b>	<b>1,749,952</b>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>29,023,049</b>	<b>27,877,048</b>	<b>29,023,049</b>	<b>30,315,000</b>	<b>2,437,952</b>
<b>REVENUE TRANSFERS</b>					
Revenue Transfers					
900 Transfer from (to) Fund Balance	0	(1,647,671)	0	2,056,132	3,703,803
967 Transfer from (to) General Fund	0	0	0	(1,000,000)	(1,000,000)
	<b>0</b>	<b>(1,647,671)</b>	<b>0</b>	<b>1,056,132</b>	<b>2,703,803</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>0</b>	<b>(1,647,671)</b>	<b>0</b>	<b>1,056,132</b>	<b>2,703,803</b>
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>29,023,049</b>	<b>26,229,377</b>	<b>29,023,049</b>	<b>31,371,132</b>	<b>5,141,755</b>

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>USE OF PROPERTY</b>					
249 Conduit Rental	13,158,395	14,644,757	13,158,395	52,000,000	37,355,243
	<b>13,158,395</b>	<b>14,644,757</b>	<b>13,158,395</b>	<b>52,000,000</b>	<b>37,355,243</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>13,158,395</b>	<b>14,644,757</b>	<b>13,158,395</b>	<b>52,000,000</b>	<b>37,355,243</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer (To) From General Fund	0	(750,000)	0	0	750,000
	<b>0</b>	<b>(750,000)</b>	<b>0</b>	<b>0</b>	<b>750,000</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>0</b>	<b>(750,000)</b>	<b>0</b>	<b>0</b>	<b>750,000</b>
<b>TOTAL CONDUIT ENTERPRISE FUND</b>	<b>13,158,395</b>	<b>13,894,757</b>	<b>13,158,395</b>	<b>52,000,000</b>	<b>38,105,243</b>

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

REVENUE ACCOUNTS	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2016 PROJECTION	FISCAL 2017 ESTIMATE	BUDGET CHANGE
<b>LOAN AND GUARANTEE ENTERPRISE</b>					
Use of Money and Property					
200 Earnings on Investments	202	0	202	0	0
201 Rental of Property	125,000	0	125,000	0	0
	<u>125,202</u>	<u>0</u>	<u>125,202</u>	<u>0</u>	<u>0</u>
<b>TOTAL: LOAN AND GUARANTEE ENTERPRISE</b>	<b>125,202</b>	<b>0</b>	<b>125,202</b>	<b>0</b>	<b>0</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) General Fund	3,365,000	500,000	3,365,000	500,000	0
	<u>3,365,000</u>	<u>500,000</u>	<u>3,365,000</u>	<u>500,000</u>	<u>0</u>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>3,365,000</b>	<b>500,000</b>	<b>3,365,000</b>	<b>500,000</b>	<b>0</b>
<b>TOTAL LOAN AND GUARANTEE ENTERPRISE FUND</b>	<b>3,490,202</b>	<b>500,000</b>	<b>3,490,202</b>	<b>500,000</b>	<b>0</b>

FEDERAL GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2016 BUDGET	FISCAL 2017 ESTIMATE	CHANGE IN BUDGET
<b>FEDERAL</b>				
<b>Better Schools</b>				
308	Maternal and Child Health	15,327,881	19,611,232	4,283,351
310	School Health Services	401,438	477,833	76,395
605	Head Start	7,767,472	7,697,187	(70,285)
740	Dawson Center	348,406	370,169	21,763
797	Workforce Services for Out of School Yo	396,743	495,963	99,220
798	Youth Works Summer Job Program	1,100,000	1,100,000	0
800	Workforce Services for WIOA Funded Yo	2,624,771	2,458,029	(166,742)
		<b>27,966,711</b>	<b>32,210,413</b>	<b>4,243,702</b>
<b>Safer Streets</b>				
110	Circuit Court	2,127,470	2,296,681	169,211
115	Prosecution of Criminals	1,002,117	1,439,329	437,212
316	Youth Violence Prevention	695,400	1,444,632	749,232
600	Administration - Fire	1,060,688	1,500,000	439,312
602	Fire Suppression and Emergency Rescu	12,263	2,611,575	2,599,312
608	Emergency Management	235,891	300,000	64,109
611	Fire Code Enforcement	153,998	157,078	3,080
613	Fire Facilities Maintenance and Replace	2,720,400	2,975,168	254,768
616	Juvenile Justice	0	86,649	86,649
617	Victim Services - MOCJ	0	73,825	73,825
618	Crime Prevention	0	146,272	146,272
621	Administration - Police	1,602,739	1,638,123	35,384
623	Crime Investigation	102,000	104,550	2,550
626	Homeland Security - Intelligence	7,562,217	7,819,979	257,762
634	Crowd, Traffic, and Special Events Manag	225,000	230,625	5,625
642	Crime Laboratory	2,251,460	2,329,763	78,303
697	Traffic Safety	937,293	995,016	57,723
757	CitiWatch	0	70,775	70,775
758	Coordination of Public Safety Strategy -	2,990,637	3,246,701	256,064
786	Victim and Witness Services	248,284	259,263	10,979
796	Workforce Services for Ex-Offenders	749,715	748,785	(930)
		<b>24,677,572</b>	<b>30,474,789</b>	<b>5,797,217</b>
<b>Stronger Neighborhoods</b>				
593	Community Support Projects	7,634,837	7,916,709	281,872
648	Community Recreation Centers	0	276,776	276,776
662	Vacant/Abandoned Property Cleaning ar	1,455,692	1,427,149	(28,543)
681	Administration - DOT	510,192	520,396	10,204
690	Sustainable Transportation	0	100,000	100,000
737	Administration - HCD	1,175,123	1,380,964	205,841
741	Community Action Centers	863,013	877,543	14,530
742	Promote Homeownership	649,824	86,603	(563,221)
748	Housing Development Finance and Proj	738,334	642,238	(96,096)
750	Housing Rehabilitation Services	1,269,349	2,923,624	1,654,275
763	Comprehensive Planning and Resource	191,287	190,000	(1,287)
		<b>14,487,651</b>	<b>16,342,002</b>	<b>1,854,351</b>
<b>Growing Economy</b>				
792	Workforce Services for TANF Recipients	3,209,237	3,246,796	37,559
794	Administration - MOED	0	0	0
795	Workforce Services for Baltimore Reside	4,501,484	5,658,597	1,157,113

FEDERAL GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2016 BUDGET	FISCAL 2017 ESTIMATE	CHANGE IN BUDGET
<b>Growing Economy (Continued)</b>			
846 Discrimination Investigations, Resolution	40,000	40,800	800
	<b>7,750,721</b>	<b>8,946,193</b>	<b>1,195,472</b>
<b>Innovative Government</b>			
125 Executive Direction and Control - Mayor:	364,453	299,794	(64,659)
	<b>364,453</b>	<b>299,794</b>	<b>(64,659)</b>
<b>Cleaner City</b>			
674 Surface Water Management	50,465	200,000	149,535
730 Public and Private Energy Performance	2,000,000	0	(2,000,000)
765 Planning for a Sustainable Baltimore	182,070	185,000	2,930
	<b>2,232,535</b>	<b>385,000</b>	<b>(1,847,535)</b>
<b>Healthier City</b>			
303 Clinical Services	4,302,888	2,023,607	(2,279,281)
305 Healthy Homes	1,198,552	1,222,159	23,607
311 Health Services for Seniors	4,838,308	4,093,609	(744,699)
315 Emergency Services - Health	764,453	776,065	11,612
356 Administration - Human Services	1,576,268	3,074,759	1,498,491
715 Administration - Health	3,060,000	3,121,200	61,200
720 HIV Treatment Services for the Uninsure	22,963,100	27,544,382	4,581,282
721 Senior Centers	1,297,324	1,239,496	(57,828)
722 Administration - CARE	194,220	195,877	1,657
723 Advocacy for Seniors	182,069	182,305	236
724 Direct Care and Support Planning	136,753	136,753	0
725 Community Services for Seniors	2,628,266	2,580,895	(47,371)
893 Homeless Prevention and Support Servi	1,193,514	1,148,157	(45,357)
894 Outreach to the Homeless	3,196,012	3,315,618	119,606
895 Temporary Housing for the Homeless	3,890,522	4,190,511	299,989
896 Permanent Housing for the Homeless	22,405,079	24,982,489	2,577,410
	<b>73,827,328</b>	<b>79,827,882</b>	<b>6,000,554</b>
<b>TOTAL FEDERAL GRANTS</b>	<b>151,306,971</b>	<b>168,486,073</b>	<b>17,179,102</b>

## STATE GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2016 BUDGET	FISCAL 2017 ESTIMATE	CHANGE IN BUDGET
<b>STATE</b>			
<b>Better Schools</b>			
308 Maternal and Child Health	1,062,045	1,824,691	762,646
310 School Health Services	505,021	504,606	(415)
605 Head Start	785,920	132,984	(652,936)
788 Information Services	10,076,638	10,300,998	224,360
791 BCPS Alternative Options Academy for `	200,176	250,000	49,824
797 Workforce Services for Out of School Yo	409,452	253,811	(155,641)
798 Youth Works Summer Job Program	1,360,496	1,360,578	82
	<b>14,399,748</b>	<b>14,627,668</b>	<b>227,920</b>
<b>Safer Streets</b>			
110 Circuit Court	5,164,052	6,286,214	1,122,162
115 Prosecution of Criminals	4,759,396	4,828,091	68,695
316 Youth Violence Prevention	1,481,257	1,422,375	(58,882)
600 Administration - Fire	0	350,000	350,000
602 Fire Suppression and Emergency Rescu	1,399,940	1,399,940	0
611 Fire Code Enforcement	158,110	170,000	11,890
613 Fire Facilities Maintenance and Replace	1,069,860	1,091,257	21,397
616 Juvenile Justice	0	165,717	165,717
617 Victim Services - MOCJ	0	96,824	96,824
622 Police Patrol	6,005,830	5,594,532	(411,298)
623 Crime Investigation	2,422,675	2,471,129	48,454
624 Target Violent Criminals	3,307,029	4,670,577	1,363,548
635 Police Recruiting and Training	510,000	520,200	10,200
758 Coordination of Public Safety Strategy - .	1,577,199	245,000	(1,332,199)
796 Workforce Services for Ex-Offenders	749,584	748,326	(1,258)
	<b>28,604,932</b>	<b>30,060,182</b>	<b>1,455,250</b>
<b>Stronger Neighborhoods</b>			
644 Administration - Rec and Parks	133,236	136,567	3,331
646 Park Maintenance	1,251,652	1,279,937	28,285
683 Street Management	836,400	853,128	16,728
690 Sustainable Transportation	2,078,262	3,219,489	1,141,227
741 Community Action Centers	5,812,425	4,608,185	(1,204,240)
750 Housing Rehabilitation Services	471,000	378,100	(92,900)
763 Comprehensive Planning and Resource	182,070	175,000	(7,070)
	<b>10,765,045</b>	<b>10,650,406</b>	<b>(114,639)</b>
<b>Growing Economy</b>			
792 Workforce Services for TANF Recipients	537,245	200,000	(337,245)
794 Administration - MOED	107,766	0	(107,766)
795 Workforce Services for Baltimore Reside	400,000	400,000	0
855 Convention Center	6,325,101	6,451,603	126,502
	<b>7,370,112</b>	<b>7,051,603</b>	<b>(318,509)</b>
<b>Innovative Government</b>			
125 Executive Direction and Control - Mayor:	373,367	380,834	7,467
731 Facilities Management	1,077,659	1,099,212	21,553
	<b>1,451,026</b>	<b>1,480,046</b>	<b>29,020</b>
<b>Cleaner City</b>			
673 Wastewater Management	300,000	306,000	6,000
674 Surface Water Management	200,000	500,000	300,000
730 Public and Private Energy Performance	2,000,000	0	(2,000,000)
738 Weatherization Services	10,180,014	5,051,018	(5,128,996)

STATE GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2016 BUDGET	FISCAL 2017 ESTIMATE	CHANGE IN BUDGET
<b>Cleaner City (Continued)</b>			
765 Planning for a Sustainable Baltimore	4,070,219	136,000	(3,934,219)
	<b>16,750,233</b>	<b>5,993,018</b>	<b>(10,757,215)</b>
<b>Healthier City</b>			
303 Clinical Services	1,663,345	761,007	(902,338)
307 Substance Abuse and Mental Health	534,589	534,589	0
315 Emergency Services - Health	11,293,757	11,314,394	20,637
356 Administration - Human Services	126,924	110,503	(16,421)
609 Emergency Medical Services	47,000	87,940	40,940
715 Administration - Health	1,020,000	1,040,400	20,400
718 Chronic Disease Prevention	309,724	760,399	450,675
720 HIV Treatment Services for the Uninsure	2,002,311	5,221,731	3,219,420
721 Senior Centers	168,000	135,810	(32,190)
723 Advocacy for Seniors	1,884,124	1,858,708	(25,416)
724 Direct Care and Support Planning	1,848,265	1,736,192	(112,073)
725 Community Services for Seniors	979,425	936,762	(42,663)
754 Summer Food Service Program	3,494,513	3,547,207	52,694
893 Homeless Prevention and Support Servi	587,028	672,674	85,646
894 Outreach to the Homeless	359,824	383,186	23,362
895 Temporary Housing for the Homeless	1,489,794	1,480,571	(9,223)
896 Permanent Housing for the Homeless	69,336	61,495	(7,841)
	<b>27,877,959</b>	<b>30,643,568</b>	<b>2,765,609</b>
<b>TOTAL STATE GRANTS</b>	<b>107,219,055</b>	<b>100,506,491</b>	<b>(6,712,564)</b>

**SPECIAL GRANTS**

**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

<b>Outcome, Service</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 ESTIMATE</b>	<b>CHANGE IN BUDGET</b>
<b>SPECIAL</b>			
<b>Better Schools</b>			
308 Maternal and Child Health	1,281,419	1,018,027	(263,392)
310 School Health Services	12,873,147	12,928,171	55,024
605 Head Start	160,000	200,000	40,000
788 Information Services	593,401	757,283	163,882
798 Youth Works Summer Job Program	240,000	400,000	160,000
	<b>15,147,967</b>	<b>15,303,481</b>	<b>155,514</b>
<b>Safer Streets</b>			
110 Circuit Court	215,253	182,124	(33,129)
115 Prosecution of Criminals	208,080	362,242	154,162
613 Fire Facilities Maintenance and Replace	255,000	260,100	5,100
614 Fire Communications and Dispatch	0	4,441,427	4,441,427
617 Victim Services - MOCJ	0	432,761	432,761
621 Administration - Police	3,565,420	0	(3,565,420)
622 Police Patrol	1,615,000	1,724,000	109,000
624 Target Violent Criminals	2,078,780	2,120,355	41,575
693 Parking Enforcement	0	84,000	84,000
752 Community Outreach Services	200,000	210,000	10,000
757 CitiWatch	30,000	185,000	155,000
758 Coordination of Public Safety Strategy - .	424,275	75,000	(349,275)
	<b>8,591,808</b>	<b>10,077,009</b>	<b>1,485,201</b>
<b>Stronger Neighborhoods</b>			
645 Aquatics	0	500,000	500,000
646 Park Maintenance	0	700,000	700,000
648 Community Recreation Centers	134,616	1,166,250	1,031,634
649 Special Facilities Management - Recreat	1,371,078	1,411,214	40,136
650 Horticulture	496,198	554,424	58,226
653 Park Programs & Events	644,539	678,469	33,930
683 Street Management	1,217,000	1,217,000	0
684 Traffic Management	720,283	624,529	(95,754)
690 Sustainable Transportation	7,196,413	15,197,659	8,001,246
745 Housing Code Enforcement	50,000	50,000	0
762 Historic Preservation	270,000	0	(270,000)
763 Comprehensive Planning and Resource	2,916,540	2,359,175	(557,365)
	<b>15,016,667</b>	<b>24,458,720</b>	<b>9,442,053</b>
<b>Growing Economy</b>			
695 Dock Master	264,661	280,783	16,122
793 Employment Enhancement Services for	445,000	645,000	200,000
794 Administration - MOED	50,000	0	(50,000)
795 Workforce Services for Baltimore Reside	200,000	200,000	0
809 Retention, Expansion, and Attraction of f	100,000	252,000	152,000
810 Real Estate Development	200,000	204,000	4,000
814 Improve and Promote Retail Districts Be	100,000	102,000	2,000
824 Events, Art, Culture, and Film	0	140,000	140,000
846 Discrimination Investigations, Resolution	10,000	10,200	200
	<b>1,369,661</b>	<b>1,833,983</b>	<b>464,322</b>
<b>Innovative Government</b>			
125 Executive Direction and Control - Mayor:	110,000	114,000	4,000
152 Employees' Retirement System - Admini	4,969,406	4,895,981	(73,425)
154 Fire and Police Retirement System - Adr	4,519,032	4,841,422	322,390

**SPECIAL GRANTS**

**REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS**

<b>Outcome, Service</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 ESTIMATE</b>	<b>CHANGE IN BUDGET</b>
<b>Innovative Government (Continued)</b>			
155 Retirement Savings Plan	542,964	0	(542,964)
700 Surplus Property Disposal	141,910	142,027	117
804 Enterprise Unified Call Center	4,053,622	0	(4,053,622)
833 Innovation Fund	0	0	0
876 Media Production	500,000	500,000	0
	<b>14,836,934</b>	<b>10,493,430</b>	<b>(4,343,504)</b>
<b>Cleaner City</b>			
654 Urban Forestry	0	100,000	100,000
661 Public Right-of-Way Cleaning	558,674	593,215	34,541
730 Public and Private Energy Performance	5,000,000	0	(5,000,000)
738 Weatherization Services	0	100,000	100,000
765 Planning for a Sustainable Baltimore	78,030	126,851	48,821
	<b>5,636,704</b>	<b>920,066</b>	<b>(4,716,638)</b>
<b>Healthier City</b>			
303 Clinical Services	166,606	161,606	(5,000)
305 Healthy Homes	178,448	169,210	(9,238)
315 Emergency Services - Health	0	406,682	406,682
356 Administration - Human Services	393,750	945,822	552,072
609 Emergency Medical Services	17,300,000	21,326,000	4,026,000
647 Youth and Adult Sports	156,424	159,828	3,404
651 Recreation for Seniors	66,115	0	(66,115)
715 Administration - Health	972,771	940,467	(32,304)
717 Environmental Health	52,020	31,420	(20,600)
718 Chronic Disease Prevention	0	115,000	115,000
725 Community Services for Seniors	290,557	279,447	(11,110)
896 Permanent Housing for the Homeless	137,101	215,538	78,437
	<b>19,713,792</b>	<b>24,751,020</b>	<b>5,037,228</b>
<b>Other</b>			
123 School Modernization	11,300,000	12,786,000	1,486,000
	<b>11,300,000</b>	<b>12,786,000</b>	<b>1,486,000</b>
<b>TOTAL SPECIAL GRANTS</b>	<b>91,613,533</b>	<b>100,623,709</b>	<b>9,010,176</b>

# **OPERATING BUDGET**

# **FISCAL 2017**

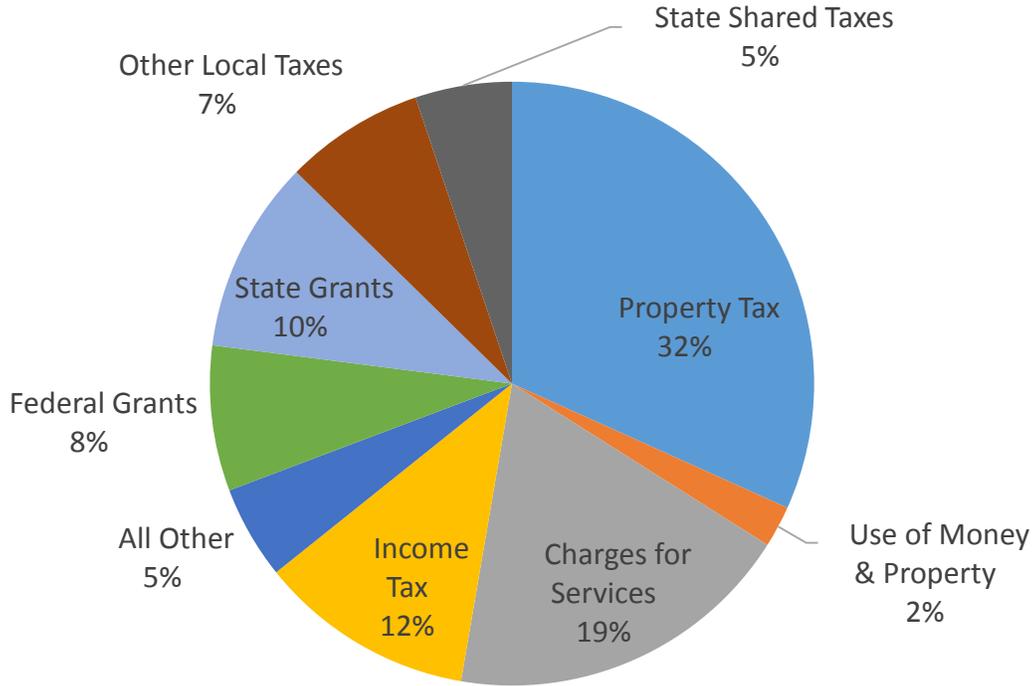
## **EXECUTIVE SUMMARY**

## **BOARD OF ESTIMATES RECOMMENDATIONS**

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### Where the Money Comes From

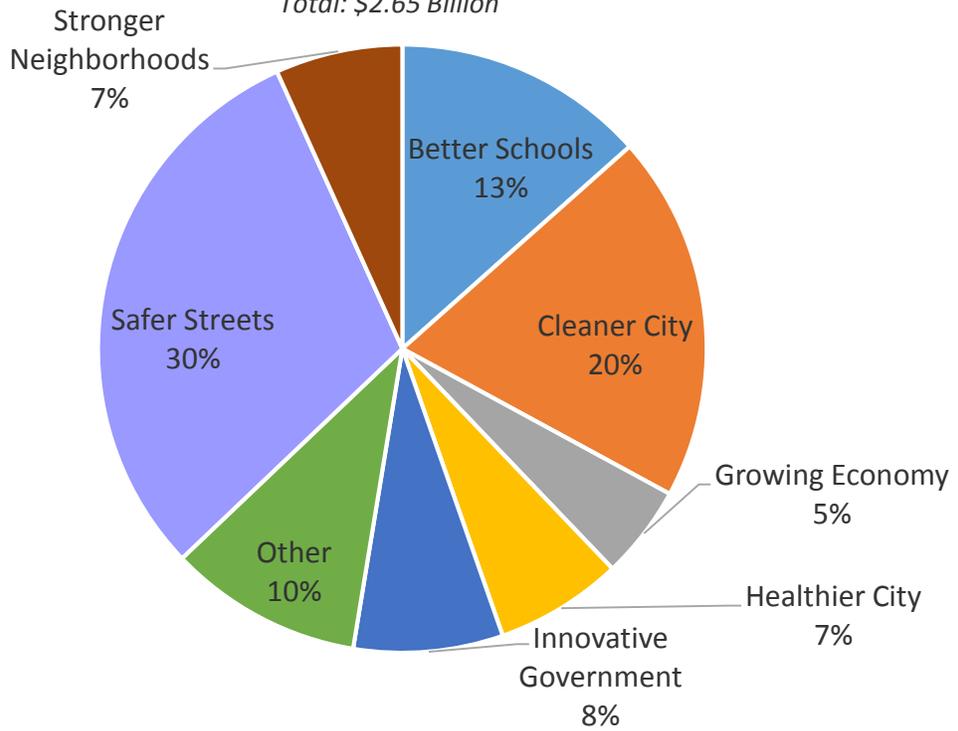
Total: \$2.65 Billion



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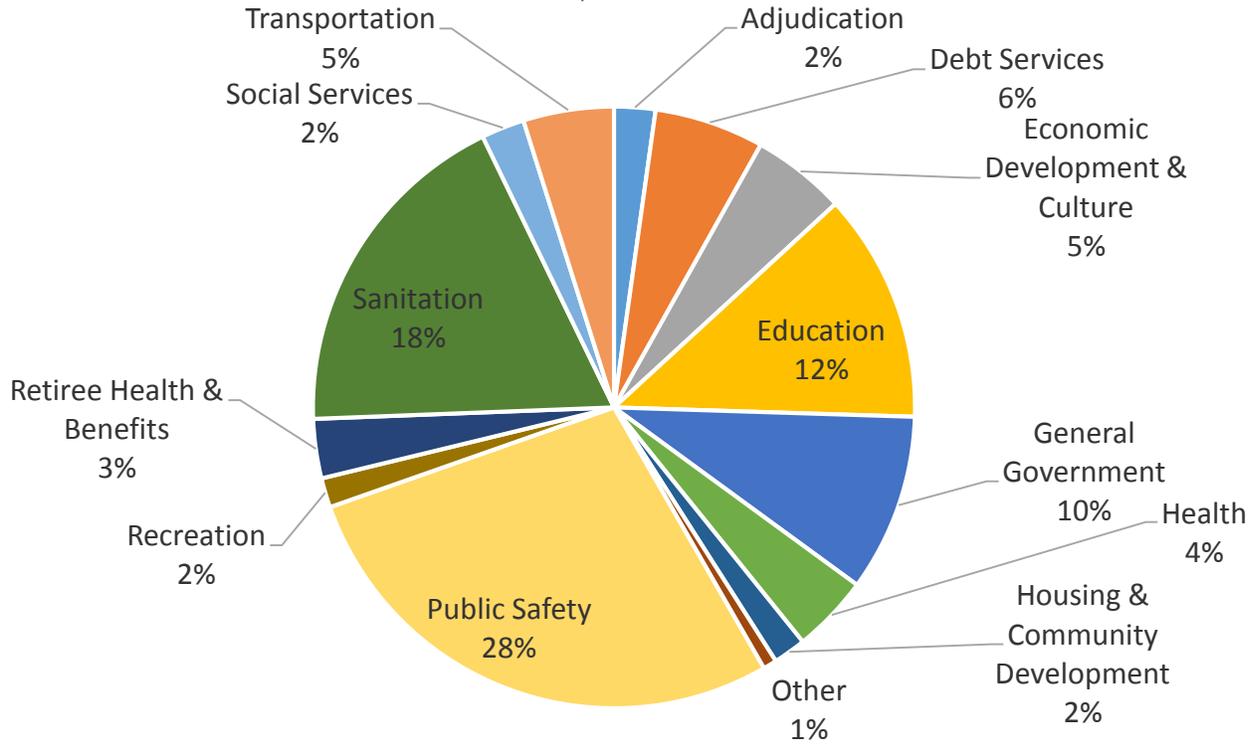
### How the Money is Used: Allocation by Priority Outcome

Total: \$2.65 Billion



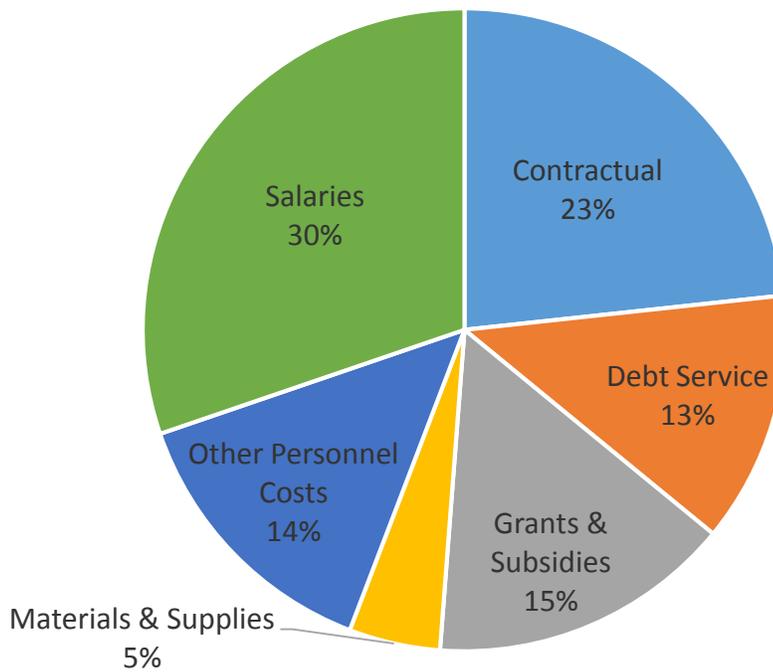
### How the Money is Used: Allocation by Function

Total: \$2.65 Billion



### How the Money is Used: Allocation by Expenditure Type

Total: \$2.65 Billion



May not add due to rounding



## Fiscal 2017 Outcome Budgeting & OutcomeStat

Outcome Budgeting is a budget process that aligns resources with results. The budget is organized at the service level around the City's seven Priority Outcomes. Instead of starting from last year's spending and adjusting allocations up or down, in Outcome Budgeting we start with what results matter most to citizens. Outcome Budgeting:

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

OutcomeStat uses data-driven decision making to align resources from all sectors in building and sustaining the best possible quality of life in Baltimore. OutcomeStat aligns strategic planning, program management, and budgeting



The Fiscal 2017 budget is Baltimore's seventh budget utilizing Outcome Budgeting, and the first that fully incorporates OutcomeStat in the budget process. More than 200 City and community partners discussed the set of indicators representing our City's greatest challenges and generated reports outlining a Turn-the-Curve plan for each indicator. This year's Outcome Budgeting process helped us allocate resources based on these strategic planning documents, ensuring that our limited resources are supporting services that both demonstrate results and advance key priorities.

All of these efforts to improve service delivery and turn-the-curve on quality of life indicators are geared towards growing Baltimore by 10,000 families. Since Mayor Rawlings-Blake announced this initiative in 2011 the City has begun to see population and household growth. Estimates show between 2010 and 2014 a net gain of approximately 6,169 households<sup>1</sup>.

<sup>1</sup> American Community Survey



## OutcomeStat Indicators



### Better Schools

- A Safe & Healthy Start
- Kindergarten Readiness
- Academic Achievement
- College and Career Readiness



### A Growing Economy

- City Resident Employment
- Jobs in Baltimore
- Visitors to Baltimore



### Safer Streets

- Shootings
- Property Crime
- Citizen Perception of Safety



### Innovative Government

- Lean Government
- Innovation Fund



### Stronger Neighborhoods

- Blight Elimination
- Neighborhood Investment
- Sustainable Transportation
- Recreation visits



### A Cleaner City

- Recycling Rate
- Citizen Perception of Cleanliness
- Cleanliness of Waterways
- Energy Usage



### A Healthier City

- Heroin-Related Deaths
- Citizen Mental Health
- Childhood Asthma



Key results funded in the Fiscal 2017 Recommended Budget:

- The Family League will target 80% of children in home visiting programs exhibiting developmentally on-track social behavior and emotional well-being, and 90% of Out of School program participants meeting school attendance standards.
- Community Schools will serve 29,000 youth, an increase from 25,034 in Fiscal 2015.
- The Mayor’s Office of Employment Development will help 850 out-of-school youth access a full range of educational, occupational, and personal support services via YO! Centers, increasing the percentage of disengaged, at-risk youth who acquire 21<sup>st</sup> Century Job Readiness Skills from 83% in Fiscal 2015 to 85%.
- The City will support 6,500 youth in the YouthWorks Summer Jobs program, and target 90% of participants reporting that they feel more prepared to enter the workforce as a result of their experience.
- The Enoch Pratt Free Library will target 46,600 participants in the School Readiness Program, 36,600 in the Summer Reading Program, and 70% of customers reporting strong satisfaction with library services.

Key Budget Decisions in Better Schools:

- The City will increase funding for City Schools by \$10.4 million over the Maintenance of Effort (MOE) level, to help make up for lost State formula aid.
- Increasing school funding and maintaining base funding of \$6.2 million for Family League after-school programming required some difficult tradeoffs.
- The one-time Fiscal 2016 supplement of \$4.2 million for Family and Associated Black Charities is not sustained in this budget.
- Funding for earmarked Family League grants to Teach for America, Cooperative Extension and Experience Corps is discontinued. These organizations have never competed for funding.
- The City will close the Northwood and Waverly before and after care centers, the last remaining City-run child care centers. The City will assist the 60 affected students in finding alternative child care options.

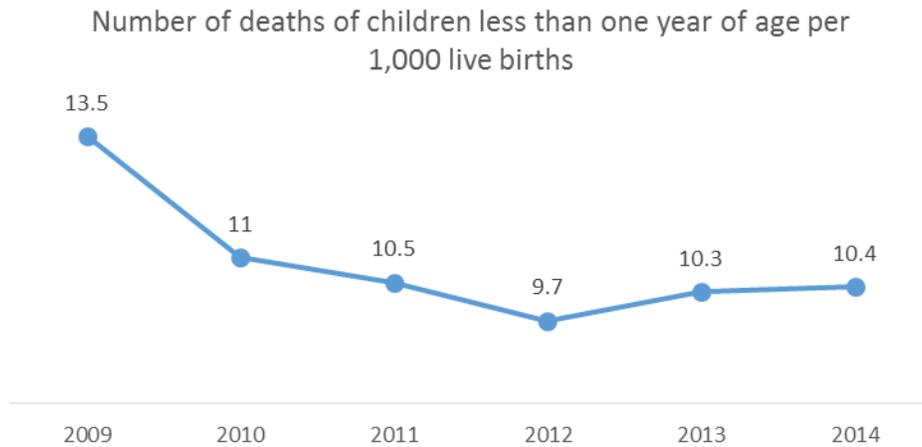
Savings generated across Better Schools services was also used to invest in two key enhancements, including:

- Support for eight B’More for Healthy Babies/Health Care Access Maryland (HCAM) positions, helping Baltimore residents access appropriate medical care, navigate the Medicaid system, and link to services (\$225K).
- Purchase of laptops/scanners to provide efficient/mobile offsite registration of YouthWorks participants (\$13K).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	300,304,709	302,462,882	307,938,021	5,475,139	2%
Federal	27,966,711	28,696,614	32,210,413	3,513,799	12%
State	14,399,748	14,715,802	14,627,668	(88,134)	-1%
Special	15,147,967	15,556,469	15,303,481	(252,988)	-2%
<b>Total</b>	<b>\$357,819,135</b>	<b>\$361,431,767</b>	<b>\$370,079,583</b>	<b>\$8,647,816</b>	<b>2%</b>

## 1. A Safe and Healthy Start



Source: Maryland Department of Health & Mental Hygiene

Infant mortality alone is not measuring a Safe and Healthy Start. Additional indicators include: child food insecurity and number of systems-involved juveniles. Several factors have contributed to the current trend in the data, including:

### Positive Factors:

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

### Negative Factors:

- Complex needs of families most at risk (mental health, substance abuse, unsafe homes, job loss).
- Paper-based prenatal risk assessment causing delays in care.
- High mobility rates and lack of safe, stable housing among high-risk pregnant women.
- Lack of knowledge regarding dangers of co-sleeping.
- Limited messages to impoverished families about infant death risks.

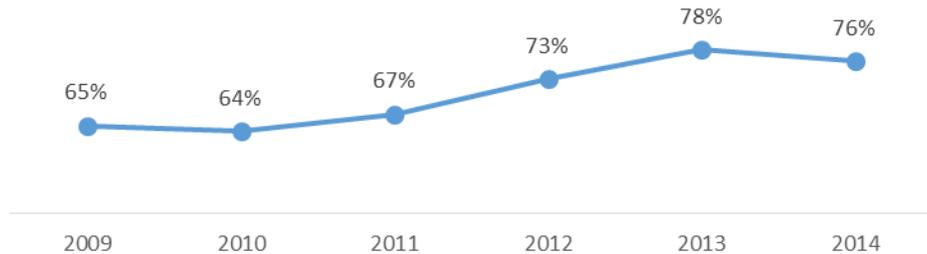
The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Safe and Healthy Start indicator.

Maintaining current service levels for Maternal and Child Health, B'More for Healthy Babies, and Family League will support home visiting services for at-risk expectant mothers. These home visiting programs work to reduce risk factors such as personal and second-hand tobacco and nicotine use, substance use, high levels of stress, pre-term labor, and chronic health conditions such as hypertension and diabetes. The Maternal and Child Health service targets 8,000 reproductive health service clients served by City clinics in an attempt to decrease the percent of babies born with low birth weight.

Enhancement funding for B'More for Healthy Babies/Healthcare Access Maryland (HCAM) positions will help ensure residents can access to appropriate medical care, navigate the Medicaid system, and obtain linkages to other services. This enhancement will ensure 2,250 more women and infants are referred to services through a central triage system.

## 2. School Readiness

Percent of Children Ready to Enter Kindergarten  
(MMSR transitioning to R4K)



Source: MSDE, Children Entering School Ready to Learn \* 2014 marks transition from MMSR to KRA Assessment

In the 2014-2015 school year, Maryland replaced its Maryland Model for School Readiness (MMSR) Assessment with the new Ready for Kindergarten (R4K) Early Childhood Comprehensive Assessment System, which is aligned with the State's PreK-12 College and Career Ready standards. The Kindergarten Readiness Assessment (KRA) component of R4K measures school readiness skills and behavior of all incoming kindergarteners in four domains of learning: social foundations, language and literacy, mathematics, physical well-being, and motor development. The chart above shows results from the MMSR system only. Several factors have contributed to the current trend in the data, including:

### **Positive Factors:**

- Partner alignment and birth-to-five pipeline.
- Expansion of Pre-K.

### **Negative Factors:**

- Exposure to trauma and stress.
- A high percentage of children entering school from home or informal care.
- Childcare affordability/availability.
- Reduction in Head Start funding due to Federal sequestration.
- Child health issues.

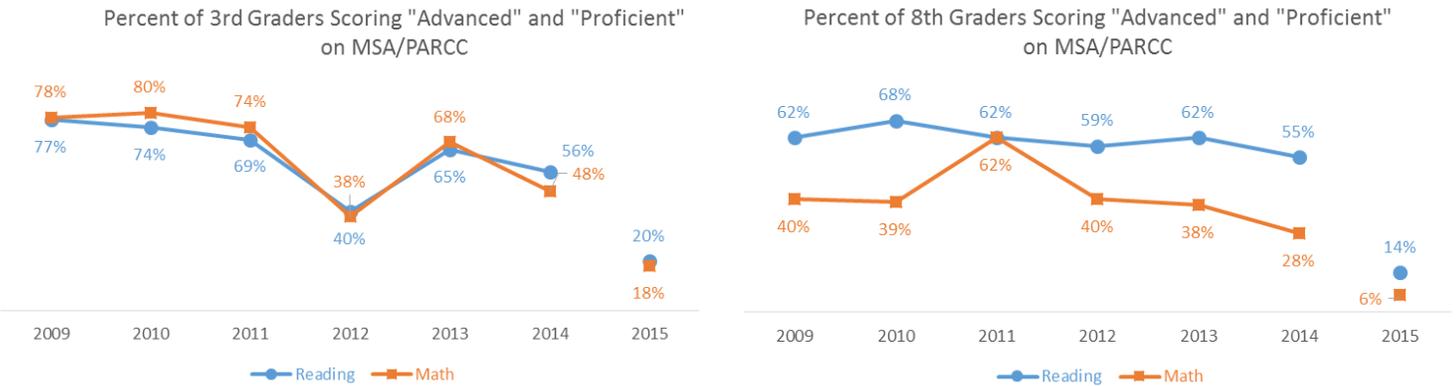
The Fiscal 2017 recommended budget invests in numerous services and programs that will support the School Readiness indicator.

Initially funded as an enhancement in Fiscal 2016, this budget will continue to fund mentor coaches in City Head Start classrooms. These mentors provide instructional supports and encourage positive teacher-child interactions. The service targets 759 children receiving Early Head Start/Head Start Services in Fiscal 2017.

Funding levels for Family League partners will provide home visiting services for 550 families. These services include the administering of an assessment that tracks the social, behavioral, and emotional development and well-being of young children.

Maintaining current levels of service for the Enoch Pratt Free Library will support programs that provide resources to parents, teachers, and other caregivers of young children that encourage the development and practice of pre-literacy skills. More than 40,000 children and parents will participate in library school readiness programs in Fiscal 2017.

### 3. Academic Achievement



Source: Maryland Report Card, Third & Eighth Grade MSA Reading and Math Assessment \*Note: In 2014, data do not include entire student population due to the PARCC field test

Maryland is replacing its Maryland School Assessment (MSA) with the new Partnership for Assessment of Readiness for College and Careers Assessment (PARCC) this year. The PARCC is aligned to new standards based on the Common Core standards adopted by over 40 states. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

- Quality instruction: Common Core, principal leadership, systematic instruction, phonics, tutoring.
- Literacy-rich environments: access to books and extended learning opportunities.
- Improving school climate.
- Campaign for Grade Level Reading.

**Negative Factors:**

- Low student attendance rates and high chronic absenteeism.
- Poverty.
- Principal and teacher turnover rates.
- Summer learning loss.
- Low maternal education.
- Lack of concentrated literacy focus between 3<sup>rd</sup> and 8<sup>th</sup> grades.
- Behavioral health challenges.

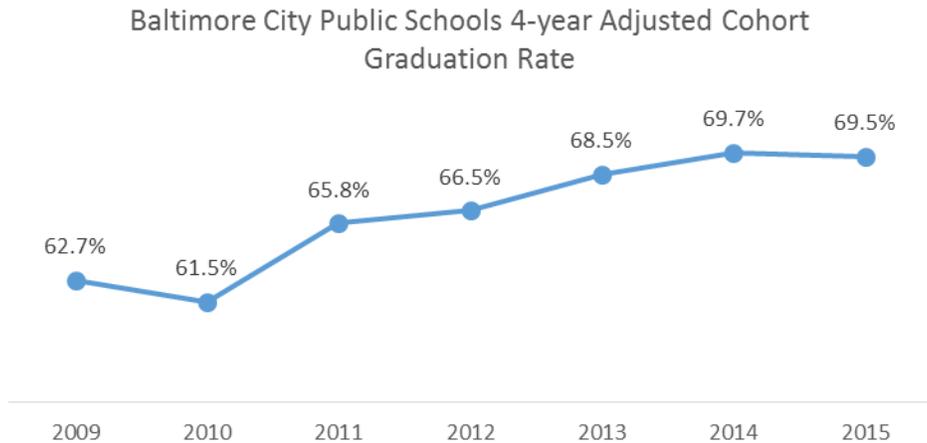
The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Academic Achievement indicator.

Funding City Schools at \$10.4 million above the MOE level, combined with the Governor’s \$12.7 million commitment, helps ensure continued levels of service. The City will provide \$23 million for the 21<sup>st</sup> Century School Modernization Plan. In addition, the Fiscal 2017 Capital Improvement Program provides \$17 million to Baltimore City Public Schools for Graceland Park-O’Donnell Heights PK-8 School, Holabird Elementary/Middle School, and systemic improvements to all City Schools.

Maintaining current levels of service for School Health Services will support 340,000 school health visits in Fiscal 2017. School health services support screening for hearing and vision impairments, among other things, and will aim to return 82% of students to the classroom after a health suite visit.

Maintaining funding for a Youth Food Access Planner Position will address the increasing child food insecurity rates from a strategic planning, policy, and convener perspective; the planner will address summer meals, WIC, and food resilience. Food security and nutrition programming has a significant impact on academic achievement and achievement gaps.

#### 4. College and Career Readiness



Source: Maryland Report Card, 4-year adjusted cohort

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

##### **Positive Factors:**

- High enrollment in Career Technology Education courses.
- Pathways programs that merge coursework with work experience.
- Availability of out-of-school programs: YO Centers, Year Up, Civic Works, Living Classrooms, Housing Authority, etc.
- Availability of AP and IB courses.
- Increased awareness of parental roles.
- Awareness of community-based partners.

##### **Negative Factors:**

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

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the College and Career Readiness indicator.

The proposed budget sustains funding for Workforce Services for Out of School Youth, which provides 850 youth with educational, vocational, and personal services at two centers. It also maintains funding for YouthWorks Summer Jobs Programs, which anticipates placing 6,500 youth in summer jobs this coming summer. Additionally, it provides funding for laptops and scanners that will allow the YouthWorks program to efficiently register participants and offsite locations throughout the city.

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Better Schools</b>	<b>357,819,135</b>	<b>361,431,767</b>	<b>370,079,583</b>	<b>8,647,816</b>
<b>308 Maternal and Child Health</b>	<b>18,594,147</b>	<b>19,204,738</b>	<b>24,307,556</b>	<b>5,102,818</b>
General	922,802	1,013,306	1,853,606	840,300
Federal	15,327,881	15,728,523	19,611,232	3,882,709
State	1,062,045	1,154,558	1,824,691	670,133
Special	1,281,419	1,308,351	1,018,027	(290,324)
<b>310 School Health Services</b>	<b>16,398,330</b>	<b>17,071,331</b>	<b>16,593,740</b>	<b>(477,591)</b>
General	2,618,724	2,760,351	2,683,130	(77,221)
Federal	401,438	411,446	477,833	66,387
State	505,021	584,279	504,606	(79,673)
Special	12,873,147	13,315,255	12,928,171	(387,084)
<b>352 Baltimore City Public Schools</b>	<b>258,212,181</b>	<b>259,921,845</b>	<b>265,412,081</b>	<b>5,490,236</b>
General	258,212,181	259,921,845	265,412,081	5,490,236
<b>385 Health and Welfare Grants</b>	<b>1,190,058</b>	<b>1,213,859</b>	<b>1,213,859</b>	<b>0</b>
General	1,190,058	1,213,859	1,213,859	0
<b>446 Educational Grants</b>	<b>7,736,930</b>	<b>7,891,668</b>	<b>7,204,727</b>	<b>(686,941)</b>
General	7,736,930	7,891,668	7,204,727	(686,941)
<b>604 Before and After Care</b>	<b>169,776</b>	<b>173,078</b>	<b>0</b>	<b>(173,078)</b>
General	169,776	173,078	0	(173,078)
<b>605 Head Start</b>	<b>9,288,392</b>	<b>9,489,618</b>	<b>8,570,171</b>	<b>(919,447)</b>
General	575,000	586,500	540,000	(46,500)
Federal	7,767,472	7,938,280	7,697,187	(241,093)
State	785,920	801,638	132,984	(668,654)
Special	160,000	163,200	200,000	36,800
<b>740 Dawson Center</b>	<b>379,406</b>	<b>408,279</b>	<b>401,789</b>	<b>(6,490)</b>
General	31,000	31,620	31,620	0
Federal	348,406	376,659	370,169	(6,490)
<b>788 Information Services</b>	<b>34,834,314</b>	<b>34,905,350</b>	<b>35,320,154</b>	<b>414,804</b>
General	24,164,275	24,135,332	24,261,873	126,541
State	10,076,638	10,246,355	10,300,998	54,643
Special	593,401	523,663	757,283	233,620
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>200,176</b>	<b>154,647</b>	<b>250,000</b>	<b>95,353</b>
State	200,176	154,647	250,000	95,353
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>3,718,057</b>	<b>3,715,116</b>	<b>3,673,752</b>	<b>(41,364)</b>
General	2,911,862	2,933,595	2,923,978	(9,617)
Federal	396,743	401,704	495,963	94,259
State	409,452	379,817	253,811	(126,006)
<b>798 Youth Works Summer Job Program</b>	<b>4,472,597</b>	<b>4,564,236</b>	<b>4,673,725</b>	<b>109,489</b>
General	1,772,101	1,801,728	1,813,147	11,419
Federal	1,100,000	1,122,000	1,100,000	(22,000)
State	1,360,496	1,394,508	1,360,578	(33,930)
Special	240,000	246,000	400,000	154,000
<b>800 Workforce Services for WIOA Funded Youth</b>	<b>2,624,771</b>	<b>2,718,002</b>	<b>2,458,029</b>	<b>(259,973)</b>
Federal	2,624,771	2,718,002	2,458,029	(259,973)
<b>TOTAL OPERATING BUDGET</b>	<b>357,819,135</b>	<b>361,431,767</b>	<b>370,079,583</b>	<b>8,647,816</b>
LESS INTERNAL SERVICE FUND	0	0	0	0
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>357,819,135</b>	<b>361,431,767</b>	<b>370,079,583</b>	<b>8,647,816</b>



Key results funded in the Fiscal 2017 Recommended Budget:

- The Baltimore City Fire Department will install 16,500 free smoke alarm, an increase of 874 units from 2015.
- 600 guns will be seized by the Operational Intelligence Section of the Baltimore Police Department (BPD).
- 89% of the projected 810 street light outages will be repaired within four days of notification.
- 70% reduction in the number of shootings linked to Operation Ceasefire targeted groups, aided by an increase of 15% in the number of individuals who request follow-up assistance after a Call-In.
- CitiWatch Camera network intelligence will assist or initiate 1,500 arrests, contributing to a 32% reduction in crime in areas with cameras versus the immediate surrounding area.

Key budget decisions in Safer Streets:

- Shift one Baltimore City Fire Company to Federal grant support, generating \$2.6M in savings.
- Salary save 225 vacant Police Officer positions, generating \$20M in savings. BPD will implement operational efficiencies to move officers from behind desks to patrol, end manual timekeeping and improve technology.
- Renegotiation of the City’s Crossing Guard pay policy to reflect actual hours worked – changing the hours paid from four to two daily.
- Maintain funding for preventative street-light maintenance and the continuation of the Department of Transportation’s LED installation initiative in high-crime neighborhoods.
- Maintain funding for proactive crime prevention and intervention programs such as Operation Ceasefire, the CitiWatch Crime Camera Program and Metro Crime Stoppers.
- Continued investment in maintaining and improving the City’s first responder training programs, as well as investing in critical infrastructure upgrades for the Fire Department.

Savings generated across Safer Streets services was also used to invest in three key enhancements, including:

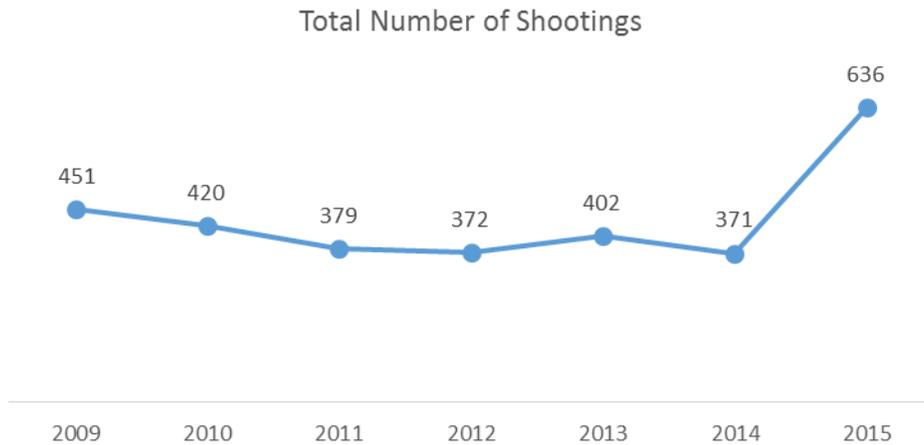
- Purchase of licenses to online Learning Management System for Fire Department personnel, allowing employees to complete training at the fire house, rather than being taken out-of-service. Online learning is expected to increase training compliance from 50% to a target 90% by Fiscal 2018 (\$100K).
- Six new Crime Lab supervisors will help improve the lab’s supervisor-subordinate ratio and bring the span of control in line with comparable industries, such as Research & Development. In hiring the Deputy Director, the Crime Lab saw a 94-incident reduction of quality issues requiring corrective action (\$870K).
- Purchase analytical and storage software for CitiWatch Program to improve utilization of data produced by the cameras, a move toward a strategic plan for camera placement in the City (\$150K).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	727,014,247	766,951,062	751,186,159	(15,764,903)	-2%
Federal	24,677,572	25,538,050	30,474,789	4,936,739	19%
State	28,604,932	29,051,792	30,060,182	1,008,390	3%
Special	8,591,808	8,892,247	10,077,009	1,184,762	13%
Parking Management	14,631,340	14,998,791	14,700,630	(298,161)	-2%
<b>Total</b>	<b>\$803,519,899</b>	<b>\$845,431,942</b>	<b>\$836,498,769</b>	<b>(\$8,933,173)</b>	<b>-1%</b>

*Includes the movement of emergency call center services from MOIT to BPD and BCFD.*

## 1. Shootings



Source Baltimore Police Department Crime Data

These data are derived from the Baltimore Police Department’s (BPD) Victim-Based crime statistics. This indicator measures the number of fatal and non-fatal shootings that occur in Baltimore on an annual basis. These figures do not include police-involved or self-inflicted incidents. Several factors have contributed to the current trend in the data, including:

### Positive Factors:

- Targeted enforcement of specific neighborhoods and known violent offenders.
- Discouraging illegal gun possession

### Negative Factors:

- Violence in the drug and gun marketplace.
- Barriers to employment opportunities, particularly for individuals with a criminal background.

The Fiscal 2017 recommended budget invests in numerous services and programs that are expected to help reduce shootings:

The City’s Operation Ceasefire program utilizes a data-driven approach to identify high-risk individuals and seeks to understand the social network or organization within which the individuals operate. Ceasefire collaborates with the BPD to host Call-Ins that provide targeted individuals with two options: 1) take advantage of social services and transition away from criminal activity or 2) face punitive law enforcement measures.

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

The City will provide General Fund Support for Project Safe Streets, a health-based violence reduction initiative, to help leverage continued grant funding and promote best practices in implementing project sites.

2. Property Crime

Property Crime Rate per 100,000 People



Source: Baltimore City Police Department Crime Data

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

**Positive Factors:**

- Effectiveness of CitiWatch as a crime prevention tool.
- Employment and recreational opportunities for Baltimore youth, such as YouthWorks.

**Negative Factors:**

- Resource availability for response to and processing of property crime.
- Lack of economic opportunity and job availability.

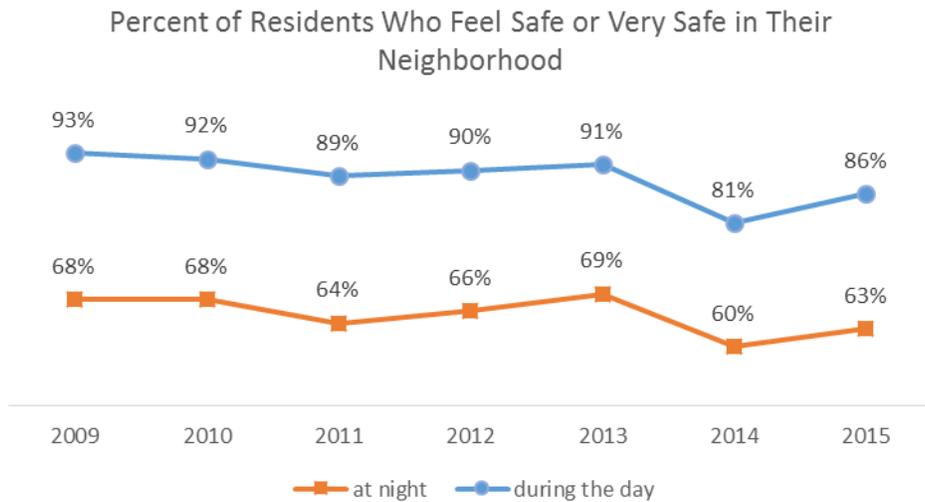
The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Property Crime indicator.

In Fiscal 2016, BPD received a supplemental appropriation to hire 10 additional Crime Scene Technicians to increase the lab’s capacity to respond to Crime Lab calls for service. This funding will continue in Fiscal 2017. Additionally, the recommended budget supports the creation of six supervisory positions to ensure that the lab is operating at maximum efficiency and quality assurance.

The City’s Curfew Centers will reframe their service provision, shifting away from a physical connection center. An evaluation of the program showed the centers were not reaching the target population. The Mayor’s Office of Criminal Justice will hire two permanent part-time employees to collect curfew violator data from BPD and focus on connecting the identified youth with social, educational, recreational and employment opportunities.

An analysis of the growth of the City’s crime camera network – now hosting 750 cameras – showed a need for increased investment in replacement, maintenance and repair. The CitiWatch program budget was adjusted to reflect its changing needs, as well as awarded enhancement funding to allow the program to begin analyzing data and strategically planning for future growth.

### 3. Citizen Perception of Safety



Source: Annual Citizen Survey

The annual Baltimore City Citizens’ Survey asks a sample population of city residents a series of questions pertaining to the quality of life in Baltimore, and asks respondents to provide ratings on a number of issue areas. Among the most important is the question on perception of safety—specifically, residents’ perception of safety in their neighborhood at night. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

- Use of CitiWatch Camera program to supplement physical police presence.
- Instillation of LED Street Lighting in high-crime neighborhoods.

**Negative Factors:**

- Poor enforcement of traffic safety laws.
- Lack of community trust in police response.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Citizen Perception of Safety indicator.

The Department of Transportation Street Lighting service will collaborate with BPD to identify high-crime areas in which to prioritize LED light fixture installation. LED fixtures emit a white-light, which heightens visibility, improves nighttime driver awareness and increases perception of safety in public spaces.

The Baltimore City Fire Department (BCFD) will continue to engage in Saturday Safety Sweeps, in which a fire company visits each neighborhood in its district at least once annually to provide free home-safety inspections and fire alarm installations. In addition to helping families identify potentially hazardous situations in the home, BCFD assists in establishing emergency home-exit strategies and CO2 mitigation.

The Office of Civil Rights’ Police Community Relations service will launch a new Police Complaint Mediation Program that aims to bridge the gap between Baltimore communities and their law enforcement resources. The program will collaborate with Community Mediation, a local organization, to facilitate the sessions.

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Safer Streets</b>	<b>803,519,899</b>	<b>845,431,942</b>	<b>837,386,601</b>	<b>(8,045,341)</b>
<b>110 Circuit Court</b>	<b>17,261,196</b>	<b>17,890,903</b>	<b>18,699,204</b>	<b>808,301</b>
General	9,754,421	10,291,459	9,934,185	(357,274)
Federal	2,127,470	2,033,109	2,296,681	263,572
State	5,164,052	5,283,734	6,286,214	1,002,480
Special	215,253	282,601	182,124	(100,477)
<b>115 Prosecution of Criminals</b>	<b>32,219,343</b>	<b>33,042,335</b>	<b>33,784,573</b>	<b>742,238</b>
General	26,249,750	27,005,891	27,154,911	149,020
Federal	1,002,117	1,058,151	1,439,329	381,178
State	4,759,396	4,766,051	4,828,091	62,040
Special	208,080	212,242	362,242	150,000
<b>316 Youth Violence Prevention</b>	<b>2,912,035</b>	<b>2,821,950</b>	<b>3,793,763</b>	<b>971,813</b>
General	735,378	667,340	926,756	259,416
Federal	695,400	685,012	1,444,632	759,620
State	1,481,257	1,469,598	1,422,375	(47,223)
<b>500 Street Lighting</b>	<b>18,100,320</b>	<b>19,186,668</b>	<b>19,187,612</b>	<b>944</b>
General	18,100,320	19,186,668	19,187,612	944
<b>600 Administration - Fire</b>	<b>8,984,243</b>	<b>9,394,917</b>	<b>10,261,744</b>	<b>866,827</b>
General	7,923,555	8,313,015	8,411,744	98,729
Federal	1,060,688	1,081,902	1,500,000	418,098
State	0	0	350,000	350,000
<b>602 Fire Suppression and Emergency Rescue</b>	<b>146,018,161</b>	<b>149,005,757</b>	<b>150,115,225</b>	<b>1,109,468</b>
General	144,605,958	147,493,249	146,103,710	(1,389,539)
Federal	12,263	12,508	2,611,575	2,599,067
State	1,399,940	1,500,000	1,399,940	(100,060)
<b>608 Emergency Management</b>	<b>1,011,421</b>	<b>1,142,309</b>	<b>976,432</b>	<b>(165,877)</b>
General	775,530	842,309	676,432	(165,877)
Federal	235,891	300,000	300,000	0
<b>610 Fire and Emergency Community Outreach</b>	<b>326,183</b>	<b>333,805</b>	<b>334,416</b>	<b>611</b>
General	326,183	333,805	334,416	611
<b>611 Fire Code Enforcement</b>	<b>4,819,691</b>	<b>5,054,234</b>	<b>5,042,521</b>	<b>(11,713)</b>
General	4,507,583	4,735,884	4,715,443	(20,441)
Federal	153,998	157,078	157,078	0
State	158,110	161,272	170,000	8,728
<b>612 Fire Investigation</b>	<b>962,575</b>	<b>935,983</b>	<b>939,593</b>	<b>3,610</b>
General	962,575	935,983	939,593	3,610
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>18,800,579</b>	<b>20,702,651</b>	<b>20,795,503</b>	<b>92,852</b>
General	14,755,319	16,376,126	16,468,978	92,852
Federal	2,720,400	2,975,168	2,975,168	0
State	1,069,860	1,091,257	1,091,257	0
Special	255,000	260,100	260,100	0
<b>614 Fire Communications and Dispatch</b>	<b>5,929,311</b>	<b>6,201,329</b>	<b>15,546,557</b>	<b>9,345,228</b>
General	5,929,311	6,201,329	11,105,130	4,903,801
Special	0	0	4,441,427	4,441,427
<b>615 Fire Training and Education</b>	<b>3,661,532</b>	<b>3,875,624</b>	<b>3,959,508</b>	<b>83,884</b>
General	3,661,532	3,875,624	3,959,508	83,884
<b>616 Juvenile Justice</b>	<b>0</b>	<b>0</b>	<b>499,494</b>	<b>499,494</b>
General	0	0	247,128	247,128
Federal	0	0	86,649	86,649
State	0	0	165,717	165,717
<b>617 Victim Services - MOCJ</b>	<b>0</b>	<b>0</b>	<b>728,131</b>	<b>728,131</b>
General	0	0	124,721	124,721
Federal	0	0	73,825	73,825
State	0	0	96,824	96,824
Special	0	0	432,761	432,761
<b>618 Crime Prevention</b>	<b>0</b>	<b>0</b>	<b>739,468</b>	<b>739,468</b>
General	0	0	593,196	593,196
Federal	0	0	146,272	146,272
<b>621 Administration - Police</b>	<b>36,073,779</b>	<b>43,775,090</b>	<b>40,979,686</b>	<b>(2,795,404)</b>
General	30,905,620	38,503,167	39,341,563	838,396

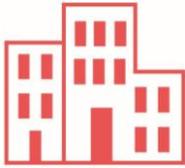
**OPERATING BUDGET BY OUTCOMES COMPARED WITH  
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2016 BUDGET	FISCAL 2017 CLS	FISCAL 2017 BUDGET	CHANGE BUD vs. CLS
<b>Safer Streets (Continued)</b>	<b>803,519,899</b>	<b>845,431,942</b>	<b>837,386,601</b>	<b>(8,045,341)</b>
Federal	1,602,739	1,635,195	1,638,123	2,928
Special	3,565,420	3,636,728	0	(3,636,728)
<b>622 Police Patrol</b>	<b>247,989,737</b>	<b>255,988,896</b>	<b>256,311,725</b>	<b>322,829</b>
General	240,368,907	248,302,830	248,993,193	690,363
State	6,005,830	5,973,206	5,594,532	(378,674)
Special	1,615,000	1,712,860	1,724,000	11,140
<b>623 Crime Investigation</b>	<b>56,673,692</b>	<b>57,791,649</b>	<b>36,306,243</b>	<b>(21,485,406)</b>
General	54,149,017	55,215,970	33,730,564	(21,485,406)
Federal	102,000	104,550	104,550	0
State	2,422,675	2,471,129	2,471,129	0
<b>624 Target Violent Criminals</b>	<b>45,590,292</b>	<b>46,551,519</b>	<b>43,447,576</b>	<b>(3,103,943)</b>
General	40,204,483	40,886,568	36,656,644	(4,229,924)
State	3,307,029	3,544,596	4,670,577	1,125,981
Special	2,078,780	2,120,355	2,120,355	0
<b>625 SWAT/ESU</b>	<b>8,436,973</b>	<b>9,006,404</b>	<b>9,730,800</b>	<b>724,396</b>
General	8,436,973	9,006,404	9,730,800	724,396
<b>626 Homeland Security - Intelligence</b>	<b>15,626,839</b>	<b>15,570,947</b>	<b>15,198,561</b>	<b>(372,386)</b>
General	8,064,622	7,754,231	7,378,582	(375,649)
Federal	7,562,217	7,816,716	7,819,979	3,263
<b>627 Emergency Communications</b>	<b>0</b>	<b>7,376,866</b>	<b>7,822,472</b>	<b>445,606</b>
General	0	7,376,866	7,822,472	445,606
<b>628 Police Internal Affairs</b>	<b>6,262,924</b>	<b>6,771,334</b>	<b>9,039,682</b>	<b>2,268,348</b>
General	6,262,924	6,771,334	9,039,682	2,268,348
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>8,747,083</b>	<b>8,794,565</b>	<b>7,810,451</b>	<b>(984,114)</b>
General	8,747,083	8,794,565	7,810,451	(984,114)
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>11,290,902</b>	<b>11,313,738</b>	<b>9,060,572</b>	<b>(2,253,166)</b>
General	11,065,902	11,083,113	8,829,947	(2,253,166)
Federal	225,000	230,625	230,625	0
<b>635 Police Recruiting and Training</b>	<b>15,181,192</b>	<b>15,382,667</b>	<b>15,904,099</b>	<b>521,432</b>
General	14,671,192	14,862,467	15,383,899	521,432
State	510,000	520,200	520,200	0
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,846,076</b>	<b>3,838,637</b>	<b>4,587,249</b>	<b>748,612</b>
General	3,846,076	3,838,637	4,587,249	748,612
<b>638 Marine Unit</b>	<b>307,358</b>	<b>315,424</b>	<b>2,049,579</b>	<b>1,734,155</b>
General	307,358	315,424	2,049,579	1,734,155
<b>640 Special Operations - Aviation</b>	<b>5,747,435</b>	<b>5,813,677</b>	<b>6,117,186</b>	<b>303,509</b>
General	5,747,435	5,813,677	6,117,186	303,509
<b>642 Crime Laboratory</b>	<b>13,657,659</b>	<b>14,687,430</b>	<b>16,330,179</b>	<b>1,642,749</b>
General	11,406,199	12,360,659	14,000,416	1,639,757
Federal	2,251,460	2,326,771	2,329,763	2,992
<b>688 Snow and Ice Control</b>	<b>2,864,399</b>	<b>5,241,931</b>	<b>6,341,931</b>	<b>1,100,000</b>
General	2,864,399	5,241,931	6,341,931	1,100,000
<b>693 Parking Enforcement</b>	<b>14,631,340</b>	<b>14,998,791</b>	<b>14,784,630</b>	<b>(214,161)</b>
Parking Management	14,631,340	14,998,791	14,700,630	(298,161)
Special	0	0	84,000	84,000
<b>697 Traffic Safety</b>	<b>8,675,068</b>	<b>8,731,647</b>	<b>7,849,908</b>	<b>(881,739)</b>
General	7,737,775	7,735,566	6,854,892	(880,674)
Federal	937,293	996,081	995,016	(1,065)
<b>716 Animal Services</b>	<b>3,164,962</b>	<b>3,331,679</b>	<b>3,031,573</b>	<b>(300,106)</b>
General	3,164,962	3,331,679	3,031,573	(300,106)
<b>752 Community Outreach Services</b>	<b>1,250,272</b>	<b>1,315,566</b>	<b>1,583,985</b>	<b>268,419</b>
General	1,050,272	1,111,566	1,373,985	262,419
Special	200,000	204,000	210,000	6,000
<b>757 CitiWatch</b>	<b>1,516,011</b>	<b>2,173,263</b>	<b>2,548,438</b>	<b>375,175</b>
General	1,486,011	2,142,663	2,292,663	150,000
Federal	0	0	70,775	70,775
Special	30,000	30,600	185,000	154,400
<b>758 Coordination of Public Safety Strategy - Administration</b>	<b>5,875,868</b>	<b>6,188,029</b>	<b>4,193,135</b>	<b>(1,994,894)</b>
General	883,757	1,149,041	626,434	(522,607)
Federal	2,990,637	3,097,055	3,246,701	149,646

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Safer Streets (Continued)</b>	<b>803,519,899</b>	<b>845,431,942</b>	<b>837,386,601</b>	<b>(8,045,341)</b>
State	1,577,199	1,509,172	245,000	(1,264,172)
Special	424,275	432,761	75,000	(357,761)
<b>781 Administration - State's Attorney</b>	<b>4,689,704</b>	<b>6,442,799</b>	<b>6,527,788</b>	<b>84,989</b>
General	4,689,704	6,442,799	6,527,788	84,989
<b>786 Victim and Witness Services</b>	<b>1,748,009</b>	<b>1,186,141</b>	<b>1,549,922</b>	<b>363,781</b>
General	1,499,725	924,938	1,290,659	365,721
Federal	248,284	261,203	259,263	(1,940)
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,587,384</b>	<b>1,607,098</b>	<b>1,623,610</b>	<b>16,512</b>
General	88,085	78,595	126,499	47,904
Federal	749,715	766,926	748,785	(18,141)
State	749,584	761,577	748,326	(13,251)
<b>817 Orphans' Court</b>	<b>487,868</b>	<b>487,489</b>	<b>487,609</b>	<b>120</b>
General	487,868	487,489	487,609	120
<b>848 Police Community Relations</b>	<b>151,749</b>	<b>555,524</b>	<b>555,998</b>	<b>474</b>
General	151,749	555,524	555,998	474
<b>871 Representation and Advice for Law Enforcement</b>	<b>0</b>	<b>13,632</b>	<b>0</b>	<b>(13,632)</b>
General	0	13,632	0	(13,632)
<b>881 Courthouse Security</b>	<b>4,199,517</b>	<b>4,155,789</b>	<b>4,351,821</b>	<b>196,032</b>
General	4,199,517	4,155,789	4,351,821	196,032
<b>882 Deputy Sheriff Enforcement</b>	<b>10,919,349</b>	<b>11,179,430</b>	<b>10,241,619</b>	<b>(937,811)</b>
General	10,919,349	11,179,430	10,241,619	(937,811)
<b>883 Service of Protective and Peace Orders</b>	<b>1,770,011</b>	<b>1,584,918</b>	<b>1,897,499</b>	<b>312,581</b>
General	1,770,011	1,584,918	1,897,499	312,581
<b>884 District Court Sheriff Services</b>	<b>2,532,333</b>	<b>2,614,715</b>	<b>2,448,070</b>	<b>(166,645)</b>
General	2,532,333	2,614,715	2,448,070	(166,645)
<b>889 Child Support Enforcement</b>	<b>1,017,524</b>	<b>1,056,193</b>	<b>1,269,261</b>	<b>213,068</b>
General	1,017,524	1,056,193	1,269,261	213,068
<b>TOTAL OPERATING BUDGET</b>	<b>803,519,899</b>	<b>845,431,942</b>	<b>837,386,601</b>	<b>(8,045,341)</b>
LESS INTERNAL SERVICE FUND	0	0	0	0
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>803,519,899</b>	<b>845,431,942</b>	<b>837,386,601</b>	<b>(8,045,341)</b>

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Key results funded in the Fiscal 2017 Recommended Budget:

- 60 lane miles will be paved by internal crews and 60 by contract crews, consistent with Fiscal 2015, supporting a target of 30% citizen satisfaction with street maintenance, a 5% increase from Fiscal 2015.
- Housing Code Enforcement will leverage \$30 million in private investment in Vacants to Value target areas.
- Youth programming will support 760,000 total visits to Recreation Centers and Pools.
- 50,000 rat burrows will be baited as a part of the proactive rat treatment program, with a targeted reduction of 1,041 citizen complaints, or 6%, compared to Fiscal 2015.
- The Department of Planning will target a 5% increase over Fiscal 2015 in eligible properties with local or national historic designation.
- 8 new miles of bike infrastructure will help support the new bikeshare program, which will target 10% of bikeshare rides replacing car trips.

Key budget decisions in Stronger Neighborhoods:

- Reduction in one-time funding provided to Community Action Centers in Fiscal 2016 due to loss of approximately \$668K of State CSBG funding. The City has not identified a new source of funding and will have to make service adjustments, including possible closure of one center.
- Maintain funding for building and zoning inspections and permits to ensure timeliness of construction permit review and zoning inspections.
- Support current funding for a certification coordinator for the National Flood Insurance Program Community Rating System, keeping insurance rates down for public and private properties.
- Support current levels of vacant property cleaning and boarding, including the Mayor’s Crime and Grime initiative.

Savings generated across Stronger Neighborhood services was also used to invest in two key enhancements, including:

- Purchase of a Direct Mailing Dataset, allowing Housing and Community Development (HCD) to more quickly identify vacant buildings and improve billing and mailing efforts across multiple City agencies by limiting the number of returned mailings (\$21K).
- Upgrade Park Maintenance positions to higher skill levels, improving the responsiveness to 311 requests (\$80K).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	130,830,418	144,968,743	134,864,026	(10,104,717)	-7%
Federal	14,487,651	14,897,805	16,342,002	1,444,197	10%
State	10,765,045	9,672,085	10,650,406	978,321	10%
Special	15,016,667	16,067,303	24,458,720	8,391,417	52%
<b>Total</b>	<b>\$171,099,781</b>	<b>\$185,605,936</b>	<b>\$186,315,154</b>	<b>\$709,218</b>	<b>0.4%</b>

1. Blight Elimination

Number of Vacant Residential Properties



Source: Baltimore City Department of Housing and Community Development

These properties are defined as any residential building that has been deemed uninhabitable by building code standards, and given a vacant building notice by HCD. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

- Vacants to Value, B-Hip, and the newly introduced “Grand Slam” home buying incentive program.
- Marketing efforts and incentives such as Live Near Your Work that attract new residents and keep current residents.

**Negative Factors:**

- Barriers in rehabilitation financing.
- Challenges aligning other City services (such as Police and Street Resurfacing) with Vacants to Value plans.

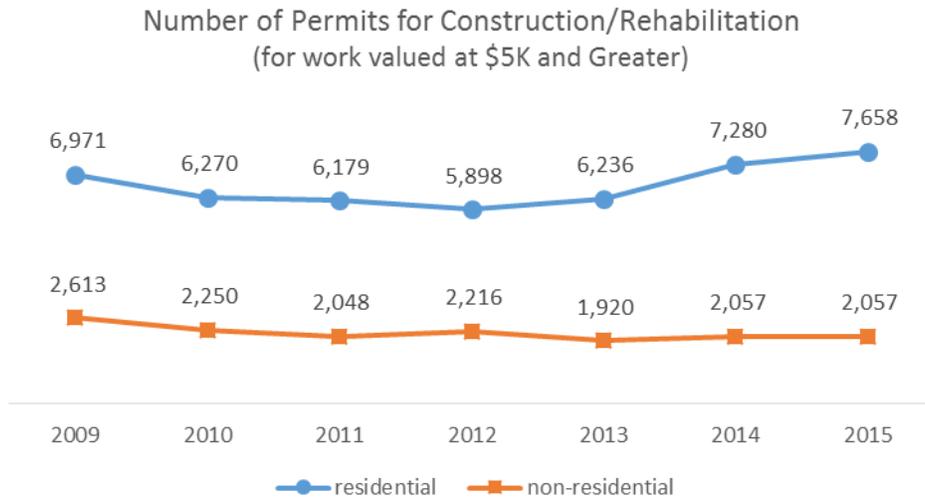
The Fiscal 2017 recommended budget invests in numerous services and programs that will support Blight Elimination.

Preserving the current level of funding for the Blight Elimination service, and an increased amount of funding for the Promote Homeownership service, demonstrates ongoing support for Vacants to Value and B-Hip initiatives. These programs will maintain the percent of vacant buildings sold in Vacants to Value targeted neighborhoods at 85% in Fiscal 2017. Additionally, this budget continues our commitment to capital funding for demolition, and the State has increased its support to demolition efforts.

Maintaining current level of service funding for Housing Code Enforcement supports strategic demolition, receivership, Community Development Clusters, Streamlined Code Enforcement Neighborhoods, and property maintenance code enforcement activities – all directly supporting this indicator. Code Enforcement has resulted in the demolition or rehabilitation of more than 4,000 homes since 2010, and has leveraged nearly \$155 million in private investment in target areas across the City.

Use of the Direct Mailing Database will allow HCD to pinpoint locations of vacant buildings before they have a vacant building notice. In the short term, this may increase the number of vacant properties as tracked by this indicator, but will allow the agency to move those properties through V2V more effectively, decreasing the number of vacant properties in the long term.

2. Neighborhood Investment



Source: Baltimore City Department of Housing and Community Development

This indicator measures the total number of permits issued by HCD for construction or rehabilitation. The \$5,000 threshold eliminates from consideration minor repairs to homes or businesses, ensuring the focus of the indicator is on significant neighborhood investment. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

- Improvements in the building permitting process.
- Affordability of Baltimore’s housing market.
- Vacants to Value program and housing rehabilitation incentives.

**Negative Factors:**

- Lingering effects of the Great Recession.
- Tedious permit application/review process in prior years.

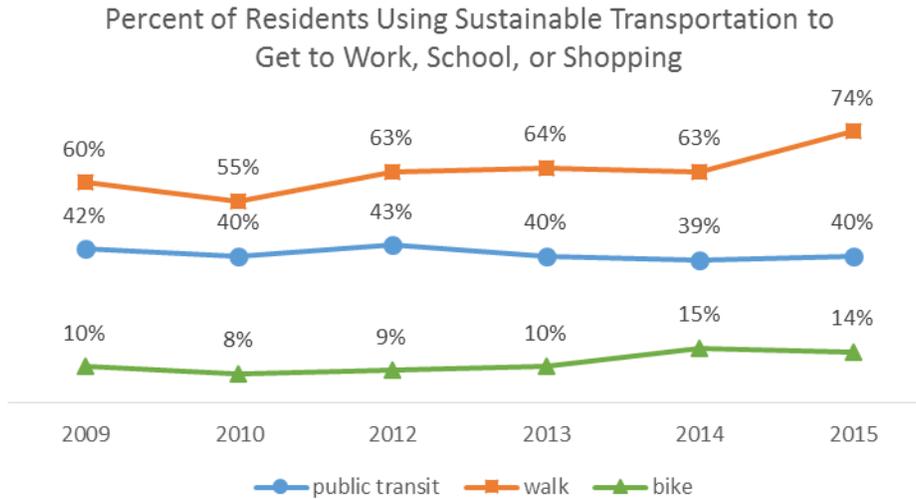
The Fiscal 2017 recommended budget invests in numerous services and programs that will support Neighborhood Investment.

The Board of Municipal and Zoning Appeals (BMZA) supports the consistent application of the Zoning Code for the City of Baltimore, providing public notice and hearings regarding conditional use permits, among other items. This budget preserves current services for BMZA and targets an increase in the percent of public hearings that result in permit application from 85% in Fiscal 2015 to 90% in Fiscal 2017.

The historic restorations property tax credit has incentivized neighborhood development in many historic districts in Baltimore. This budget maintains funding for Historic Preservation, supporting an increase in authorizations-to-proceed permits issued for Historic Districts and Landmark Properties from 687 in Fiscal 2015 to 800 in Fiscal 2017. A survey of all historic restorations and rehabilitations final tax credits showed that 75% of the properties were either vacant or unoccupied prior to rehabilitation.

Maintaining current service levels for Building and Zoning Inspections and Permits helps support this indicator by ensuring the safety and integrity of new construction and alterations. This service reviews permit applications and associated construction drawings, and conducts inspections to ensure compliance with codes. This service will continue improving the building permitting process, especially through an updated online permit application filing system that increases the number of permits eligible for online filing.

3. Sustainable Transportation



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

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

**Positive Factors:**

- The Charm City Circulator as a free downtown transportation service.
- Baltimore ranks as the 10<sup>th</sup> most walkable City in America, according to WalkScore.

**Negative Factors:**

- Public transportation in Baltimore is convoluted and limited, with little connectivity between modes.
- Walking and bicycling in the City can be dangerous.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support Sustainable Transportation.

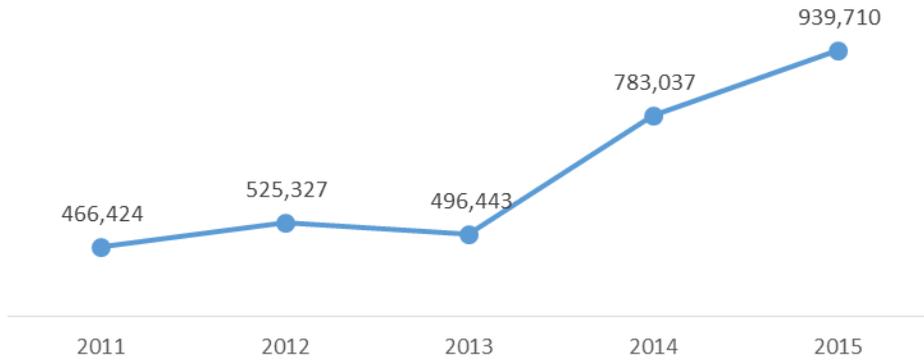
This budget supports current levels of service for the Charm City Circulator, and builds in bus replacement costs to ensure the long term sustainability of the service. The Circulator was designed to be fully funded through a share of the Parking Tax. The recommended parking tax increase from 20% to 24% – primarily impacting commuters to Baltimore – will help sustain the funding source for this service with minimal impact to City residents.

The Fiscal 2017 Capital and Operating budgets support the launch of a BikeShare program and growth of the City’s bike infrastructure. Phase I of the program will be complete by Spring of 2017, and will include 50 stations with 500 bikes. The Traffic Management service will also support the planned expansion of bike infrastructure by ensuring that all traffic construction projects are reviewed for potential improvements to bike and pedestrian infrastructure. These reviews are instrumental in improving the accessibility and safety of bicycling and walking in Baltimore.

An increase in support for Street Management reflects the transfer of positions from elsewhere in the Department of Transportation into this service. A reduction of five seasonal part-time personnel may impact timeliness of pot hole filling, but the service still targets 95% of potholes repaired within 48 hours. Well maintained streets improve traffic flow, which supports the reliability of bus traffic and increases the number of people willing to utilize public transportation. An increased use of sustainable transportation also supports the goals of this service by reducing the wear and tear on roadways over time – allowing the service to move toward a more proactive maintenance cycle.

4. Recreation Visits

Total Number of Visits to City-Operated Recreation Facilities



Source: Baltimore City Department of Recreation and Parks

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

**Positive Factors:**

- Collaborative programs with other City agencies has increased Recreation Center attendance.
- New pool events such as the W.A.T.E.R.S. program, Teen Nights, and Friends and Family Day.
- Increase in the number of event rentals at Cylburn.

**Negative Factors:**

- Attendance at Rawlings Conservatory was negatively impacted in 2015 by the April unrest that occurred nearby.

The Fiscal 2017 recommended budget invests in numerous services and programs that will increase Recreation Visits.

The Department of Recreation & Parks will continue investing in RecPro, a point-of-sale and user tracking software, to ensure the system is operational at all recreation facilities; a primary strategy for turning the curve on this indicator.

The Department of Recreation and Parks (BCRP) plans to take numerous actions in the upcoming year. One action is to offer sustainable and quality programming at each Recreation Center, and build partnerships with community leaders and stakeholders for those centers. Another action is to add new programs at City pools, increase the number of schools participating in Swim for Success, and focus on partnerships with organizations such as the Mayor’s Office for Criminal Justice and the Department of Social Services, as well as community outreach.

In Horticulture, the department will continue to focus on facility maintenance, improving customer service, and providing interesting programs. The City is also expanding and renovating Recreation Centers. It will be using funding from casino table games to support staffing and other items at centers. Finally with Youth and Adult Sports, the department will conduct an assessment of current recreational offerings, and eliminate programs with little support while increasing offerings with support.

The Mayor’s Recreation Center Master Plan includes significant upgrades to existing centers as well as building new centers. Centers receiving upgrades in upcoming years include the CC Jackson Recreation Center, which is being renovated and Cahill and Cherry Hill Recreation Centers, which are being renovated and expanded to include aquatics.

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Stronger Neighborhoods</b>	<b>171,099,781</b>	<b>185,605,936</b>	<b>186,315,154</b>	<b>709,218</b>
<b>185 Zoning, Tax and Other Appeals</b>	<b>630,079</b>	<b>647,776</b>	<b>650,514</b>	<b>2,738</b>
General	630,079	647,776	650,514	2,738
<b>593 Community Support Projects</b>	<b>7,634,837</b>	<b>7,815,073</b>	<b>7,916,709</b>	<b>101,636</b>
Federal	7,634,837	7,815,073	7,916,709	101,636
<b>644 Administration - Rec and Parks</b>	<b>4,335,600</b>	<b>4,369,813</b>	<b>4,222,732</b>	<b>(147,081)</b>
General	4,202,364	4,233,246	4,086,165	(147,081)
State	133,236	136,567	136,567	0
<b>645 Aquatics</b>	<b>2,320,643</b>	<b>2,423,702</b>	<b>2,423,399</b>	<b>(303)</b>
General	2,320,643	2,423,702	1,923,399	(500,303)
Special	0	0	500,000	500,000
<b>646 Park Maintenance</b>	<b>10,871,205</b>	<b>11,963,119</b>	<b>12,562,017</b>	<b>598,898</b>
General	9,619,553	10,683,182	10,582,080	(101,102)
State	1,251,652	1,279,937	1,279,937	0
Special	0	0	700,000	700,000
<b>648 Community Recreation Centers</b>	<b>13,155,774</b>	<b>14,827,886</b>	<b>14,920,833</b>	<b>92,947</b>
General	13,021,158	14,662,557	13,477,807	(1,184,750)
Federal	0	27,762	276,776	249,014
Special	134,616	137,567	1,166,250	1,028,683
<b>649 Special Facilities Management - Recreation</b>	<b>1,394,103</b>	<b>1,450,058</b>	<b>1,448,285</b>	<b>(1,773)</b>
General	23,025	37,071	37,071	0
Special	1,371,078	1,412,987	1,411,214	(1,773)
<b>650 Horticulture</b>	<b>1,439,174</b>	<b>1,597,529</b>	<b>1,826,699</b>	<b>229,170</b>
General	942,976	1,098,499	1,272,275	173,776
Special	496,198	499,030	554,424	55,394
<b>653 Park Programs &amp; Events</b>	<b>644,539</b>	<b>679,018</b>	<b>678,469</b>	<b>(549)</b>
Special	644,539	679,018	678,469	(549)
<b>662 Vacant/Abandoned Property Cleaning and Boarding</b>	<b>8,319,141</b>	<b>8,782,532</b>	<b>8,325,900</b>	<b>(456,632)</b>
General	6,863,449	7,297,726	6,898,751	(398,975)
Federal	1,455,692	1,484,806	1,427,149	(57,657)
<b>681 Administration - DOT</b>	<b>8,789,396</b>	<b>9,320,270</b>	<b>9,449,950</b>	<b>129,680</b>
General	8,279,204	8,799,874	8,929,554	129,680
Federal	510,192	520,396	520,396	0
<b>683 Street Management</b>	<b>28,675,601</b>	<b>31,511,812</b>	<b>31,736,764</b>	<b>224,952</b>
General	26,622,201	29,417,344	29,666,636	249,292
State	836,400	853,128	853,128	0
Special	1,217,000	1,241,340	1,217,000	(24,340)
<b>684 Traffic Management</b>	<b>12,280,239</b>	<b>12,863,388</b>	<b>12,425,870</b>	<b>(437,518)</b>
General	11,559,956	12,117,887	11,801,341	(316,546)
Special	720,283	745,501	624,529	(120,972)
<b>689 Vehicle Impounding and Disposal</b>	<b>7,634,293</b>	<b>7,824,149</b>	<b>7,600,611</b>	<b>(223,538)</b>
General	7,634,293	7,824,149	7,600,611	(223,538)
<b>690 Sustainable Transportation</b>	<b>13,293,010</b>	<b>18,842,301</b>	<b>19,554,062</b>	<b>711,761</b>
General	4,018,335	8,670,415	1,036,914	(7,633,501)
Federal	0	0	100,000	100,000
State	2,078,262	2,121,500	3,219,489	1,097,989
Special	7,196,413	8,050,386	15,197,659	7,147,273
<b>696 Street Cuts Management</b>	<b>891,633</b>	<b>940,797</b>	<b>940,355</b>	<b>(442)</b>
General	891,633	940,797	940,355	(442)
<b>727 Real Property Management</b>	<b>1,668,245</b>	<b>1,567,640</b>	<b>2,394,868</b>	<b>827,228</b>
General	1,668,245	1,567,640	2,394,868	827,228
<b>737 Administration - HCD</b>	<b>3,781,496</b>	<b>4,070,089</b>	<b>3,757,235</b>	<b>(312,854)</b>
General	2,606,373	2,818,564	2,376,271	(442,293)
Federal	1,175,123	1,251,525	1,380,964	129,439
<b>741 Community Action Centers</b>	<b>8,021,542</b>	<b>6,983,617</b>	<b>6,262,688</b>	<b>(720,929)</b>
General	1,346,104	1,469,426	776,960	(692,466)
Federal	863,013	899,369	877,543	(21,826)
State	5,812,425	4,614,822	4,608,185	(6,637)
<b>742 Promote Homeownership</b>	<b>649,824</b>	<b>666,281</b>	<b>274,008</b>	<b>(392,273)</b>
General	0	0	187,405	187,405

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

Outcome, Service and Fund	FISCAL 2016 BUDGET	FISCAL 2017 CLS	FISCAL 2017 BUDGET	CHANGE BUD vs. CLS
<b>Stronger Neighborhoods (Continued)</b>	<b>171,099,781</b>	<b>185,605,936</b>	<b>186,315,154</b>	<b>709,218</b>
Federal	649,824	666,281	86,603	(579,678)
<b>745 Housing Code Enforcement</b>	<b>14,412,285</b>	<b>15,209,422</b>	<b>14,929,512</b>	<b>(279,910)</b>
General	14,362,285	15,158,422	14,879,512	(278,910)
Special	50,000	51,000	50,000	(1,000)
<b>747 Register and License Properties and Contractors</b>	<b>579,120</b>	<b>639,070</b>	<b>636,689</b>	<b>(2,381)</b>
General	579,120	639,070	636,689	(2,381)
<b>748 Housing Development Finance and Project Management</b>	<b>738,334</b>	<b>763,919</b>	<b>642,238</b>	<b>(121,681)</b>
Federal	738,334	763,919	642,238	(121,681)
<b>749 Blight Elimination</b>	<b>2,749,163</b>	<b>3,056,678</b>	<b>3,433,445</b>	<b>376,767</b>
General	2,749,163	3,056,678	3,433,445	376,767
<b>750 Housing Rehabilitation Services</b>	<b>1,740,349</b>	<b>1,753,981</b>	<b>3,301,724</b>	<b>1,547,743</b>
Federal	1,269,349	1,273,561	2,923,624	1,650,063
State	471,000	480,420	378,100	(102,320)
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,525,710</b>	<b>5,768,785</b>	<b>5,729,893</b>	<b>(38,892)</b>
General	5,525,710	5,768,785	5,729,893	(38,892)
<b>762 Historic Preservation</b>	<b>860,948</b>	<b>901,872</b>	<b>628,470</b>	<b>(273,402)</b>
General	590,948	626,269	628,470	2,201
Special	270,000	275,603	0	(275,603)
<b>763 Comprehensive Planning and Resource Management</b>	<b>4,667,162</b>	<b>4,793,232</b>	<b>4,069,098</b>	<b>(724,134)</b>
General	1,377,265	1,437,537	1,344,923	(92,614)
Federal	191,287	195,113	190,000	(5,113)
State	182,070	185,711	175,000	(10,711)
Special	2,916,540	2,974,871	2,359,175	(615,696)
<b>768 Administration - Planning</b>	<b>851,268</b>	<b>929,742</b>	<b>922,303</b>	<b>(7,439)</b>
General	851,268	929,742	922,303	(7,439)
<b>815 Live Baltimore</b>	<b>575,842</b>	<b>587,359</b>	<b>557,991</b>	<b>(29,368)</b>
General	575,842	587,359	557,991	(29,368)
<b>850 Liquor Licensing</b>	<b>826,954</b>	<b>867,194</b>	<b>908,714</b>	<b>41,520</b>
General	826,954	867,194	908,714	41,520
<b>851 Liquor License Compliance</b>	<b>939,893</b>	<b>979,135</b>	<b>977,068</b>	<b>(2,067)</b>
General	939,893	979,135	977,068	(2,067)
<b>878 Disabilities Commission</b>	<b>202,379</b>	<b>208,697</b>	<b>206,041</b>	<b>(2,656)</b>
General	202,379	208,697	206,041	(2,656)
<b>TOTAL OPERATING BUDGET</b>	<b>171,099,781</b>	<b>185,605,936</b>	<b>186,315,154</b>	<b>709,218</b>
LESS INTERNAL SERVICE FUND	0	0	0	0
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>171,099,781</b>	<b>185,605,936</b>	<b>186,315,154</b>	<b>709,218</b>

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Key results funded in the Fiscal 2017 Recommended Budget:

- Development Oversight and Project Support has a target of 145 pre-development meetings, an 11% increase over Fiscal 2015 actuals, which in turn will support Baltimore Development Corporation’s targeted growth of 94 new or expanding businesses in commercial corridors in Fiscal 2017.
- 1,700 Baltimore City residents will obtain job placement through the Career Center Network. This is a targeted increase of 28% over Fiscal 2015 actuals.
- \$16.9 million of total tax revenue will be generated by Baltimore Convention Center events.
- A combined target of 1.08 million annual visitors to the City’s arts and culture institutions will help increase the total number of visitors to Baltimore.

Key budget decisions in Growing Economy:

- Maintaining funding for Special Event Support and Inner Harbor services in the Department of Transportation.
- Maintaining current levels of service for Discrimination Investigations, Resolutions, and Conciliations as well as the Minority and Women’s Business Opportunity Office.
- A no-impact reduction in Survey Control eliminates three vacant positions and produces \$143k in savings that allows Employment Enhancement Services for City Residents to maintain current levels of service funding.
- Increasing Conduit operations by \$8 million due to the increase in the Conduit Lease Rate from \$0.9785 to \$3.33. Conduit operations promote economic development through facilitating ready access to power and communications facilities for new construction, existing businesses, and expanding business needs. New and expanded business means jobs for Baltimore.
- Reducing General Fund support to Retention, Expansion, and Attraction of Businesses by \$500k by charging appropriate overhead costs to Capital funds.
- An analysis of current and projected actuals of other personnel costs for both art museums reduced the City’s obligation by \$500k.

Savings generated across Growing Economy services was also used to invest in the following enhancement:

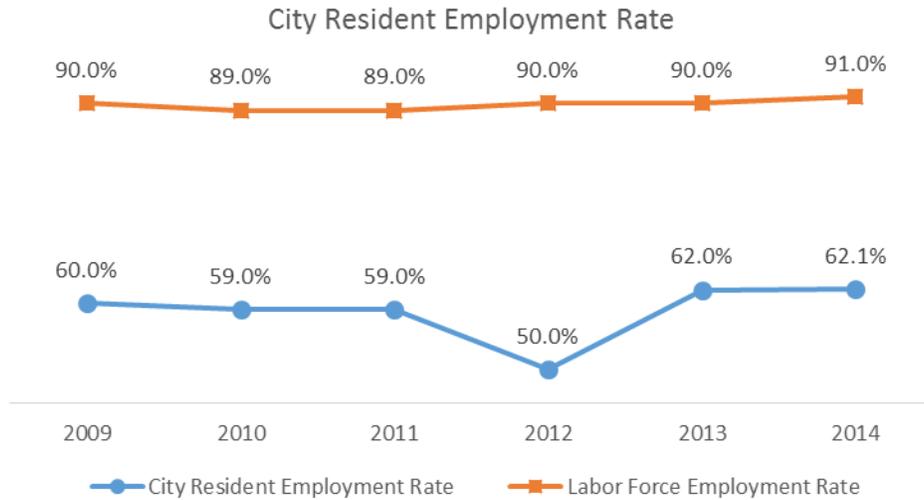
- Purchasing 8,000 new chairs to replace the current set (purchased in 1996) for Baltimore Convention Center. This enhancement was funded over a two-year period, receiving partial funding in Fiscal 2016 that will be carried forward for a total budget of \$1.5M in Fiscal 2017. This will ensure the City’s convention center can remain competitive among much newer and larger facilities in neighboring cities (\$900k).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	62,139,017	63,952,010	60,682,772	(3,269,238)	-5%
Federal	7,750,721	7,820,268	8,946,193	1,125,925	14%
State	7,370,112	7,525,735	7,051,603	(474,132)	-6%
Special	1,369,661	1,398,449	1,833,983	435,534	31%
Conduit Enterprise	7,894,757	8,238,426	16,000,000	7,761,574	94%
Parking Enterprise	28,750,780	28,896,693	31,780,518	2,883,825	10%
Parking Management	9,812,154	10,074,375	10,074,375	-	0%
<b>Total</b>	<b>\$125,087,202</b>	<b>\$127,905,956</b>	<b>\$136,369,444</b>	<b>\$8,463,488</b>	<b>7%</b>

## Growing Economy

### 1. Employment Rate



Source American Fact Finder, U.S. Census Bureau

The primary indicator uses U.S. Census Bureau official estimates of the total number of employed Baltimore City residents “eligible to participate in the workforce” (i.e. between the ages of 16 and 64). This improved upon the traditional measure commonly used to determine employment rate which considers the entire labor force, and presents a skewed picture as individuals who are unemployed for more than six months are no longer considered part of the labor force. Several factors have contributed to the current trend in the data, including:

#### **Positive Factors:**

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

#### **Negative Factors:**

- Barriers to employment including mental health issues, racial disparities, a lack of access to childcare, and a lack of access to reliable transportation.
- A weak education system that limits residents’ exposure to the skills and training needed to be competitive in the global economy.

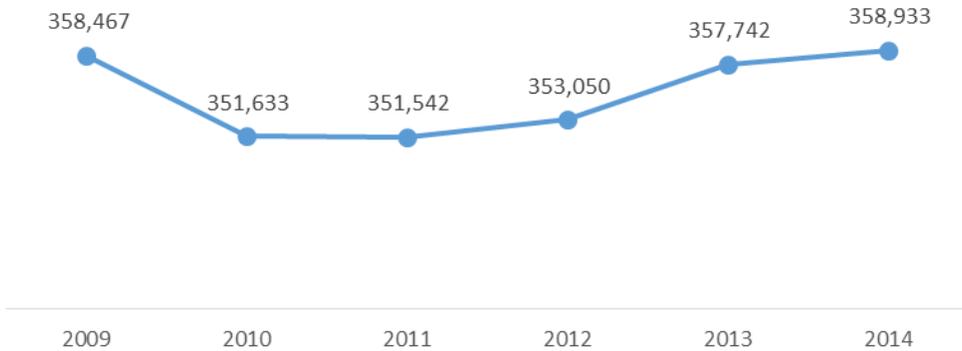
The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Employment Rate indicator:

Maintain current level of funding for Employment Enhancement Services for Baltimore City Residents in order to offer residents the opportunity to build career portfolios and obtain essential computer and occupational skills tied directly to Baltimore’s high-growth sectors.

Two services within the Office of Civil Rights – Wage Investigation & Enforcement and Discrimination Investigations, Resolutions, and Conciliations – maintained current funding levels to reduce barriers to employment, protect residents currently employed, and ensure employers and businesses are abiding by Federal wage laws. The Minority and Women’s Business Opportunity Office was also maintained to strengthen the City’s support of local small business owners.

## 2. Jobs in Baltimore

Total Number of Jobs in The City of Baltimore



Source: Maryland Department of Labor, Licensing, and Regulation

This dataset, which comes from the Maryland Department of Labor, Licensing, and Regulation’s Office of Workforce and Information Performance, includes all public and non-public sector jobs (full-time and part-time) in the City of Baltimore. Several factors have contributed to the current trend in the data, including:

### Positive Factors:

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

### Negative Factors:

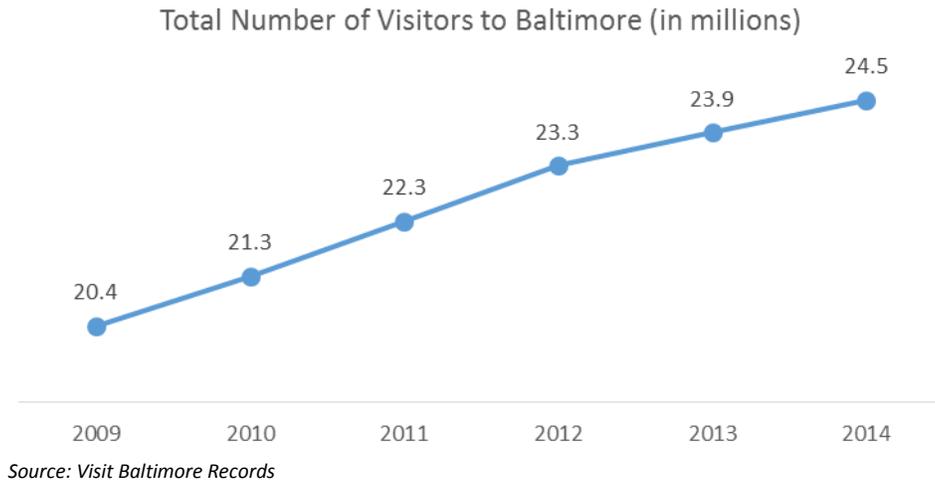
- Barriers to job growth and private development including both the negative perception of Baltimore and limitations on ease of doing business with the City.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Jobs in Baltimore indicator:

The following three services within Baltimore Development Corporation were maintained at current service levels: Real Estate Development; Small Business Resource Center; and Emerging Technology Center. These services each contribute to job growth by promoting Baltimore as a business-friendly City, strengthening the financial support the City provides to small businesses and entrepreneurs, and helping potential businesses navigate the City’s regulatory and tax codes.

Development Oversight and Project Support was preserved at slightly below the current level of funding for Fiscal 2017 in order to avoid any service impact. This service complements Real Estate Development by providing direct support to applicants who wish to build and invest in Baltimore City, providing them with technical assistance and professional advice on how best to achieve developmental goals for their property, while conforming to zoning and land-use regulations that meet the City’s Comprehensive Plan objectives.

### 3. Visitors to Baltimore



This dataset comes from Visit Baltimore and includes domestic visitors to Baltimore for leisure and business travel. The data for 2015 are not yet available, but we expect there was a dip in tourism due to the civil unrest in April of 2015. Several factors have contributed to the current trend in the data, including:

#### Positive Factors:

- Baltimore is home to many destination events, art and culture institutions, world-class sports teams, and other celebrated tourist attractions.
- The City's investment in the Inner Harbor waterfront and Downtown areas.

#### Negative Factors:

- Limited shopping options.
- A negative perception of safety compounded by the recent civil unrest.
- An aging Convention Center that struggles to compete with larger, newer, east-coast facilities.

The Fiscal 2017 recommended budget invests in numerous services and programs that will help to increase Visitors to Baltimore:

The Baltimore Symphony Orchestra, the Walters Art Museum, the Baltimore Museum of Art, and Events, Art, Culture, and Film were all maintained at Fiscal 2016 funding levels. These organizations represent the foundation of the City's commitment to arts and culture programming. The two art museums receive full City support to cover the costs of health and fringe benefits for their employees.

The Maryland Zoo in Baltimore and the Bromo Seltzer Arts Tower were provided with current services increases.

In order to provide special event support for large-scale tourism attractions, the Special Events service was maintained at current levels. Visit Baltimore is appropriated 40% of the Hotel Tax revenue per State law. This amounts to \$13.29M in Fiscal 2017, a growth of 47% over the Fiscal 2009 appropriation.

While the Fiscal 2017 recommended budget for Convention Center Operations was reduced from current funding levels, this was done as a tradeoff to secure the necessary funding to purchase 8,000 new chairs for the Center's meeting rooms. The chairs had a total cost of \$1.5M -- \$600k of which was appropriated in Fiscal 2016 and will be carried forward with the \$900k earmarked for Fiscal 2017. The net change to Fiscal 2017 is an increase of \$230k.

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

Outcome, Service and Fund	FISCAL 2016 BUDGET	FISCAL 2017 CLS	FISCAL 2017 BUDGET	CHANGE BUD vs. CLS
<b>Growing Economy</b>	<b>125,087,202</b>	<b>127,905,956</b>	<b>136,369,444</b>	<b>8,463,488</b>
493 Art and Culture Grants	6,156,975	6,199,282	5,680,969	(518,313)
General	6,156,975	6,199,282	5,680,969	(518,313)
535 Convention Center Hotel	7,325,000	7,920,000	7,920,000	0
General	7,325,000	7,920,000	7,920,000	0
540 Royal Farms Arena Operations	592,713	604,567	500,000	(104,567)
General	592,713	604,567	500,000	(104,567)
548 Conduits	7,894,757	8,238,426	16,000,000	7,761,574
Conduit Enterprise	7,894,757	8,238,426	16,000,000	7,761,574
590 Civic Promotion Grants	468,145	477,508	458,148	(19,360)
General	468,145	477,508	458,148	(19,360)
656 Wage Investigation and Enforcement	199,664	226,544	224,196	(2,348)
General	199,664	226,544	224,196	(2,348)
682 Parking Management	38,562,934	38,971,068	41,854,893	2,883,825
Parking Management	9,812,154	10,074,375	10,074,375	0
Parking Enterprise	28,750,780	28,896,693	31,780,518	2,883,825
685 Special Events	471,977	493,364	1,352,974	859,610
General	471,977	493,364	1,352,974	859,610
687 Inner Harbor Services - Transportation	925,027	1,348,703	1,352,622	3,919
General	925,027	1,348,703	1,352,622	3,919
692 Bridge and Culvert Management	3,321,075	3,223,250	3,159,212	(64,038)
General	3,321,075	3,223,250	3,159,212	(64,038)
694 Survey Control	744,881	676,459	528,866	(147,593)
General	744,881	676,459	528,866	(147,593)
695 Dock Master	264,661	280,580	280,783	203
Special	264,661	280,580	280,783	203
735 Special Events	917,540	853,292	0	(853,292)
General	917,540	853,292	0	(853,292)
761 Development Oversight and Project Support	1,212,098	1,263,237	1,207,924	(55,313)
General	1,212,098	1,263,237	1,207,924	(55,313)
792 Workforce Services for TANF Recipients	3,746,482	3,800,769	3,446,796	(353,973)
Federal	3,209,237	3,244,558	3,246,796	2,238
State	537,245	556,211	200,000	(356,211)
793 Employment Enhancement Services for Baltimore City Residents	1,762,837	1,762,582	1,959,712	197,130
General	1,317,837	1,317,913	1,314,712	(3,201)
Special	445,000	444,669	645,000	200,331
794 Administration - MOED	1,666,405	1,715,785	623,549	(1,092,236)
General	1,508,639	1,582,495	623,549	(958,946)
Federal	0	(27,631)	0	27,631
State	107,766	109,921	0	(109,921)
Special	50,000	51,000	0	(51,000)
795 Workforce Services for Baltimore Residents	5,101,484	5,174,541	6,258,597	1,084,056
Federal	4,501,484	4,562,541	5,658,597	1,096,056
State	400,000	408,000	400,000	(8,000)
Special	200,000	204,000	200,000	(4,000)
809 Retention, Expansion, and Attraction of Businesses	1,630,330	1,662,937	1,275,849	(387,088)
General	1,530,330	1,560,937	1,023,849	(537,088)
Special	100,000	102,000	252,000	150,000
810 Real Estate Development	1,987,471	2,027,220	2,027,220	0
General	1,787,471	1,823,220	1,823,220	0
Special	200,000	204,000	204,000	0
811 Inner Harbor Coordination	521,238	531,663	356,663	(175,000)
General	521,238	531,663	356,663	(175,000)
812 Business Support - Small Business Resource Center	466,848	476,185	476,185	0
General	466,848	476,185	476,185	0
813 Technology Development - Emerging Technology Center	815,156	831,459	831,459	0
General	815,156	831,459	831,459	0
814 Improve and Promote Retail Districts Beyond Downtown	1,686,557	1,720,288	1,690,288	(30,000)
General	1,686,557	1,720,288	1,690,288	(30,000)

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Growing Economy (Continued)</b>	<b>125,087,202</b>	<b>127,905,956</b>	<b>136,369,444</b>	<b>8,463,488</b>
Special	100,000	102,000	102,000	0
<b>820 Convention Sales and Tourism Marketing</b>	<b>13,973,885</b>	<b>14,253,363</b>	<b>13,491,382</b>	<b>(761,981)</b>
General	13,973,885	14,253,363	13,491,382	(761,981)
<b>824 Events, Art, Culture, and Film</b>	<b>2,279,499</b>	<b>2,325,089</b>	<b>2,419,499</b>	<b>94,410</b>
General	2,279,499	2,325,089	2,279,499	(45,590)
Special	0	0	140,000	140,000
<b>828 Bromo Seltzer Arts Tower</b>	<b>75,000</b>	<b>76,500</b>	<b>76,500</b>	<b>0</b>
General	75,000	76,500	76,500	0
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>898,237</b>	<b>914,894</b>	<b>912,520</b>	<b>(2,374)</b>
General	848,237	863,894	861,520	(2,374)
Federal	40,000	40,800	40,800	0
Special	10,000	10,200	10,200	0
<b>855 Convention Center</b>	<b>18,742,887</b>	<b>19,116,325</b>	<b>19,283,874</b>	<b>167,549</b>
General	12,417,786	12,664,722	12,832,271	167,549
State	6,325,101	6,451,603	6,451,603	0
<b>869 Minority and Women's Business Opportunity Office</b>	<b>675,439</b>	<b>740,076</b>	<b>718,764</b>	<b>(21,312)</b>
General	675,439	740,076	718,764	(21,312)
<b>TOTAL OPERATING BUDGET</b>	<b>125,087,202</b>	<b>127,905,956</b>	<b>136,369,444</b>	<b>8,463,488</b>
LESS INTERNAL SERVICE FUND	0	0	0	0
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>125,087,202</b>	<b>127,905,956</b>	<b>136,369,444</b>	<b>8,463,488</b>



Key results funded in the Fiscal 2017 Recommended Budget:

- 37% of all facility maintenance work will be for preventative, rather than reactive, maintenance, as compared to 5% in Fiscal 2015.
- 18,000 vendors will be registered in Citibuy, invoices will be paid within 30 days on average, and the Budget Office will generate \$3M of savings from recommendations in management research reports.
- The City’s fleet will be available for 90% of scheduled operating time, compared to 81% in Fiscal 2015.
- 4,000 City employees will be trained through the COB University, a 35% increase from Fiscal 2015.
- 40% of reports from the City’s mainframe infrastructure will be available on user-friendly dashboards, as compared to 10% in Fiscal 2015.
- Civil service vacancies will be filled within 75 days, as compared to 81 days in Fiscal 2015.

Key budget decisions in Innovative Government:

- Reprioritize funding for CharmTV, requiring that the General Fund support government transparency and external revenue sources maintain and expand original programming.
- Reduction in funding for the annual Citizen Survey, requiring the service to seek external revenue sources for support and move to a biennial survey.
- Reduction in funding for the revenue collections call center, with the impact of increased wait times.
- Maintain funding for investigations of fraud, waste, and abuse within City government.
- Maintain funding for the preventative maintenance of the City’s fleet and facilities.
- Maintain funding for a data warehouse and the City’s Open Data website.
- Establish a capital reserve for public buildings in the Internal Service Fund.
- Create six Human Resources positions to support the civil service hiring process.

Savings generated across Innovative Government services was also used to invest in four key enhancements, including:

- Creating a claims review process and investigating tort claims against the Police Department, generating cost savings and allowing the Law Department to more quickly identify problem Police Officers (\$100k).
- Upgrading Law Department Technology enabling remote City-wide data collection and the migration to a paperless office, which will reduce long-term costs and improve information governance (\$570k).
- Hiring accountants to support quadrennial audits and ensure grants compliance (\$500k).
- Hiring one investigator focusing on Fire and Police disability and worker’s compensation fraud (\$100k).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	115,315,795	114,010,928	109,994,813	(4,016,115)	-4%
Federal	364,453	386,467	299,794	(86,673)	-22%
State	1,451,026	1,480,046	1,480,046	-	0%
Special	14,836,934	14,660,468	10,493,430	(4,167,038)	-28%
Internal Service	88,867,258	92,784,713	111,626,017	18,841,304	20%
Loan and Guarantee Enterprise	500,000	516,073	500,000	(16,073)	-3%
<b>Total</b>	<b>\$221,335,466</b>	<b>\$223,838,695</b>	<b>\$234,394,100</b>	<b>\$10,555,405</b>	<b>5%</b>

*Includes the movement of emergency call center services from MOIT to BPD and BCFD.*

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Innovative Government</b>	<b>221,335,466</b>	<b>223,838,695</b>	<b>234,394,100</b>	<b>10,555,405</b>
<b>100 City Council</b>	<b>6,128,301</b>	<b>6,550,839</b>	<b>6,530,869</b>	<b>(19,970)</b>
General	6,128,301	6,550,839	6,530,869	(19,970)
<b>103 Council Services</b>	<b>666,564</b>	<b>718,347</b>	<b>711,450</b>	<b>(6,897)</b>
General	666,564	718,347	711,450	(6,897)
<b>106 Legislative Reference Services</b>	<b>543,070</b>	<b>634,443</b>	<b>628,895</b>	<b>(5,548)</b>
General	543,070	634,443	628,895	(5,548)
<b>107 Archives and Records Management</b>	<b>507,262</b>	<b>524,342</b>	<b>523,578</b>	<b>(764)</b>
General	507,262	524,342	523,578	(764)
<b>125 Executive Direction and Control - Mayoralty</b>	<b>5,217,151</b>	<b>5,446,648</b>	<b>7,069,525</b>	<b>1,622,877</b>
General	4,369,331	4,565,603	6,274,897	1,709,294
Federal	364,453	386,467	299,794	(86,673)
State	373,367	380,834	380,834	0
Special	110,000	113,744	114,000	256
<b>128 Labor Contract Negotiations and Administration</b>	<b>805,453</b>	<b>846,905</b>	<b>802,840</b>	<b>(44,065)</b>
General	805,453	846,905	802,840	(44,065)
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,275,563</b>	<b>1,323,714</b>	<b>1,320,137</b>	<b>(3,577)</b>
General	1,275,563	1,323,714	1,320,137	(3,577)
<b>131 Audits</b>	<b>4,011,472</b>	<b>4,284,061</b>	<b>4,265,129</b>	<b>(18,932)</b>
General	4,011,472	4,284,061	4,265,129	(18,932)
<b>132 Real Estate Acquisition and Management</b>	<b>1,013,704</b>	<b>1,077,389</b>	<b>1,073,980</b>	<b>(3,409)</b>
General	1,013,704	1,077,389	1,073,980	(3,409)
<b>133 Municipal Telephone Exchange</b>	<b>10,331,617</b>	<b>10,555,371</b>	<b>9,371,241</b>	<b>(1,184,130)</b>
Internal Service	10,331,617	10,555,371	9,371,241	(1,184,130)
<b>136 Municipal Post Office</b>	<b>756,319</b>	<b>776,908</b>	<b>742,338</b>	<b>(34,570)</b>
Internal Service	756,319	776,908	742,338	(34,570)
<b>148 Revenue Collection</b>	<b>6,211,605</b>	<b>6,372,477</b>	<b>6,522,421</b>	<b>149,944</b>
General	6,211,605	6,372,477	6,522,421	149,944
<b>150 Treasury and Debt Management</b>	<b>1,126,384</b>	<b>1,128,125</b>	<b>1,060,958</b>	<b>(67,167)</b>
General	1,126,384	1,128,125	1,060,958	(67,167)
<b>152 Employees' Retirement System - Administration</b>	<b>4,969,406</b>	<b>5,048,580</b>	<b>4,895,981</b>	<b>(152,599)</b>
Special	4,969,406	5,048,580	4,895,981	(152,599)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,519,032</b>	<b>4,761,205</b>	<b>4,841,422</b>	<b>80,217</b>
Special	4,519,032	4,761,205	4,841,422	80,217
<b>155 Retirement Savings Plan</b>	<b>542,964</b>	<b>567,484</b>	<b>811,890</b>	<b>244,406</b>
General	0	562,897	811,890	248,993
Special	542,964	4,587	0	(4,587)
<b>189 Fleet Management</b>	<b>41,225,734</b>	<b>44,044,503</b>	<b>59,429,632</b>	<b>15,385,129</b>
Internal Service	41,225,734	44,044,503	59,429,632	15,385,129
<b>347 CitiStat Operations</b>	<b>1,246,199</b>	<b>1,394,307</b>	<b>708,756</b>	<b>(685,551)</b>
General	1,246,199	1,394,307	708,756	(685,551)
<b>354 Office of Neighborhoods</b>	<b>784,024</b>	<b>814,360</b>	<b>806,762</b>	<b>(7,598)</b>
General	784,024	814,360	806,762	(7,598)
<b>698 Administration - Finance</b>	<b>1,427,437</b>	<b>1,518,807</b>	<b>1,369,826</b>	<b>(148,981)</b>
General	1,427,437	1,518,807	1,369,826	(148,981)
<b>699 Procurement</b>	<b>3,115,130</b>	<b>3,276,433</b>	<b>3,292,822</b>	<b>16,389</b>
General	3,115,130	3,276,433	3,292,822	16,389
<b>700 Surplus Property Disposal</b>	<b>141,910</b>	<b>143,503</b>	<b>142,027</b>	<b>(1,476)</b>
Special	141,910	143,503	142,027	(1,476)
<b>701 Printing Services</b>	<b>3,120,569</b>	<b>3,237,552</b>	<b>3,343,112</b>	<b>105,560</b>
Internal Service	3,120,569	3,237,552	3,343,112	105,560
<b>702 Accounts Payable</b>	<b>1,208,813</b>	<b>1,185,524</b>	<b>1,175,619</b>	<b>(9,905)</b>
General	1,208,813	1,185,524	1,175,619	(9,905)
<b>703 Payroll</b>	<b>3,410,720</b>	<b>3,552,403</b>	<b>3,448,373</b>	<b>(104,030)</b>
General	3,410,720	3,552,403	3,448,373	(104,030)
<b>704 Accounting</b>	<b>1,557,133</b>	<b>1,685,399</b>	<b>1,794,040</b>	<b>108,641</b>
General	1,557,133	1,685,399	1,794,040	108,641
<b>705 Loan and Guarantee Program</b>	<b>500,000</b>	<b>516,073</b>	<b>500,000</b>	<b>(16,073)</b>

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Innovative Government (Continued)</b>	<b>221,335,466</b>	<b>223,838,695</b>	<b>234,394,100</b>	<b>10,555,405</b>
Loan and Guarantee Enterprise	500,000	516,073	500,000	(16,073)
<b>707 Risk Management for Employee Injuries</b>	<b>8,156,910</b>	<b>8,366,381</b>	<b>8,354,158</b>	<b>(12,223)</b>
Internal Service	8,156,910	8,366,381	8,354,158	(12,223)
<b>708 Operating Budget Management</b>	<b>1,672,128</b>	<b>1,710,842</b>	<b>1,777,032</b>	<b>66,190</b>
General	1,672,128	1,710,842	1,777,032	66,190
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>1,042,424</b>	<b>1,168,375</b>	<b>1,082,228</b>	<b>(86,147)</b>
General	1,042,424	1,168,375	1,082,228	(86,147)
<b>711 Finance Project Management</b>	<b>175,676</b>	<b>180,938</b>	<b>0</b>	<b>(180,938)</b>
General	175,676	180,938	0	(180,938)
<b>726 Administration - General Services</b>	<b>1,624,614</b>	<b>1,680,374</b>	<b>1,574,341</b>	<b>(106,033)</b>
General	1,624,614	1,680,374	1,574,341	(106,033)
<b>729 Real Property Database Management</b>	<b>725,266</b>	<b>758,419</b>	<b>0</b>	<b>(758,419)</b>
General	725,266	758,419	0	(758,419)
<b>731 Facilities Management</b>	<b>27,910,231</b>	<b>28,305,885</b>	<b>33,247,977</b>	<b>4,942,092</b>
General	14,553,257	15,105,474	15,192,484	87,010
State	1,077,659	1,099,212	1,099,212	0
Internal Service	12,279,315	12,101,199	16,956,281	4,855,082
<b>734 Design and Construction/Major Projects Division.</b>	<b>340,000</b>	<b>169,908</b>	<b>163,511</b>	<b>(6,397)</b>
General	340,000	169,908	163,511	(6,397)
<b>770 Administration - Human Resources</b>	<b>2,511,754</b>	<b>2,735,876</b>	<b>2,657,697</b>	<b>(78,179)</b>
General	2,511,754	2,735,876	2,657,697	(78,179)
<b>771 Benefits Administration</b>	<b>6,744,649</b>	<b>7,023,663</b>	<b>6,743,564</b>	<b>(280,099)</b>
General	4,474,699	4,691,520	4,413,619	(277,901)
Internal Service	2,269,950	2,332,143	2,329,945	(2,198)
<b>772 Civil Service Management</b>	<b>1,696,320</b>	<b>2,311,309</b>	<b>2,804,942</b>	<b>493,633</b>
General	1,696,320	2,311,309	2,804,942	493,633
<b>773 COB University</b>	<b>0</b>	<b>(10,967)</b>	<b>0</b>	<b>10,967</b>
General	0	(10,967)	0	10,967
<b>802 Administration - MOIT</b>	<b>1,184,030</b>	<b>1,443,747</b>	<b>1,549,005</b>	<b>105,258</b>
General	1,184,030	1,443,747	1,549,005	105,258
<b>803 Enterprise Innovation and Application Services</b>	<b>6,665,120</b>	<b>6,858,969</b>	<b>6,893,918</b>	<b>34,949</b>
General	6,665,120	6,858,969	6,893,918	34,949
<b>804 Enterprise Unified Call Center</b>	<b>20,418,603</b>	<b>13,476,665</b>	<b>5,187,529</b>	<b>(8,289,136)</b>
General	16,364,981	9,397,816	5,187,529	(4,210,287)
Special	4,053,622	4,078,849	0	(4,078,849)
<b>805 Enterprise IT Delivery Services</b>	<b>13,709,537</b>	<b>14,471,691</b>	<b>14,370,638</b>	<b>(101,053)</b>
General	5,735,427	6,014,295	6,064,652	50,357
Internal Service	7,974,110	8,457,396	8,305,986	(151,410)
<b>833 Innovation Fund</b>	<b>1,326,000</b>	<b>1,352,520</b>	<b>1,100,000</b>	<b>(252,520)</b>
General	1,326,000	1,352,520	1,100,000	(252,520)
<b>836 Inspector General</b>	<b>741,280</b>	<b>795,184</b>	<b>784,665</b>	<b>(10,519)</b>
General	741,280	795,184	784,665	(10,519)
<b>860 Administration - Law</b>	<b>1,101,275</b>	<b>1,141,684</b>	<b>1,104,468</b>	<b>(37,216)</b>
General	1,012,370	1,045,320	902,103	(143,217)
Internal Service	88,905	96,364	202,365	106,001
<b>861 Controversies</b>	<b>6,365,971</b>	<b>6,596,243</b>	<b>6,914,810</b>	<b>318,567</b>
General	3,802,762	3,886,426	4,429,667	543,241
Internal Service	2,563,209	2,709,817	2,485,143	(224,674)
<b>862 Transactions</b>	<b>2,503,579</b>	<b>2,570,535</b>	<b>2,541,368</b>	<b>(29,167)</b>
General	2,402,959	2,463,456	2,435,552	(27,904)
Internal Service	100,620	107,079	105,816	(1,263)
<b>876 Media Production</b>	<b>1,201,381</b>	<b>1,262,163</b>	<b>1,250,732</b>	<b>(11,431)</b>
General	701,381	752,163	750,732	(1,431)
Special	500,000	510,000	500,000	(10,000)
<b>899 Fair Conduct of Elections</b>	<b>7,155,182</b>	<b>7,482,589</b>	<b>7,107,894</b>	<b>(374,695)</b>
General	7,155,182	7,482,589	7,107,894	(374,695)
<b>TOTAL OPERATING BUDGET</b>	<b>221,335,466</b>	<b>223,838,695</b>	<b>234,394,100</b>	<b>10,555,405</b>
LESS INTERNAL SERVICE FUND	88,867,258	92,784,713	111,626,017	18,841,304
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>132,468,208</b>	<b>131,053,982</b>	<b>122,768,083</b>	<b>(8,285,899)</b>

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Key results funded in the Fiscal 2017 Recommended Budget:

- 120,000 miles of City streets will be swept through Mechanical Street Sweeping, an 18% increase from Fiscal 2015.
- 95% of service requests for Waste Removal and Recycling will be completed on time, an increase of 2% from Fiscal 2015.
- Proactive tree maintenance will be expanded, increasing the service request closure rate from 88% in Fiscal 2015 to 90%.
- 34,000 tons of recyclable materials will be collected in Fiscal 2017, an increase from 28,970 tons in Fiscal 2015.

Key budget decisions in A Cleaner City:

- Waste Removal and Recycling will roll out the Municipal Can Program to all City neighborhoods in Fiscal 2017. Public Works will distribute a standard 65-gallon trash can to each City residence. Waste Removal and Recycling will be budgeted with a contribution to a Can Replacement Fund for Fiscal 2017.
- Graffiti Removal, Rat Rubout, and 1+1 Mixed Refuse and Recycling Collection will be maintain current services.
- A one-time revenue transfer of \$1.0 million from the Stormwater Fund will support Mechanical Street Sweeping during Fiscal 2017.
- The Environmental Control Board is recommended for additional funding to support contractual hearing officers, based on a projected increase in environmental citations.

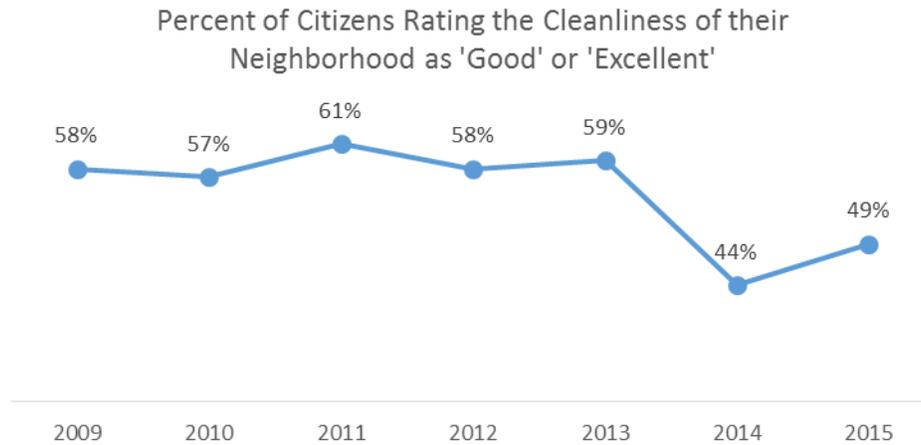
Within the Cleaner City services, funding was used to invest in four key enhancements, including:

- Promote community outreach and education through an Anti-Litter Campaign and Clean Corps, focusing on litter reduction and proper disposal of waste, reinforcing the new Municipal Can Program (\$100K).
- Support the Emerald Ash Borer Response Plan to protect the City's largest and healthiest trees, and mitigate some of the devastation of the City's Ash trees caused by the Emerald Ash Borer beetle (\$375K).
- Expand proactive pruning efforts under Urban Forestry to decrease the frequency and severity of storm damage to the city's neighborhood trees (\$200K).
- Upgrade and replace Housing Code Enforcement surveillance cameras to improve targeted enforcement and reduce illegal dumping (\$80K).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	76,961,449	78,402,638	78,395,250	(7,388)	0%
Federal	2,232,535	2,277,185	385,000	(1,892,185)	-83%
State	16,750,233	9,295,408	5,993,018	(3,302,390)	-36%
Special	5,636,704	5,998,834	920,066	(5,078,768)	-85%
Internal Service	2,408,268	2,534,039	2,262,163	(271,876)	-11%
Stormwater Utility	20,159,377	20,647,636	21,602,132	954,496	5%
Wastewater Utility	235,687,743	239,123,389	249,506,065	10,382,676	4%
Water Utility	182,427,376	185,142,404	180,220,616	(4,921,788)	-3%
<b>Total</b>	<b>\$542,263,685</b>	<b>\$543,421,533</b>	<b>\$539,284,310</b>	<b>(\$4,137,223)</b>	<b>-1%</b>

## 1. Citizen Perception of Cleanliness



Source: Annual Citizen Survey

Since 2009, the City of Baltimore has administered an annual Citizen Survey to gauge citizen perception of City services and quality of life in Baltimore. One survey question asks respondents to rank the cleanliness of their neighborhood as: excellent, good, fair or poor. Several factors have contributed to the current trend in the data, including:

### **Positive Factors:**

- Expansion of the mechanical street sweeping program within the City.
- Community Pitch-In and Spring/Fall clean up events.

### **Negative Factors:**

- Difficulty in citing illegal dumping violations.
- Difficulty in obtaining signage for enforcement of street sweeping parking restrictions.
- Vacant buildings and lots.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Citizen Perception of Cleanliness indicator.

The Municipal Can Program will provide all households with a standard sized, lidded trash can. The trash cans are expected to reduce availability of food sources for rats, and provide residents with individual receptacles to encourage disposal into cans and away from streets, alleys, and public right-of-way areas.

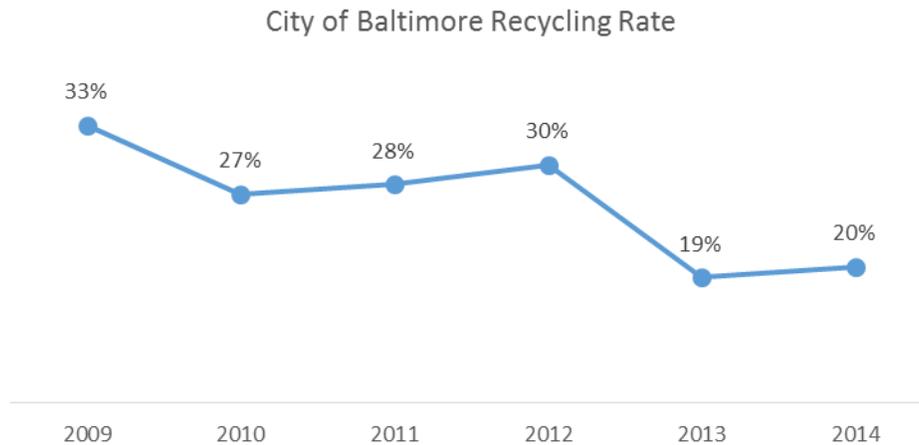
The Environmental Control Board will administer an educational initiative for first-time sanitation violations, with the goal of reducing repeat violators and improving environmental awareness.

Housing Code Enforcement will implement upgrades and replacement to surveillance cameras to better capture illegal dumping activities and improve enforcement.

Cleaning of Business Districts and Street and Alley Cleaning activities will maintain the current level of services.

Household Hazardous Waste Disposal will continue current services and collection at the Northwest Citizen Convenience Center.

## 2. Recycling Rate



Source: Maryland Department of the Environment

The recycling rate is calculated by dividing tons of recycled materials (as defined by the Maryland Recycling Act, or MRA) by total tons of waste collected (as defined by the MRA). This data is collected by the Department of Public Works (DPW) and the Maryland Department of the Environment. After 2012, ash from incinerated waste was no longer considered a recyclable material (for use as a cover material at the Quarantine Road Landfill); this reduced the City's MRA-defined recycling rate. Several other factors have contributed to the current trend in the data, including:

### Positive Factors:

- Single-stream recycling and 1+1 collections.
- City school recycling initiatives.

### Negative Factors:

- Few direct incentives or penalties associated with household recycling.
- Gaps in environmental literacy – not knowing what items are recyclable or when recycling takes place.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Recycling Rate indicator.

As part of the Municipal Can Program, recycling stickers will also be distributed to allow residents to designate their previous waste cans for recycling.

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

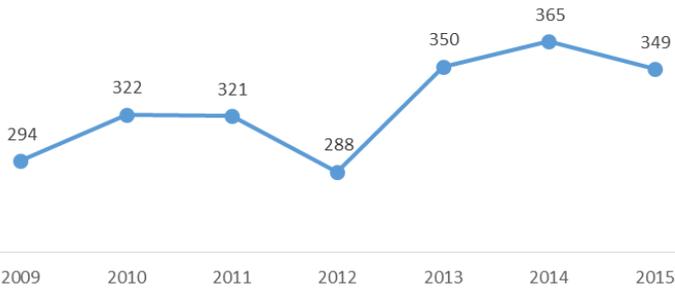
The Office of Sustainability will also focus on business and industrial waste diversion through the Waste to Wealth Initiative.

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

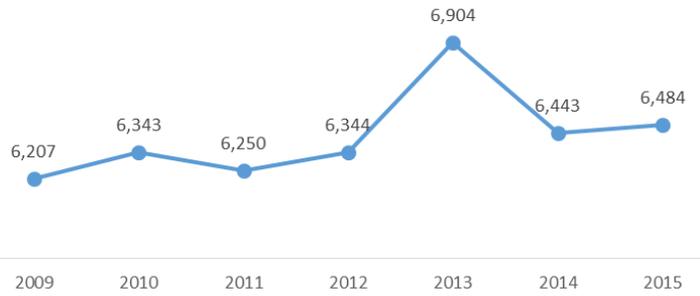
The City's landfill development and landfill closure contributions will be maintained at the current funding level.

### 3. Citywide Energy Use

Citywide Gas Energy Usage  
(Millions of Therms)



Citywide Electric Energy Usage  
(Millions of kWh)



Source: Baltimore City Department of Planning

These data come from the Baltimore City Department of Planning, Office of Sustainability and include all residential, commercial, and industrial energy consumption. In 2013, a rise in the number of extreme cold weather days resulted in an increase to Citywide energy usage. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

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

**Negative Factors:**

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

The Fiscal 2017 recommended budget invests in numerous services and programs that will reduce energy usage.

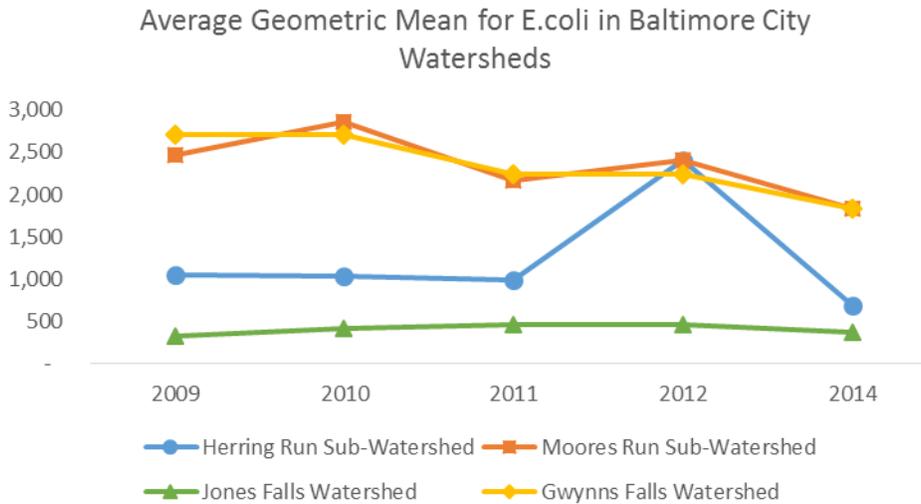
The Office of Sustainable Energy within DPW will complete combined energy saving heat and power generation projects at the Back River and Ashburton facilities, and work with community non-profits to reduce energy usage.

Urban Forestry will expand the proactive tree maintenance pilot to additional neighborhoods and undertake the Emerald Ash Borer Response Plan to treat a segment of the City’s Ash trees, to preserve the City’s best trees and help protect the tree canopy.

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

General Services will continue to modernize the fleet of City vehicles, as investments in newer vehicles are expected to improve vehicle fuel efficiency and usage.

4. Cleanliness of City Waterways



Source: 2014 Baltimore City MS4 Annual Report

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

**Positive Factors:**

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

**Negative Factors:**

- Sanitary sewer overflows and leaks from sewer pipes.
- Illicit discharges to the storm water system.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support the Cleanliness of City Waterways indicator.

The expanded Mechanical Street Sweeping program is expected to touch every street within the City. Street sweepers remove trash and debris from streets before they can reach waterways, preventing pollutants from entering the Harbor.

The DPW will also institute more robust cleaning and wastewater management through the Root Control Program, the Fats, Oils & Grease Abatement Program for Food Service Facilities and Sewer Lateral Inspection and Renewal Program to limit the number of dry-weather sanitary sewer overflows.

The Office of Engineering and Construction within DPW will aim to expedite the permitting process, with the goal of achieving half of the City’s targeted 20% reduction to impervious surface area through stream restoration projects. This target was set under regulatory mandate through the City’s Municipal Separate Storm Sewer System permit issued by the Maryland Department of the Environment.

An additional \$1M of Stormwater Fee revenue will be used in Fiscal 2017 to support the Public Right of Way Cleaning service budgeted within the General Fund. This is a one-time revenue transfer.

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Cleaner City</b>	<b>542,263,685</b>	<b>543,421,533</b>	<b>539,284,310</b>	<b>(4,137,223)</b>
117 Adjudication of Environmental Citations	787,844	843,806	962,655	118,849
General	787,844	843,806	962,655	118,849
654 Urban Forestry	3,731,710	3,826,301	4,491,310	665,009
General	3,731,710	3,826,301	4,391,310	565,009
Special	0	0	100,000	100,000
660 Administration - DPW - SW	1,409,939	1,503,299	1,476,356	(26,943)
General	1,409,939	1,503,299	1,476,356	(26,943)
661 Public Right-of-Way Cleaning	21,622,107	21,130,244	20,379,772	(750,472)
General	18,554,053	17,918,404	17,372,627	(545,777)
Special	558,674	642,019	593,215	(48,804)
Stormwater Utility	2,509,380	2,569,821	2,413,930	(155,891)
663 Waste Removal and Recycling	25,167,904	26,482,730	26,886,421	403,691
General	25,167,904	26,482,730	26,886,421	403,691
664 Waste Re-Use and Disposal	20,305,715	20,089,837	20,119,005	29,168
General	20,305,715	20,089,837	20,119,005	29,168
670 Administration - DPW - WWW	39,241,950	40,014,137	39,650,241	(363,896)
Wastewater Utility	20,496,319	20,973,965	21,617,945	643,980
Water Utility	18,745,631	19,040,172	18,032,296	(1,007,876)
671 Water Management	82,311,419	83,734,535	84,659,542	925,007
Water Utility	82,311,419	83,734,535	84,659,542	925,007
672 Water and Wastewater Consumer Services	21,356,236	22,037,449	21,609,626	(427,823)
Wastewater Utility	4,238,388	4,323,156	4,602,058	278,902
Water Utility	15,379,126	15,872,385	14,891,070	(981,315)
Special	0	68,412	0	(68,412)
Stormwater Utility	1,738,722	1,773,496	2,116,498	343,002
673 Wastewater Management	123,568,957	126,171,956	129,579,836	3,407,880
Wastewater Utility	123,268,957	125,865,956	129,273,836	3,407,880
State	300,000	306,000	306,000	0
674 Surface Water Management	17,824,861	18,266,484	19,849,530	1,583,046
Wastewater Utility	1,139,314	1,205,137	1,592,506	387,369
Water Utility	523,807	501,554	485,320	(16,234)
Federal	50,465	51,474	200,000	148,526
State	200,000	204,000	500,000	296,000
Stormwater Utility	15,911,275	16,304,319	17,071,704	767,385
675 Engineering and Construction Management - Water and Wastewater	152,012,158	152,748,933	154,572,108	1,823,175
Wastewater Utility	86,544,765	86,755,175	92,419,720	5,664,545
Water Utility	65,467,393	65,993,758	62,152,388	(3,841,370)
676 Administration - DPW	2,306,448	2,976,691	2,803,833	(172,858)
General	2,306,448	2,907,221	2,803,833	(103,388)
Special	0	69,470	0	(69,470)
691 Public Rights-of-Way Landscape Management	3,856,516	3,931,831	3,402,284	(529,547)
General	3,856,516	3,931,831	3,402,284	(529,547)
730 Public and Private Energy Performance	11,408,268	11,714,039	2,262,163	(9,451,876)
Federal	2,000,000	2,040,000	0	(2,040,000)
State	2,000,000	2,040,000	0	(2,040,000)
Special	5,000,000	5,100,000	0	(5,100,000)
Internal Service	2,408,268	2,534,039	2,262,163	(271,876)
738 Weatherization Services	10,180,014	6,601,256	5,151,018	(1,450,238)
State	10,180,014	6,601,256	5,051,018	(1,550,238)
Special	0	0	100,000	100,000
765 Planning for a Sustainable Baltimore	5,171,639	1,348,005	1,428,610	80,605
General	841,320	899,209	980,759	81,550
Federal	182,070	185,711	185,000	(711)
State	4,070,219	144,152	136,000	(8,152)
Special	78,030	118,933	126,851	7,918
<b>TOTAL OPERATING BUDGET</b>	<b>542,263,685</b>	<b>543,421,533</b>	<b>539,284,310</b>	<b>(4,137,223)</b>
LESS INTERNAL SERVICE FUND	2,408,268	2,534,039	2,262,163	(271,876)
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>539,855,417</b>	<b>540,887,494</b>	<b>537,022,147</b>	<b>(3,865,347)</b>



Key results funded in the Fiscal 2017 Recommended Budget:

- The Health Department will continue to target 70% of out-of-care persons with HIV linked to ongoing healthcare, and will increase the percent of HIV clients achieving undetectable viral load from 83% in Fiscal 2015 to 85% in Fiscal 2017.
- Emergency Medical Services (EMS) will respond to 155,000 emergencies and target 90% of responses within eight minutes.
- The Healthy Homes service will inspect 500 homes for health and safety risk, supporting a continued target of 95% of children with reduced asthma-related ER visits following a home visit.
- Clinical Services will serve 18,200 clients for STD services and 2,900 for dental visits. Dental visits represents an increase of 4% over Fiscal 2015.
- Chronic Disease Prevention will serve 650 Virtual Supermarket clients, a 22% increase over Fiscal 2015, and will target a 58% decrease in the percent of inspected tobacco outlets selling tobacco to minors.
- The Department of Recreation and Parks will target 25,000 youth and adult participants in team or individual sports, an increase of 7,000 from Fiscal 2015. This service will also target 95% of participants returning to sports programs.

Key budget decisions in A Healthier City:

- Reduction to Substance Abuse and Mental Health will end a training contract with an outside firm.
- Savings in general funds for the Summer Food Program, previously supporting the cost of unused meals, will be mitigated by the Youth Food Access Planner coordinating a youth strategy citywide to address child food insecurity and limiting the number of wasted meals.
- Maintain funding for the Healthy Homes program supporting continued lead poisoning prevention services.
- Maintain funding for seniors services, including Recreation, Advocacy, Community Services, and Senior Centers.
- Increase funding for Temporary Housing for the Homeless to support the current demand for sheltering services.
- Increase the EMS fees for basic and advanced life support transport, mileage, and EKGs to bring them in line with other large municipalities and Medicare rates.

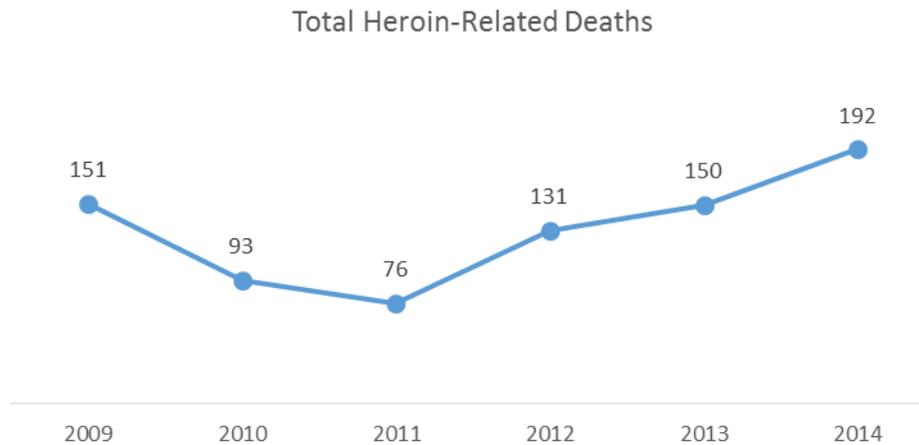
Savings generated across Healthier City services was also used to invest in three key enhancements, including:

- Implement a Mobile Integrated Health/Community Paramedicine program, targeting high utilizers of Baltimore’s 911 system, and triaging/diverting non-emergency clients to appropriate, non-ER healthcare facilities (\$398K).
- Establish a non-profit stabilization center to provide sobering services and linkage to care, addressing over-utilization of Emergency Room services (\$205K).
- Upgrade the Health Department’s clinical infrastructure, including a new electronic health record and lab management system enabling clinics to bill insurance companies, Medicare, and Medicaid for services (\$200K).

**Fiscal 2017 Recommendation Overview**

Fund Name	Fiscal 2016 Adopted	Fiscal 2017 CLS	Fiscal 2017 Recommended	Change from CLS	% Change from CLS
General	48,312,501	52,658,954	51,576,705	(1,082,249)	-2%
Federal	73,827,328	75,661,552	79,827,882	4,166,330	6%
State	27,877,959	28,551,228	30,643,568	2,092,340	7%
Special	19,713,792	20,032,227	24,751,020	4,718,793	24%
<b>Total</b>	<b>\$169,731,580</b>	<b>\$176,903,961</b>	<b>\$186,799,175</b>	<b>\$9,895,214</b>	<b>6%</b>

## 1. Heroin-Related Deaths



Source: Maryland Department of Health and Mental Hygiene

This indicator captures all deaths that occurred in the City of Baltimore (including non-residents) related to heroin. Decreases in heroin-related deaths would not necessarily mean that there are fewer overall heroin users in the City. These data do not report deaths associated with all opioids (i.e., fentanyl and other prescription opioids), which are often associated with heroin use. Several factors have contributed to the current trend in the data, including:

### Positive Factors:

- Adoption and use of Buprenorphine and Naloxone as treatment.
- Federal crackdown on opioid prescription drugs helping reduce abuse that leads to heroin addiction.
- State primary adult care coverage of Buprenorphine.

### Negative Factors:

- Loss of jobs related to decline of industrial sector.
- Increase in prices of prescription drugs compared to static price of heroin.
- Mixture of heroin with other substances and difficulty regulating adulterants.
- Changing interactions with public and law enforcement.

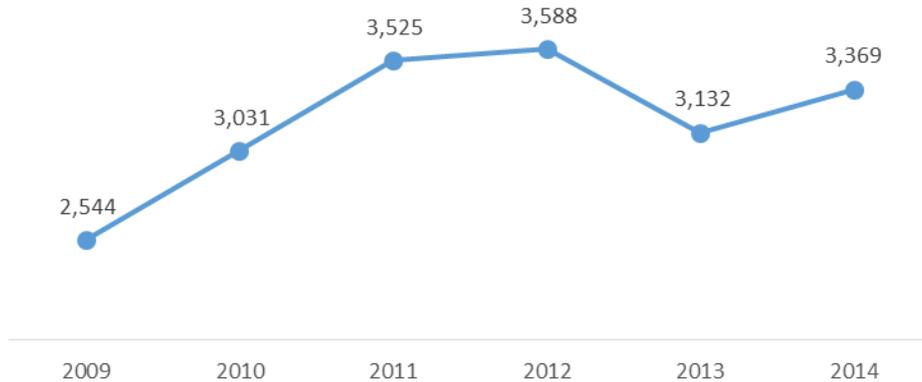
The Fiscal 2017 recommended budget invests in numerous services and programs to help reduce heroin-related deaths.

Preserving current levels of service for Emergency Medical Services (EMS) directly serves a high percentage of City residents who are at risk of opioid overdose. Medics often administer Naloxone as an opiate antidote, helping to bring down the number of heroin-related deaths. Additionally, the budget plan includes enhancement funding for a mobile integrated health-community paramedicine pilot program that would divert some heroin users from emergency rooms to more effective resources such as behavioral health treatment facilities with the most potential to prevent heroin-related fatalities.

The Substance Abuse and Mental health service provides support for individuals with substance abuse disorders, and targets 55% of clients retained in outpatient substance abuse treatment for at least 90 days. Furthermore, the enhancement funding for a 24/7 stabilization center will provide sobering services for citizens with substance use disorders, diverting them from hospital emergency rooms in order to link them to treatment resources and follow-up care to ensure effective wrap-around services and case management.

## 2. Childhood Asthma

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department

Asthma is a chronic lung disease that impacts more than 25 million people throughout the United States. The number of childhood asthma ER visits per 100,000 people is used as a headline measure for prevalence of chronic disease and conditions within the City of Baltimore. Several factors have contributed to the current trend in the data, including:

### **Positive Factors:**

- Ongoing medical management of asthma improving outcomes, where available.

### **Negative Factors:**

- Quality of Baltimore’s housing stock and housing insurance policies (i.e. historical discriminatory practices such as redlining).
- Lack of preventative care; more dependency on Emergency Room.
- Tobacco smoke in the home.
- Reduced federal and State grant funding for the asthma program.
- Access and capacity – some providers are pulling out of the City.

The Fiscal 2017 recommended budget invests in numerous services and programs that will help reduce childhood asthma.

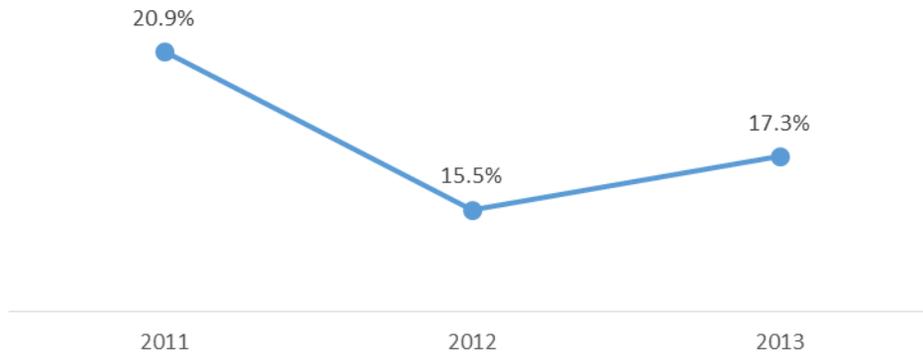
The Health Department’s Healthy Homes services provides home visits for moderate to severe asthmatic children in Baltimore. The service works to reduce emergency room visits, the number of symptom days, and absences from school due to asthma. In Fiscal 2017 the percent of unwell children in the asthma program whose symptoms improve will increase from 71% to 80%.

Preserving the current level of funding for School Health Services (within the Better Schools Outcome), will ensure that 80% of students with active asthma have asthma action plans on file in health suites, a 21% increase from Fiscal 2015, and 75% of students have rescue medications available at school, a 15% increase from Fiscal 2015.

Maintaining funding for maternal and child home visiting services helps reduce prenatal tobacco use, which is one of the most common asthma triggers. This service will target a 4.8% reduction in the percent of women in Baltimore who report smoking while pregnant.

### 3. Mental Health

Percent of Citizens who Reported More Than 8 Days in Past Month in Which Mental Health was Not Good



Source: Maryland Behavioral Risk Factor Surveillance System (BRFSS) Phone Survey

This indicator derives its data from telephone surveys conducted through the Centers for Disease Control’s Behavioral Risk Factor Surveillance System (BRFSS). Baltimore City respondents were asked to anonymously report their health related risk behaviors, the presence of any chronic health conditions, and the frequency and type of preventative services used. From the self-reported data gathered, the indicator tracks the percent of City respondents who reported that their mental health as “not good” at any point during the most recent thirty days. Several factors have contributed to the current trend in the data, including:

**Positive Factors:**

- Increased awareness of mental illness and substance abuse.

**Negative Factors:**

- Stigma associated with mental illness and substance abuse.
- Shortage of psychiatric beds in treatment facilities.
- Inadequate resources to support, track, and monitor individuals and families who experience mental health challenges.
- Effects of violence and extreme poverty concentrated in areas of the City.

The Fiscal 2017 recommended budget invests in numerous services and programs that will support Mental Health.

EMS has transported over 4,200 people with mental health illnesses to emergency departments over the past year. This service’s mobile integrated health - community paramedicine pilot program will allow specially trained paramedics to transport patients with mental illness directly to mental health treatment facilities, so long as they do not identify any acute medical concerns that would require an emergency room evaluation.

Maintaining current funding for the Health Department’s partnership with Behavioral Health System Baltimore supports the City’s system of care to address emotional health and well-being. In Fiscal 2017 the Health Department targets 4,980 clients admitted to Behavior Health Systems Baltimore programs.

Maintaining current levels of services for the Department of Recreation and Park’s Youth and Adult Sports service will also support improvements to mental health. Physical activity, especially as provided through organized sports leagues, helps reduce depression and stress. This service will target 25,000 participants in team or individual sports in Fiscal 2017.

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

Outcome, Service and Fund	FISCAL 2016 BUDGET	FISCAL 2017 CLS	FISCAL 2017 BUDGET	CHANGE BUD vs. CLS
<b>Healthier City</b>	<b>169,731,580</b>	<b>176,903,961</b>	<b>186,799,175</b>	<b>9,895,214</b>
<b>303 Clinical Services</b>	<b>11,046,419</b>	<b>12,002,490</b>	<b>8,212,069</b>	<b>(3,790,421)</b>
General	4,913,580	5,740,899	5,265,849	(475,050)
Federal	4,302,888	4,436,234	2,023,607	(2,412,627)
State	1,663,345	1,655,419	761,007	(894,412)
Special	166,606	169,938	161,606	(8,332)
<b>305 Healthy Homes</b>	<b>2,262,262</b>	<b>2,421,964</b>	<b>2,360,798</b>	<b>(61,166)</b>
General	885,262	972,306	969,429	(2,877)
Federal	1,198,552	1,280,448	1,222,159	(58,289)
Special	178,448	169,210	169,210	0
<b>307 Substance Abuse and Mental Health</b>	<b>2,386,032</b>	<b>2,433,753</b>	<b>2,259,805</b>	<b>(173,948)</b>
General	1,851,443	1,888,472	1,725,216	(163,256)
State	534,589	545,281	534,589	(10,692)
<b>311 Health Services for Seniors</b>	<b>4,838,308</b>	<b>4,993,345</b>	<b>4,093,609</b>	<b>(899,736)</b>
Federal	4,838,308	4,993,345	4,093,609	(899,736)
<b>315 Emergency Services - Health</b>	<b>12,726,994</b>	<b>12,907,586</b>	<b>13,205,948</b>	<b>298,362</b>
General	668,784	710,318	708,807	(1,511)
Federal	764,453	697,531	776,065	78,534
State	11,293,757	11,499,737	11,314,394	(185,343)
Special	0	0	406,682	406,682
<b>356 Administration - Human Services</b>	<b>2,813,770</b>	<b>2,965,069</b>	<b>5,174,187</b>	<b>2,209,118</b>
General	716,828	748,986	1,043,103	294,117
Federal	1,576,268	1,653,962	3,074,759	1,420,797
State	126,924	130,098	110,503	(19,595)
Special	393,750	432,023	945,822	513,799
<b>609 Emergency Medical Services</b>	<b>38,932,776</b>	<b>40,315,121</b>	<b>42,125,222</b>	<b>1,810,101</b>
General	21,585,776	22,929,681	20,711,282	(2,218,399)
State	47,000	77,940	87,940	10,000
Special	17,300,000	17,307,500	21,326,000	4,018,500
<b>647 Youth and Adult Sports</b>	<b>694,708</b>	<b>849,721</b>	<b>848,858</b>	<b>(863)</b>
General	538,284	689,893	689,030	(863)
Special	156,424	159,828	159,828	0
<b>651 Recreation for Seniors</b>	<b>187,608</b>	<b>191,668</b>	<b>122,933</b>	<b>(68,735)</b>
General	121,493	124,231	122,933	(1,298)
Special	66,115	67,437	0	(67,437)
<b>652 Therapeutic Recreation</b>	<b>281,730</b>	<b>413,873</b>	<b>413,580</b>	<b>(293)</b>
General	281,730	413,873	413,580	(293)
<b>715 Administration - Health</b>	<b>9,521,282</b>	<b>10,172,162</b>	<b>9,801,581</b>	<b>(370,581)</b>
General	4,468,511	4,985,697	4,699,514	(286,183)
Federal	3,060,000	3,121,200	3,121,200	0
State	1,020,000	1,040,400	1,040,400	0
Special	972,771	1,024,865	940,467	(84,398)
<b>717 Environmental Health</b>	<b>3,107,340</b>	<b>3,448,503</b>	<b>3,403,339</b>	<b>(45,164)</b>
General	3,055,320	3,395,443	3,371,919	(23,524)
Special	52,020	53,060	31,420	(21,640)
<b>718 Chronic Disease Prevention</b>	<b>683,106</b>	<b>717,173</b>	<b>1,294,245</b>	<b>577,072</b>
General	373,382	420,092	418,846	(1,246)
State	309,724	297,081	760,399	463,318
Special	0	0	115,000	115,000
<b>720 HIV Treatment Services for the Uninsured</b>	<b>26,236,820</b>	<b>27,023,833</b>	<b>33,962,716</b>	<b>6,938,883</b>
General	1,271,409	1,202,030	1,196,603	(5,427)
Federal	22,963,100	23,773,991	27,544,382	3,770,391
State	2,002,311	2,047,812	5,221,731	3,173,919
<b>721 Senior Centers</b>	<b>2,246,074</b>	<b>2,287,655</b>	<b>2,182,703</b>	<b>(104,952)</b>
General	780,750	809,376	807,397	(1,979)
Federal	1,297,324	1,306,843	1,239,496	(67,347)
State	168,000	171,436	135,810	(35,626)
<b>722 Administration - CARE</b>	<b>572,147</b>	<b>576,707</b>	<b>571,674</b>	<b>(5,033)</b>
General	377,927	380,906	375,797	(5,109)
Federal	194,220	195,801	195,877	76

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Healthier City (Continued)</b>	<b>169,731,580</b>	<b>176,903,961</b>	<b>186,799,175</b>	<b>9,895,214</b>
<b>723 Advocacy for Seniors</b>	<b>2,166,149</b>	<b>2,435,165</b>	<b>2,142,302</b>	<b>(292,863)</b>
General	99,956	102,409	101,289	(1,120)
Federal	182,069	193,954	182,305	(11,649)
State	1,884,124	2,138,802	1,858,708	(280,094)
<b>724 Direct Care and Support Planning</b>	<b>1,985,018</b>	<b>1,934,849</b>	<b>1,872,945</b>	<b>(61,904)</b>
Federal	136,753	139,488	136,753	(2,735)
State	1,848,265	1,795,361	1,736,192	(59,169)
<b>725 Community Services for Seniors</b>	<b>4,043,424</b>	<b>4,127,412</b>	<b>3,942,280</b>	<b>(185,132)</b>
General	145,176	148,080	145,176	(2,904)
Federal	2,628,266	2,683,950	2,580,895	(103,055)
State	979,425	999,014	936,762	(62,252)
Special	290,557	296,368	279,447	(16,921)
<b>754 Summer Food Service Program</b>	<b>3,744,513</b>	<b>3,851,743</b>	<b>3,547,207</b>	<b>(304,536)</b>
General	250,000	255,000	0	(255,000)
State	3,494,513	3,596,743	3,547,207	(49,536)
<b>893 Homeless Prevention and Support Services for the Homeless</b>	<b>1,780,542</b>	<b>1,816,153</b>	<b>1,820,831</b>	<b>4,678</b>
Federal	1,193,514	1,217,384	1,148,157	(69,227)
State	587,028	598,769	672,674	73,905
<b>894 Outreach to the Homeless</b>	<b>3,555,836</b>	<b>3,626,953</b>	<b>3,873,090</b>	<b>246,137</b>
General	0	0	174,286	174,286
Federal	3,196,012	3,259,932	3,315,618	55,686
State	359,824	367,021	383,186	16,165
<b>895 Temporary Housing for the Homeless</b>	<b>10,590,369</b>	<b>11,498,013</b>	<b>13,576,557</b>	<b>2,078,544</b>
General	5,210,053	6,010,088	7,905,475	1,895,387
Federal	3,890,522	3,968,334	4,190,511	222,177
State	1,489,794	1,519,591	1,480,571	(39,020)
<b>896 Permanent Housing for the Homeless</b>	<b>23,328,353</b>	<b>23,893,050</b>	<b>25,990,696</b>	<b>2,097,646</b>
General	716,837	731,174	731,174	0
Federal	22,405,079	22,739,155	24,982,489	2,243,334
State	69,336	70,723	61,495	(9,228)
Special	137,101	351,998	215,538	(136,460)
<b>TOTAL OPERATING BUDGET</b>	<b>169,731,580</b>	<b>176,903,961</b>	<b>186,799,175</b>	<b>9,895,214</b>
LESS INTERNAL SERVICE FUND	0	0	0	0
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>169,731,580</b>	<b>176,903,961</b>	<b>186,799,175</b>	<b>9,895,214</b>

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Others</b>	<b>267,199,058</b>	<b>301,508,325</b>	<b>269,121,962</b>	<b>(32,386,363)</b>
<b>121 Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
General	1,000,000	1,020,000	1,000,000	(20,000)
<b>122 Miscellaneous General Expenses</b>	<b>27,064,856</b>	<b>23,277,956</b>	<b>23,998,756</b>	<b>720,800</b>
General	27,064,856	23,277,956	23,998,756	720,800
<b>123 General Debt Service</b>	<b>100,148,893</b>	<b>110,314,392</b>	<b>104,814,393</b>	<b>(5,499,999)</b>
General	88,848,893	99,028,392	92,028,393	(6,999,999)
Special	11,300,000	11,286,000	12,786,000	1,500,000
<b>124 TIF Debt Service</b>	<b>11,562,093</b>	<b>16,844,756</b>	<b>16,844,756</b>	<b>0</b>
General	11,562,093	16,844,756	16,844,756	0
<b>126 Contribution to Self-Insurance Fund</b>	<b>23,347,275</b>	<b>24,117,736</b>	<b>19,358,438</b>	<b>(4,759,298)</b>
General	23,347,275	24,117,736	19,358,438	(4,759,298)
<b>129 Conditional Purchase Agreement Payments</b>	<b>35,210,672</b>	<b>36,104,947</b>	<b>21,236,919</b>	<b>(14,868,028)</b>
General	22,066,813	22,988,342	21,236,919	(1,751,423)
Internal Service	13,143,859	13,116,605	0	(13,116,605)
<b>351 Retirees' Benefits</b>	<b>55,335,181</b>	<b>76,199,700</b>	<b>67,738,097</b>	<b>(8,461,603)</b>
General	55,335,181	76,199,700	67,738,097	(8,461,603)
<b>355 Employees' Retirement Contribution</b>	<b>8,950,000</b>	<b>9,048,750</b>	<b>9,550,515</b>	<b>501,765</b>
General	8,950,000	9,048,750	9,550,515	501,765
<b>857 Convention Center Debt Service</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
<b>TOTAL OPERATING BUDGET</b>	<b>267,199,058</b>	<b>301,508,325</b>	<b>269,121,962</b>	<b>(32,386,363)</b>
LESS INTERNAL SERVICE FUND	13,143,859	13,116,605	0	(13,116,605)
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>254,055,199</b>	<b>288,391,720</b>	<b>269,121,962</b>	<b>(19,269,758)</b>

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

AGENCY, SERVICE AND FUND	FISCAL 2016 BUDGET	FISCAL 2017 CLS	FISCAL 2017 BUDGET	CHANGE BUD vs. CLS
<b>Board of Elections</b>	<b>7,155,182</b>	<b>7,482,589</b>	<b>7,107,894</b>	<b>(374,695)</b>
<b>899 Fair Conduct of Elections</b>	<b>7,155,182</b>	<b>7,482,589</b>	<b>7,107,894</b>	<b>(374,695)</b>
General	7,155,182	7,482,589	7,107,894	(374,695)
<b>City Council</b>	<b>6,128,301</b>	<b>6,550,839</b>	<b>6,530,869</b>	<b>(19,970)</b>
<b>100 City Council</b>	<b>6,128,301</b>	<b>6,550,839</b>	<b>6,530,869</b>	<b>(19,970)</b>
General	6,128,301	6,550,839	6,530,869	(19,970)
<b>Comptroller</b>	<b>17,388,675</b>	<b>18,017,443</b>	<b>16,772,825</b>	<b>(1,244,618)</b>
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,275,563</b>	<b>1,323,714</b>	<b>1,320,137</b>	<b>(3,577)</b>
General	1,275,563	1,323,714	1,320,137	(3,577)
<b>131 Audits</b>	<b>4,011,472</b>	<b>4,284,061</b>	<b>4,265,129</b>	<b>(18,932)</b>
General	4,011,472	4,284,061	4,265,129	(18,932)
<b>132 Real Estate Acquisition and Management</b>	<b>1,013,704</b>	<b>1,077,389</b>	<b>1,073,980</b>	<b>(3,409)</b>
General	1,013,704	1,077,389	1,073,980	(3,409)
<b>133 Municipal Telephone Exchange</b>	<b>10,331,617</b>	<b>10,555,371</b>	<b>9,371,241</b>	<b>(1,184,130)</b>
Internal Service	10,331,617	10,555,371	9,371,241	(1,184,130)
<b>136 Municipal Post Office</b>	<b>756,319</b>	<b>776,908</b>	<b>742,338</b>	<b>(34,570)</b>
Internal Service	756,319	776,908	742,338	(34,570)
<b>Council Services</b>	<b>666,564</b>	<b>718,347</b>	<b>711,450</b>	<b>(6,897)</b>
<b>103 Council Services</b>	<b>666,564</b>	<b>718,347</b>	<b>711,450</b>	<b>(6,897)</b>
General	666,564	718,347	711,450	(6,897)
<b>Courts: Circuit Court</b>	<b>17,261,196</b>	<b>17,890,903</b>	<b>18,699,204</b>	<b>808,301</b>
<b>110 Circuit Court</b>	<b>17,261,196</b>	<b>17,890,903</b>	<b>18,699,204</b>	<b>808,301</b>
General	9,754,421	10,291,459	9,934,185	(357,274)
Federal	2,127,470	2,033,109	2,296,681	263,572
State	5,164,052	5,283,734	6,286,214	1,002,480
Special	215,253	282,601	182,124	(100,477)
<b>Courts: Orphans' Court</b>	<b>487,868</b>	<b>487,489</b>	<b>487,609</b>	<b>120</b>
<b>817 Orphans' Court</b>	<b>487,868</b>	<b>487,489</b>	<b>487,609</b>	<b>120</b>
General	487,868	487,489	487,609	120
<b>Employees' Retirement Systems</b>	<b>10,031,402</b>	<b>10,377,269</b>	<b>10,549,293</b>	<b>172,024</b>
<b>152 Employees' Retirement System - Administration</b>	<b>4,969,406</b>	<b>5,048,580</b>	<b>4,895,981</b>	<b>(152,599)</b>
Special	4,969,406	5,048,580	4,895,981	(152,599)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,519,032</b>	<b>4,761,205</b>	<b>4,841,422</b>	<b>80,217</b>
Special	4,519,032	4,761,205	4,841,422	80,217
<b>155 Retirement Savings Plan</b>	<b>542,964</b>	<b>567,484</b>	<b>811,890</b>	<b>244,406</b>
General	0	562,897	811,890	248,993
Special	542,964	4,587	0	(4,587)
<b>Enoch Pratt Free Library</b>	<b>34,834,314</b>	<b>34,905,350</b>	<b>35,320,154</b>	<b>414,804</b>
<b>788 Information Services</b>	<b>34,834,314</b>	<b>34,905,350</b>	<b>35,320,154</b>	<b>414,804</b>
General	24,164,275	24,135,332	24,261,873	126,541
State	10,076,638	10,246,355	10,300,998	54,643
Special	593,401	523,663	757,283	233,620
<b>Finance</b>	<b>32,866,839</b>	<b>34,042,832</b>	<b>33,862,616</b>	<b>(180,216)</b>
<b>148 Revenue Collection</b>	<b>6,211,605</b>	<b>6,372,477</b>	<b>6,522,421</b>	<b>149,944</b>
General	6,211,605	6,372,477	6,522,421	149,944
<b>150 Treasury and Debt Management</b>	<b>1,126,384</b>	<b>1,128,125</b>	<b>1,060,958</b>	<b>(67,167)</b>
General	1,126,384	1,128,125	1,060,958	(67,167)
<b>698 Administration - Finance</b>	<b>1,427,437</b>	<b>1,518,807</b>	<b>1,369,826</b>	<b>(148,981)</b>
General	1,427,437	1,518,807	1,369,826	(148,981)
<b>699 Procurement</b>	<b>3,115,130</b>	<b>3,276,433</b>	<b>3,292,822</b>	<b>16,389</b>
General	3,115,130	3,276,433	3,292,822	16,389
<b>700 Surplus Property Disposal</b>	<b>141,910</b>	<b>143,503</b>	<b>142,027</b>	<b>(1,476)</b>
Special	141,910	143,503	142,027	(1,476)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Finance (Continued)</b>	<b>32,866,839</b>	<b>34,042,832</b>	<b>33,862,616</b>	<b>(180,216)</b>
<b>701 Printing Services</b>	<b>3,120,569</b>	<b>3,237,552</b>	<b>3,343,112</b>	<b>105,560</b>
Internal Service	3,120,569	3,237,552	3,343,112	105,560
<b>702 Accounts Payable</b>	<b>1,208,813</b>	<b>1,185,524</b>	<b>1,175,619</b>	<b>(9,905)</b>
General	1,208,813	1,185,524	1,175,619	(9,905)
<b>703 Payroll</b>	<b>3,410,720</b>	<b>3,552,403</b>	<b>3,448,373</b>	<b>(104,030)</b>
General	3,410,720	3,552,403	3,448,373	(104,030)
<b>704 Accounting</b>	<b>1,557,133</b>	<b>1,685,399</b>	<b>1,794,040</b>	<b>108,641</b>
General	1,557,133	1,685,399	1,794,040	108,641
<b>705 Loan and Guarantee Program</b>	<b>500,000</b>	<b>516,073</b>	<b>500,000</b>	<b>(16,073)</b>
Loan and Guarantee Enterprise	500,000	516,073	500,000	(16,073)
<b>707 Risk Management for Employee Injuries</b>	<b>8,156,910</b>	<b>8,366,381</b>	<b>8,354,158</b>	<b>(12,223)</b>
Internal Service	8,156,910	8,366,381	8,354,158	(12,223)
<b>708 Operating Budget Management</b>	<b>1,672,128</b>	<b>1,710,842</b>	<b>1,777,032</b>	<b>66,190</b>
General	1,672,128	1,710,842	1,777,032	66,190
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>1,042,424</b>	<b>1,168,375</b>	<b>1,082,228</b>	<b>(86,147)</b>
General	1,042,424	1,168,375	1,082,228	(86,147)
<b>711 Finance Project Management</b>	<b>175,676</b>	<b>180,938</b>	<b>0</b>	<b>(180,938)</b>
General	175,676	180,938	0	(180,938)
<b>Fire</b>	<b>229,446,472</b>	<b>236,961,730</b>	<b>250,096,721</b>	<b>13,134,991</b>
<b>600 Administration - Fire</b>	<b>8,984,243</b>	<b>9,394,917</b>	<b>10,261,744</b>	<b>866,827</b>
General	7,923,555	8,313,015	8,411,744	98,729
Federal	1,060,688	1,081,902	1,500,000	418,098
State	0	0	350,000	350,000
<b>602 Fire Suppression and Emergency Rescue</b>	<b>146,018,161</b>	<b>149,005,757</b>	<b>150,115,225</b>	<b>1,109,468</b>
General	144,605,958	147,493,249	146,103,710	(1,389,539)
Federal	12,263	12,508	2,611,575	2,599,067
State	1,399,940	1,500,000	1,399,940	(100,060)
<b>608 Emergency Management</b>	<b>1,011,421</b>	<b>1,142,309</b>	<b>976,432</b>	<b>(165,877)</b>
General	775,530	842,309	676,432	(165,877)
Federal	235,891	300,000	300,000	0
<b>609 Emergency Medical Services</b>	<b>38,932,776</b>	<b>40,315,121</b>	<b>42,125,222</b>	<b>1,810,101</b>
General	21,585,776	22,929,681	20,711,282	(2,218,399)
State	47,000	77,940	87,940	10,000
Special	17,300,000	17,307,500	21,326,000	4,018,500
<b>610 Fire and Emergency Community Outreach</b>	<b>326,183</b>	<b>333,805</b>	<b>334,416</b>	<b>611</b>
General	326,183	333,805	334,416	611
<b>611 Fire Code Enforcement</b>	<b>4,819,691</b>	<b>5,054,234</b>	<b>5,042,521</b>	<b>(11,713)</b>
General	4,507,583	4,735,884	4,715,443	(20,441)
Federal	153,998	157,078	157,078	0
State	158,110	161,272	170,000	8,728
<b>612 Fire Investigation</b>	<b>962,575</b>	<b>935,983</b>	<b>939,593</b>	<b>3,610</b>
General	962,575	935,983	939,593	3,610
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>18,800,579</b>	<b>20,702,651</b>	<b>20,795,503</b>	<b>92,852</b>
General	14,755,319	16,376,126	16,468,978	92,852
Federal	2,720,400	2,975,168	2,975,168	0
State	1,069,860	1,091,257	1,091,257	0
Special	255,000	260,100	260,100	0
<b>614 Fire Communications and Dispatch</b>	<b>5,929,311</b>	<b>6,201,329</b>	<b>15,546,557</b>	<b>9,345,228</b>
General	5,929,311	6,201,329	11,105,130	4,903,801
Special	0	0	4,441,427	4,441,427
<b>615 Fire Training and Education</b>	<b>3,661,532</b>	<b>3,875,624</b>	<b>3,959,508</b>	<b>83,884</b>
General	3,661,532	3,875,624	3,959,508	83,884
<b>General Services</b>	<b>71,100,579</b>	<b>74,200,670</b>	<b>94,415,461</b>	<b>20,214,791</b>
<b>189 Fleet Management</b>	<b>41,225,734</b>	<b>44,044,503</b>	<b>59,429,632</b>	<b>15,385,129</b>
Internal Service	41,225,734	44,044,503	59,429,632	15,385,129

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>General Services (Continued)</b>	<b>71,100,579</b>	<b>74,200,670</b>	<b>94,415,461</b>	<b>20,214,791</b>
<b>726 Administration - General Services</b>	<b>1,624,614</b>	<b>1,680,374</b>	<b>1,574,341</b>	<b>(106,033)</b>
General	1,624,614	1,680,374	1,574,341	(106,033)
<b>731 Facilities Management</b>	<b>27,910,231</b>	<b>28,305,885</b>	<b>33,247,977</b>	<b>4,942,092</b>
General	14,553,257	15,105,474	15,192,484	87,010
State	1,077,659	1,099,212	1,099,212	0
Internal Service	12,279,315	12,101,199	16,956,281	4,855,082
<b>734 Design and Construction/Major Projects Division.</b>	<b>340,000</b>	<b>169,908</b>	<b>163,511</b>	<b>(6,397)</b>
General	340,000	169,908	163,511	(6,397)
<b>Health</b>	<b>124,890,849</b>	<b>129,912,295</b>	<b>137,032,646</b>	<b>7,120,351</b>
<b>303 Clinical Services</b>	<b>11,046,419</b>	<b>12,002,490</b>	<b>8,212,069</b>	<b>(3,790,421)</b>
General	4,913,580	5,740,899	5,265,849	(475,050)
Federal	4,302,888	4,436,234	2,023,607	(2,412,627)
State	1,663,345	1,655,419	761,007	(894,412)
Special	166,606	169,938	161,606	(8,332)
<b>305 Healthy Homes</b>	<b>2,262,262</b>	<b>2,421,964</b>	<b>2,360,798</b>	<b>(61,166)</b>
General	885,262	972,306	969,429	(2,877)
Federal	1,198,552	1,280,448	1,222,159	(58,289)
Special	178,448	169,210	169,210	0
<b>307 Substance Abuse and Mental Health</b>	<b>2,386,032</b>	<b>2,433,753</b>	<b>2,259,805</b>	<b>(173,948)</b>
General	1,851,443	1,888,472	1,725,216	(163,256)
State	534,589	545,281	534,589	(10,692)
<b>308 Maternal and Child Health</b>	<b>18,594,147</b>	<b>19,204,738</b>	<b>24,307,556</b>	<b>5,102,818</b>
General	922,802	1,013,306	1,853,606	840,300
Federal	15,327,881	15,728,523	19,611,232	3,882,709
State	1,062,045	1,154,558	1,824,691	670,133
Special	1,281,419	1,308,351	1,018,027	(290,324)
<b>310 School Health Services</b>	<b>16,398,330</b>	<b>17,071,331</b>	<b>16,593,740</b>	<b>(477,591)</b>
General	2,618,724	2,760,351	2,683,130	(77,221)
Federal	401,438	411,446	477,833	66,387
State	505,021	584,279	504,606	(79,673)
Special	12,873,147	13,315,255	12,928,171	(387,084)
<b>311 Health Services for Seniors</b>	<b>4,838,308</b>	<b>4,993,345</b>	<b>4,093,609</b>	<b>(899,736)</b>
Federal	4,838,308	4,993,345	4,093,609	(899,736)
<b>315 Emergency Services - Health</b>	<b>12,726,994</b>	<b>12,907,586</b>	<b>13,205,948</b>	<b>298,362</b>
General	668,784	710,318	708,807	(1,511)
Federal	764,453	697,531	776,065	78,534
State	11,293,757	11,499,737	11,314,394	(185,343)
Special	0	0	406,682	406,682
<b>316 Youth Violence Prevention</b>	<b>2,912,035</b>	<b>2,821,950</b>	<b>3,793,763</b>	<b>971,813</b>
General	735,378	667,340	926,756	259,416
Federal	695,400	685,012	1,444,632	759,620
State	1,481,257	1,469,598	1,422,375	(47,223)
<b>715 Administration - Health</b>	<b>9,521,282</b>	<b>10,172,162</b>	<b>9,801,581</b>	<b>(370,581)</b>
General	4,468,511	4,985,697	4,699,514	(286,183)
Federal	3,060,000	3,121,200	3,121,200	0
State	1,020,000	1,040,400	1,040,400	0
Special	972,771	1,024,865	940,467	(84,398)
<b>716 Animal Services</b>	<b>3,164,962</b>	<b>3,331,679</b>	<b>3,031,573</b>	<b>(300,106)</b>
General	3,164,962	3,331,679	3,031,573	(300,106)
<b>717 Environmental Health</b>	<b>3,107,340</b>	<b>3,448,503</b>	<b>3,403,339</b>	<b>(45,164)</b>
General	3,055,320	3,395,443	3,371,919	(23,524)
Special	52,020	53,060	31,420	(21,640)
<b>718 Chronic Disease Prevention</b>	<b>683,106</b>	<b>717,173</b>	<b>1,294,245</b>	<b>577,072</b>
General	373,382	420,092	418,846	(1,246)
State	309,724	297,081	760,399	463,318

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Health (Continued)</b>	<b>124,890,849</b>	<b>129,912,295</b>	<b>137,032,646</b>	<b>7,120,351</b>
Special	0	0	115,000	115,000
<b>720 HIV Treatment Services for the Uninsured</b>	<b>26,236,820</b>	<b>27,023,833</b>	<b>33,962,716</b>	<b>6,938,883</b>
General	1,271,409	1,202,030	1,196,603	(5,427)
Federal	22,963,100	23,773,991	27,544,382	3,770,391
State	2,002,311	2,047,812	5,221,731	3,173,919
<b>721 Senior Centers</b>	<b>2,246,074</b>	<b>2,287,655</b>	<b>2,182,703</b>	<b>(104,952)</b>
General	780,750	809,376	807,397	(1,979)
Federal	1,297,324	1,306,843	1,239,496	(67,347)
State	168,000	171,436	135,810	(35,626)
<b>722 Administration - CARE</b>	<b>572,147</b>	<b>576,707</b>	<b>571,674</b>	<b>(5,033)</b>
General	377,927	380,906	375,797	(5,109)
Federal	194,220	195,801	195,877	76
<b>723 Advocacy for Seniors</b>	<b>2,166,149</b>	<b>2,435,165</b>	<b>2,142,302</b>	<b>(292,863)</b>
General	99,956	102,409	101,289	(1,120)
Federal	182,069	193,954	182,305	(11,649)
State	1,884,124	2,138,802	1,858,708	(280,094)
<b>724 Direct Care and Support Planning</b>	<b>1,985,018</b>	<b>1,934,849</b>	<b>1,872,945</b>	<b>(61,904)</b>
Federal	136,753	139,488	136,753	(2,735)
State	1,848,265	1,795,361	1,736,192	(59,169)
<b>725 Community Services for Seniors</b>	<b>4,043,424</b>	<b>4,127,412</b>	<b>3,942,280</b>	<b>(185,132)</b>
General	145,176	148,080	145,176	(2,904)
Federal	2,628,266	2,683,950	2,580,895	(103,055)
State	979,425	999,014	936,762	(62,252)
Special	290,557	296,368	279,447	(16,921)
<b>Housing and Community Development</b>	<b>61,218,541</b>	<b>59,930,331</b>	<b>58,521,107</b>	<b>(1,409,224)</b>
<b>593 Community Support Projects</b>	<b>7,634,837</b>	<b>7,815,073</b>	<b>7,916,709</b>	<b>101,636</b>
Federal	7,634,837	7,815,073	7,916,709	101,636
<b>604 Before and After Care</b>	<b>169,776</b>	<b>173,078</b>	<b>0</b>	<b>(173,078)</b>
General	169,776	173,078	0	(173,078)
<b>737 Administration - HCD</b>	<b>3,781,496</b>	<b>4,070,089</b>	<b>3,757,235</b>	<b>(312,854)</b>
General	2,606,373	2,818,564	2,376,271	(442,293)
Federal	1,175,123	1,251,525	1,380,964	129,439
<b>738 Weatherization Services</b>	<b>10,180,014</b>	<b>6,601,256</b>	<b>5,151,018</b>	<b>(1,450,238)</b>
State	10,180,014	6,601,256	5,051,018	(1,550,238)
Special	0	0	100,000	100,000
<b>740 Dawson Center</b>	<b>379,406</b>	<b>408,279</b>	<b>401,789</b>	<b>(6,490)</b>
General	31,000	31,620	31,620	0
Federal	348,406	376,659	370,169	(6,490)
<b>742 Promote Homeownership</b>	<b>649,824</b>	<b>666,281</b>	<b>274,008</b>	<b>(392,273)</b>
General	0	0	187,405	187,405
Federal	649,824	666,281	86,603	(579,678)
<b>745 Housing Code Enforcement</b>	<b>14,412,285</b>	<b>15,209,422</b>	<b>14,929,512</b>	<b>(279,910)</b>
General	14,362,285	15,158,422	14,879,512	(278,910)
Special	50,000	51,000	50,000	(1,000)
<b>747 Register and License Properties and Contractors</b>	<b>579,120</b>	<b>639,070</b>	<b>636,689</b>	<b>(2,381)</b>
General	579,120	639,070	636,689	(2,381)
<b>748 Housing Development Finance and Project Management</b>	<b>738,334</b>	<b>763,919</b>	<b>642,238</b>	<b>(121,681)</b>
Federal	738,334	763,919	642,238	(121,681)
<b>749 Blight Elimination</b>	<b>2,749,163</b>	<b>3,056,678</b>	<b>3,433,445</b>	<b>376,767</b>
General	2,749,163	3,056,678	3,433,445	376,767
<b>750 Housing Rehabilitation Services</b>	<b>1,740,349</b>	<b>1,753,981</b>	<b>3,301,724</b>	<b>1,547,743</b>
Federal	1,269,349	1,273,561	2,923,624	1,650,063
State	471,000	480,420	378,100	(102,320)
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,525,710</b>	<b>5,768,785</b>	<b>5,729,893</b>	<b>(38,892)</b>
General	5,525,710	5,768,785	5,729,893	(38,892)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Housing and Community Development (Continued)</b>	<b>61,218,541</b>	<b>59,930,331</b>	<b>58,521,107</b>	<b>(1,409,224)</b>
<b>752 Community Outreach Services</b>	<b>1,250,272</b>	<b>1,315,566</b>	<b>1,583,985</b>	<b>268,419</b>
General	1,050,272	1,111,566	1,373,985	262,419
Special	200,000	204,000	210,000	6,000
<b>754 Summer Food Service Program</b>	<b>3,744,513</b>	<b>3,851,743</b>	<b>3,547,207</b>	<b>(304,536)</b>
General	250,000	255,000	0	(255,000)
State	3,494,513	3,596,743	3,547,207	(49,536)
<b>809 Retention, Expansion, and Attraction of Businesses</b>	<b>1,630,330</b>	<b>1,662,937</b>	<b>1,275,849</b>	<b>(387,088)</b>
General	1,530,330	1,560,937	1,023,849	(537,088)
Special	100,000	102,000	252,000	150,000
<b>810 Real Estate Development</b>	<b>1,987,471</b>	<b>2,027,220</b>	<b>2,027,220</b>	<b>0</b>
General	1,787,471	1,823,220	1,823,220	0
Special	200,000	204,000	204,000	0
<b>811 Inner Harbor Coordination</b>	<b>521,238</b>	<b>531,663</b>	<b>356,663</b>	<b>(175,000)</b>
General	521,238	531,663	356,663	(175,000)
<b>812 Business Support - Small Business Resource Center</b>	<b>466,848</b>	<b>476,185</b>	<b>476,185</b>	<b>0</b>
General	466,848	476,185	476,185	0
<b>813 Technology Development - Emerging Technology Center</b>	<b>815,156</b>	<b>831,459</b>	<b>831,459</b>	<b>0</b>
General	815,156	831,459	831,459	0
<b>814 Improve and Promote Retail Districts Beyond Downtown</b>	<b>1,686,557</b>	<b>1,720,288</b>	<b>1,690,288</b>	<b>(30,000)</b>
General	1,586,557	1,618,288	1,588,288	(30,000)
Special	100,000	102,000	102,000	0
<b>815 Live Baltimore</b>	<b>575,842</b>	<b>587,359</b>	<b>557,991</b>	<b>(29,368)</b>
General	575,842	587,359	557,991	(29,368)
<b>Human Resources</b>	<b>10,952,723</b>	<b>12,059,881</b>	<b>12,206,203</b>	<b>146,322</b>
<b>770 Administration - Human Resources</b>	<b>2,511,754</b>	<b>2,735,876</b>	<b>2,657,697</b>	<b>(78,179)</b>
General	2,511,754	2,735,876	2,657,697	(78,179)
<b>771 Benefits Administration</b>	<b>6,744,649</b>	<b>7,023,663</b>	<b>6,743,564</b>	<b>(280,099)</b>
General	4,474,699	4,691,520	4,413,619	(277,901)
Internal Service	2,269,950	2,332,143	2,329,945	(2,198)
<b>772 Civil Service Management</b>	<b>1,696,320</b>	<b>2,311,309</b>	<b>2,804,942</b>	<b>493,633</b>
General	1,696,320	2,311,309	2,804,942	493,633
<b>773 COB University</b>	<b>0</b>	<b>(10,967)</b>	<b>0</b>	<b>10,967</b>
General	0	(10,967)	0	10,967
<b>Law</b>	<b>10,646,264</b>	<b>11,062,170</b>	<b>11,279,410</b>	<b>217,240</b>
<b>860 Administration - Law</b>	<b>1,101,275</b>	<b>1,141,684</b>	<b>1,104,468</b>	<b>(37,216)</b>
General	1,012,370	1,045,320	902,103	(143,217)
Internal Service	88,905	96,364	202,365	106,001
<b>861 Controversies</b>	<b>6,365,971</b>	<b>6,596,243</b>	<b>6,914,810</b>	<b>318,567</b>
General	3,802,762	3,886,426	4,429,667	543,241
Internal Service	2,563,209	2,709,817	2,485,143	(224,674)
<b>862 Transactions</b>	<b>2,503,579</b>	<b>2,570,535</b>	<b>2,541,368</b>	<b>(29,167)</b>
General	2,402,959	2,463,456	2,435,552	(27,904)
Internal Service	100,620	107,079	105,816	(1,263)
<b>869 Minority and Women's Business Opportunity Office</b>	<b>675,439</b>	<b>740,076</b>	<b>718,764</b>	<b>(21,312)</b>
General	675,439	740,076	718,764	(21,312)
<b>871 Representation and Advice for Law Enforcement</b>	<b>0</b>	<b>13,632</b>	<b>0</b>	<b>(13,632)</b>
General	0	13,632	0	(13,632)
<b>Legislative Reference</b>	<b>1,050,332</b>	<b>1,158,785</b>	<b>1,152,473</b>	<b>(6,312)</b>
<b>106 Legislative Reference Services</b>	<b>543,070</b>	<b>634,443</b>	<b>628,895</b>	<b>(5,548)</b>
General	543,070	634,443	628,895	(5,548)
<b>107 Archives and Records Management</b>	<b>507,262</b>	<b>524,342</b>	<b>523,578</b>	<b>(764)</b>
General	507,262	524,342	523,578	(764)
<b>Liquor License Board</b>	<b>1,766,847</b>	<b>1,846,329</b>	<b>1,885,782</b>	<b>39,453</b>
<b>850 Liquor Licensing</b>	<b>826,954</b>	<b>867,194</b>	<b>908,714</b>	<b>41,520</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Liquor License Board (Continued)</b>	<b>1,766,847</b>	<b>1,846,329</b>	<b>1,885,782</b>	<b>39,453</b>
General	826,954	867,194	908,714	41,520
<b>851 Liquor License Compliance</b>	<b>939,893</b>	<b>979,135</b>	<b>977,068</b>	<b>(2,067)</b>
General	939,893	979,135	977,068	(2,067)
<b>Mayoralty</b>	<b>5,217,151</b>	<b>5,446,648</b>	<b>7,069,525</b>	<b>1,622,877</b>
<b>125 Executive Direction and Control - Mayoralty</b>	<b>5,217,151</b>	<b>5,446,648</b>	<b>7,069,525</b>	<b>1,622,877</b>
General	4,369,331	4,565,603	6,274,897	1,709,294
Federal	364,453	386,467	299,794	(86,673)
State	373,367	380,834	380,834	0
Special	110,000	113,744	114,000	256
<b>M-R: Art and Culture</b>	<b>8,511,474</b>	<b>8,600,871</b>	<b>8,176,968</b>	<b>(423,903)</b>
<b>493 Art and Culture Grants</b>	<b>6,156,975</b>	<b>6,199,282</b>	<b>5,680,969</b>	<b>(518,313)</b>
General	6,156,975	6,199,282	5,680,969	(518,313)
<b>824 Events, Art, Culture, and Film</b>	<b>2,279,499</b>	<b>2,325,089</b>	<b>2,419,499</b>	<b>94,410</b>
General	2,279,499	2,325,089	2,279,499	(45,590)
Special	0	0	140,000	140,000
<b>828 Bromo Seltzer Arts Tower</b>	<b>75,000</b>	<b>76,500</b>	<b>76,500</b>	<b>0</b>
General	75,000	76,500	76,500	0
<b>M-R: Baltimore City Public Schools</b>	<b>258,212,181</b>	<b>259,921,845</b>	<b>265,412,081</b>	<b>5,490,236</b>
<b>352 Baltimore City Public Schools</b>	<b>258,212,181</b>	<b>259,921,845</b>	<b>265,412,081</b>	<b>5,490,236</b>
General	258,212,181	259,921,845	265,412,081	5,490,236
<b>M-R: Cable and Communications</b>	<b>1,201,381</b>	<b>1,262,163</b>	<b>1,250,732</b>	<b>(11,431)</b>
<b>876 Media Production</b>	<b>1,201,381</b>	<b>1,262,163</b>	<b>1,250,732</b>	<b>(11,431)</b>
General	701,381	752,163	750,732	(1,431)
Special	500,000	510,000	500,000	(10,000)
<b>M-R: Civic Promotion</b>	<b>14,442,030</b>	<b>14,730,871</b>	<b>13,949,530</b>	<b>(781,341)</b>
<b>590 Civic Promotion Grants</b>	<b>468,145</b>	<b>477,508</b>	<b>458,148</b>	<b>(19,360)</b>
General	468,145	477,508	458,148	(19,360)
<b>820 Convention Sales and Tourism Marketing</b>	<b>13,973,885</b>	<b>14,253,363</b>	<b>13,491,382</b>	<b>(761,981)</b>
General	13,973,885	14,253,363	13,491,382	(761,981)
<b>M-R: Conditional Purchase Agreements</b>	<b>35,210,672</b>	<b>36,104,947</b>	<b>21,236,919</b>	<b>(14,868,028)</b>
<b>129 Conditional Purchase Agreement Payments</b>	<b>35,210,672</b>	<b>36,104,947</b>	<b>21,236,919</b>	<b>(14,868,028)</b>
General	22,066,813	22,988,342	21,236,919	(1,751,423)
Internal Service	13,143,859	13,116,605	0	(13,116,605)
<b>M-R: Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
<b>121 Contingent Fund</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>(20,000)</b>
General	1,000,000	1,020,000	1,000,000	(20,000)
<b>M-R: Convention Center Hotel</b>	<b>7,325,000</b>	<b>7,920,000</b>	<b>7,920,000</b>	<b>0</b>
<b>535 Convention Center Hotel</b>	<b>7,325,000</b>	<b>7,920,000</b>	<b>7,920,000</b>	<b>0</b>
General	7,325,000	7,920,000	7,920,000	0
<b>M-R: Convention Complex</b>	<b>23,915,688</b>	<b>24,300,980</b>	<b>24,363,962</b>	<b>62,982</b>
<b>540 Royal Farms Arena Operations</b>	<b>592,713</b>	<b>604,567</b>	<b>500,000</b>	<b>(104,567)</b>
General	592,713	604,567	500,000	(104,567)
<b>855 Convention Center</b>	<b>18,742,887</b>	<b>19,116,325</b>	<b>19,283,874</b>	<b>167,549</b>
General	12,417,786	12,664,722	12,832,271	167,549
State	6,325,101	6,451,603	6,451,603	0
<b>857 Convention Center Debt Service</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
<b>M-R: Debt Service</b>	<b>100,148,893</b>	<b>110,314,392</b>	<b>104,814,393</b>	<b>(5,499,999)</b>
<b>123 General Debt Service</b>	<b>100,148,893</b>	<b>110,314,392</b>	<b>104,814,393</b>	<b>(5,499,999)</b>
General	88,848,893	99,028,392	92,028,393	(6,999,999)
Special	11,300,000	11,286,000	12,786,000	1,500,000
<b>M-R: Educational Grants</b>	<b>7,736,930</b>	<b>7,891,668</b>	<b>7,204,727</b>	<b>(686,941)</b>
<b>446 Educational Grants</b>	<b>7,736,930</b>	<b>7,891,668</b>	<b>7,204,727</b>	<b>(686,941)</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Educational Grants (Continued)</b>	<b>7,736,930</b>	<b>7,891,668</b>	<b>7,204,727</b>	<b>(686,941)</b>
General	7,736,930	7,891,668	7,204,727	(686,941)
<b>M-R: Employees' Retirement Contribution</b>	<b>8,950,000</b>	<b>9,048,750</b>	<b>9,550,515</b>	<b>501,765</b>
<b>355 Employees' Retirement Contribution</b>	<b>8,950,000</b>	<b>9,048,750</b>	<b>9,550,515</b>	<b>501,765</b>
General	8,950,000	9,048,750	9,550,515	501,765
<b>M-R: Environmental Control Board</b>	<b>787,844</b>	<b>843,806</b>	<b>962,655</b>	<b>118,849</b>
<b>117 Adjudication of Environmental Citations</b>	<b>787,844</b>	<b>843,806</b>	<b>962,655</b>	<b>118,849</b>
General	787,844	843,806	962,655	118,849
<b>M-R: Health and Welfare Grants</b>	<b>1,190,058</b>	<b>1,213,859</b>	<b>1,213,859</b>	<b>0</b>
<b>385 Health and Welfare Grants</b>	<b>1,190,058</b>	<b>1,213,859</b>	<b>1,213,859</b>	<b>0</b>
General	1,190,058	1,213,859	1,213,859	0
<b>M-R: Innovation Fund</b>	<b>1,326,000</b>	<b>1,352,520</b>	<b>1,100,000</b>	<b>(252,520)</b>
<b>833 Innovation Fund</b>	<b>1,326,000</b>	<b>1,352,520</b>	<b>1,100,000</b>	<b>(252,520)</b>
General	1,326,000	1,352,520	1,100,000	(252,520)
<b>M-R: Miscellaneous General Expenses</b>	<b>27,064,856</b>	<b>23,277,956</b>	<b>23,998,756</b>	<b>720,800</b>
<b>122 Miscellaneous General Expenses</b>	<b>27,064,856</b>	<b>23,277,956</b>	<b>23,998,756</b>	<b>720,800</b>
General	27,064,856	23,277,956	23,998,756	720,800
<b>M-R: Office of CitiStat Operations</b>	<b>1,246,199</b>	<b>1,394,307</b>	<b>708,756</b>	<b>(685,551)</b>
<b>347 CitiStat Operations</b>	<b>1,246,199</b>	<b>1,394,307</b>	<b>708,756</b>	<b>(685,551)</b>
General	1,246,199	1,394,307	708,756	(685,551)
<b>M-R: Office of Criminal Justice</b>	<b>7,391,879</b>	<b>8,361,292</b>	<b>8,708,666</b>	<b>347,374</b>
<b>616 Juvenile Justice</b>	<b>0</b>	<b>0</b>	<b>499,494</b>	<b>499,494</b>
General	0	0	247,128	247,128
Federal	0	0	86,649	86,649
State	0	0	165,717	165,717
<b>617 Victim Services - MOCJ</b>	<b>0</b>	<b>0</b>	<b>728,131</b>	<b>728,131</b>
General	0	0	124,721	124,721
Federal	0	0	73,825	73,825
State	0	0	96,824	96,824
Special	0	0	432,761	432,761
<b>618 Crime Prevention</b>	<b>0</b>	<b>0</b>	<b>739,468</b>	<b>739,468</b>
General	0	0	593,196	593,196
Federal	0	0	146,272	146,272
<b>757 CitiWatch</b>	<b>1,516,011</b>	<b>2,173,263</b>	<b>2,548,438</b>	<b>375,175</b>
General	1,486,011	2,142,663	2,292,663	150,000
Federal	0	0	70,775	70,775
Special	30,000	30,600	185,000	154,400
<b>758 Coordination of Public Safety Strategy - Administration</b>	<b>5,875,868</b>	<b>6,188,029</b>	<b>4,193,135</b>	<b>(1,994,894)</b>
General	883,757	1,149,041	626,434	(522,607)
Federal	2,990,637	3,097,055	3,246,701	149,646
State	1,577,199	1,509,172	245,000	(1,264,172)
Special	424,275	432,761	75,000	(357,761)
<b>M-R: Office of Employment Development</b>	<b>24,880,193</b>	<b>25,212,776</b>	<b>24,967,770</b>	<b>(245,006)</b>
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>200,176</b>	<b>154,647</b>	<b>250,000</b>	<b>95,353</b>
State	200,176	154,647	250,000	95,353
<b>792 Workforce Services for TANF Recipients</b>	<b>3,746,482</b>	<b>3,800,769</b>	<b>3,446,796</b>	<b>(353,973)</b>
Federal	3,209,237	3,244,558	3,246,796	2,238
State	537,245	556,211	200,000	(356,211)
<b>793 Employment Enhancement Services for Baltimore City Residents</b>	<b>1,762,837</b>	<b>1,762,582</b>	<b>1,959,712</b>	<b>197,130</b>
General	1,317,837	1,317,913	1,314,712	(3,201)
Special	445,000	444,669	645,000	200,331
<b>794 Administration - MOED</b>	<b>1,666,405</b>	<b>1,715,785</b>	<b>623,549</b>	<b>(1,092,236)</b>
General	1,508,639	1,582,495	623,549	(958,946)
Federal	0	(27,631)	0	27,631
State	107,766	109,921	0	(109,921)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Office of Employment Development (Continued)</b>	<b>24,880,193</b>	<b>25,212,776</b>	<b>24,967,770</b>	<b>(245,006)</b>
Special	50,000	51,000	0	(51,000)
<b>795 Workforce Services for Baltimore Residents</b>	<b>5,101,484</b>	<b>5,174,541</b>	<b>6,258,597</b>	<b>1,084,056</b>
Federal	4,501,484	4,562,541	5,658,597	1,096,056
State	400,000	408,000	400,000	(8,000)
Special	200,000	204,000	200,000	(4,000)
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,587,384</b>	<b>1,607,098</b>	<b>1,623,610</b>	<b>16,512</b>
General	88,085	78,595	126,499	47,904
Federal	749,715	766,926	748,785	(18,141)
State	749,584	761,577	748,326	(13,251)
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>3,718,057</b>	<b>3,715,116</b>	<b>3,673,752</b>	<b>(41,364)</b>
General	2,911,862	2,933,595	2,923,978	(9,617)
Federal	396,743	401,704	495,963	94,259
State	409,452	379,817	253,811	(126,006)
<b>798 Youth Works Summer Job Program</b>	<b>4,472,597</b>	<b>4,564,236</b>	<b>4,673,725</b>	<b>109,489</b>
General	1,772,101	1,801,728	1,813,147	11,419
Federal	1,100,000	1,122,000	1,100,000	(22,000)
State	1,360,496	1,394,508	1,360,578	(33,930)
Special	240,000	246,000	400,000	154,000
<b>800 Workforce Services for WIOA Funded Youth</b>	<b>2,624,771</b>	<b>2,718,002</b>	<b>2,458,029</b>	<b>(259,973)</b>
Federal	2,624,771	2,718,002	2,458,029	(259,973)
<b>M-R: Office of Human Services</b>	<b>59,378,804</b>	<b>60,272,473</b>	<b>65,268,220</b>	<b>4,995,747</b>
<b>356 Administration - Human Services</b>	<b>2,813,770</b>	<b>2,965,069</b>	<b>5,174,187</b>	<b>2,209,118</b>
General	716,828	748,986	1,043,103	294,117
Federal	1,576,268	1,653,962	3,074,759	1,420,797
State	126,924	130,098	110,503	(19,595)
Special	393,750	432,023	945,822	513,799
<b>605 Head Start</b>	<b>9,288,392</b>	<b>9,489,618</b>	<b>8,570,171</b>	<b>(919,447)</b>
General	575,000	586,500	540,000	(46,500)
Federal	7,767,472	7,938,280	7,697,187	(241,093)
State	785,920	801,638	132,984	(668,654)
Special	160,000	163,200	200,000	36,800
<b>741 Community Action Centers</b>	<b>8,021,542</b>	<b>6,983,617</b>	<b>6,262,688</b>	<b>(720,929)</b>
General	1,346,104	1,469,426	776,960	(692,466)
Federal	863,013	899,369	877,543	(21,826)
State	5,812,425	4,614,822	4,608,185	(6,637)
<b>893 Homeless Prevention and Support Services for the Homeless</b>	<b>1,780,542</b>	<b>1,816,153</b>	<b>1,820,831</b>	<b>4,678</b>
Federal	1,193,514	1,217,384	1,148,157	(69,227)
State	587,028	598,769	672,674	73,905
<b>894 Outreach to the Homeless</b>	<b>3,555,836</b>	<b>3,626,953</b>	<b>3,873,090</b>	<b>246,137</b>
General	0	0	174,286	174,286
Federal	3,196,012	3,259,932	3,315,618	55,686
State	359,824	367,021	383,186	16,165
<b>895 Temporary Housing for the Homeless</b>	<b>10,590,369</b>	<b>11,498,013</b>	<b>13,576,557</b>	<b>2,078,544</b>
General	5,210,053	6,010,088	7,905,475	1,895,387
Federal	3,890,522	3,968,334	4,190,511	222,177
State	1,489,794	1,519,591	1,480,571	(39,020)
<b>896 Permanent Housing for the Homeless</b>	<b>23,328,353</b>	<b>23,893,050</b>	<b>25,990,696</b>	<b>2,097,646</b>
General	716,837	731,174	731,174	0
Federal	22,405,079	22,739,155	24,982,489	2,243,334
State	69,336	70,723	61,495	(9,228)
Special	137,101	351,998	215,538	(136,460)
<b>M-R: Office of Information Technology</b>	<b>41,977,290</b>	<b>36,251,072</b>	<b>28,001,090</b>	<b>(8,249,982)</b>
<b>802 Administration - MOIT</b>	<b>1,184,030</b>	<b>1,443,747</b>	<b>1,549,005</b>	<b>105,258</b>
General	1,184,030	1,443,747	1,549,005	105,258
<b>803 Enterprise Innovation and Application Services</b>	<b>6,665,120</b>	<b>6,858,969</b>	<b>6,893,918</b>	<b>34,949</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Office of Information Technology (Continued)</b>	<b>41,977,290</b>	<b>36,251,072</b>	<b>28,001,090</b>	<b>(8,249,982)</b>
General	6,665,120	6,858,969	6,893,918	34,949
<b>804 Enterprise Unified Call Center</b>	<b>20,418,603</b>	<b>13,476,665</b>	<b>5,187,529</b>	<b>(8,289,136)</b>
General	16,364,981	9,397,816	5,187,529	(4,210,287)
Special	4,053,622	4,078,849	0	(4,078,849)
<b>805 Enterprise IT Delivery Services</b>	<b>13,709,537</b>	<b>14,471,691</b>	<b>14,370,638</b>	<b>(101,053)</b>
General	5,735,427	6,014,295	6,064,652	50,357
Internal Service	7,974,110	8,457,396	8,305,986	(151,410)
<b>M-R: Office of Neighborhoods</b>	<b>784,024</b>	<b>814,360</b>	<b>806,762</b>	<b>(7,598)</b>
<b>354 Office of Neighborhoods</b>	<b>784,024</b>	<b>814,360</b>	<b>806,762</b>	<b>(7,598)</b>
General	784,024	814,360	806,762	(7,598)
<b>M-R: Office of the Inspector General</b>	<b>741,280</b>	<b>795,184</b>	<b>784,665</b>	<b>(10,519)</b>
<b>836 Inspector General</b>	<b>741,280</b>	<b>795,184</b>	<b>784,665</b>	<b>(10,519)</b>
General	741,280	795,184	784,665	(10,519)
<b>M-R: Office of the Labor Commissioner</b>	<b>805,453</b>	<b>846,905</b>	<b>802,840</b>	<b>(44,065)</b>
<b>128 Labor Contract Negotiations and Administration</b>	<b>805,453</b>	<b>846,905</b>	<b>802,840</b>	<b>(44,065)</b>
General	805,453	846,905	802,840	(44,065)
<b>M-R: Retirees' Benefits</b>	<b>55,335,181</b>	<b>76,199,700</b>	<b>67,738,097</b>	<b>(8,461,603)</b>
<b>351 Retirees' Benefits</b>	<b>55,335,181</b>	<b>76,199,700</b>	<b>67,738,097</b>	<b>(8,461,603)</b>
General	55,335,181	76,199,700	67,738,097	(8,461,603)
<b>M-R: Self-Insurance Fund</b>	<b>23,347,275</b>	<b>24,117,736</b>	<b>19,358,438</b>	<b>(4,759,298)</b>
<b>126 Contribution to Self-Insurance Fund</b>	<b>23,347,275</b>	<b>24,117,736</b>	<b>19,358,438</b>	<b>(4,759,298)</b>
General	23,347,275	24,117,736	19,358,438	(4,759,298)
<b>M-R: TIF Debt Service</b>	<b>11,562,093</b>	<b>16,844,756</b>	<b>16,844,756</b>	<b>0</b>
<b>124 TIF Debt Service</b>	<b>11,562,093</b>	<b>16,844,756</b>	<b>16,844,756</b>	<b>0</b>
General	11,562,093	16,844,756	16,844,756	0
<b>Municipal and Zoning Appeals</b>	<b>630,079</b>	<b>647,776</b>	<b>650,514</b>	<b>2,738</b>
<b>185 Zoning, Tax and Other Appeals</b>	<b>630,079</b>	<b>647,776</b>	<b>650,514</b>	<b>2,738</b>
General	630,079	647,776	650,514	2,738
<b>Office of Civil Rights</b>	<b>1,452,029</b>	<b>1,905,659</b>	<b>1,898,755</b>	<b>(6,904)</b>
<b>656 Wage Investigation and Enforcement</b>	<b>199,664</b>	<b>226,544</b>	<b>224,196</b>	<b>(2,348)</b>
General	199,664	226,544	224,196	(2,348)
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>898,237</b>	<b>914,894</b>	<b>912,520</b>	<b>(2,374)</b>
General	848,237	863,894	861,520	(2,374)
Federal	40,000	40,800	40,800	0
Special	10,000	10,200	10,200	0
<b>848 Police Community Relations</b>	<b>151,749</b>	<b>555,524</b>	<b>555,998</b>	<b>474</b>
General	151,749	555,524	555,998	474
<b>878 Disabilities Commission</b>	<b>202,379</b>	<b>208,697</b>	<b>206,041</b>	<b>(2,656)</b>
General	202,379	208,697	206,041	(2,656)
<b>Planning</b>	<b>12,763,115</b>	<b>9,236,088</b>	<b>8,256,405</b>	<b>(979,683)</b>
<b>761 Development Oversight and Project Support</b>	<b>1,212,098</b>	<b>1,263,237</b>	<b>1,207,924</b>	<b>(55,313)</b>
General	1,212,098	1,263,237	1,207,924	(55,313)
<b>762 Historic Preservation</b>	<b>860,948</b>	<b>901,872</b>	<b>628,470</b>	<b>(273,402)</b>
General	590,948	626,269	628,470	2,201
Special	270,000	275,603	0	(275,603)
<b>763 Comprehensive Planning and Resource Management</b>	<b>4,667,162</b>	<b>4,793,232</b>	<b>4,069,098</b>	<b>(724,134)</b>
General	1,377,265	1,437,537	1,344,923	(92,614)
Federal	191,287	195,113	190,000	(5,113)
State	182,070	185,711	175,000	(10,711)
Special	2,916,540	2,974,871	2,359,175	(615,696)
<b>765 Planning for a Sustainable Baltimore</b>	<b>5,171,639</b>	<b>1,348,005</b>	<b>1,428,610</b>	<b>80,605</b>
General	841,320	899,209	980,759	81,550
Federal	182,070	185,711	185,000	(711)
State	4,070,219	144,152	136,000	(8,152)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Planning (Continued)</b>	<b>12,763,115</b>	<b>9,236,088</b>	<b>8,256,405</b>	<b>(979,683)</b>
Special	78,030	118,933	126,851	7,918
<b>768 Administration - Planning</b>	<b>851,268</b>	<b>929,742</b>	<b>922,303</b>	<b>(7,439)</b>
General	851,268	929,742	922,303	(7,439)
<b>Police</b>	<b>475,431,941</b>	<b>502,978,843</b>	<b>480,696,060</b>	<b>(22,282,783)</b>
<b>621 Administration - Police</b>	<b>36,073,779</b>	<b>43,775,090</b>	<b>40,979,686</b>	<b>(2,795,404)</b>
General	30,905,620	38,503,167	39,341,563	838,396
Federal	1,602,739	1,635,195	1,638,123	2,928
Special	3,565,420	3,636,728	0	(3,636,728)
<b>622 Police Patrol</b>	<b>247,989,737</b>	<b>255,988,896</b>	<b>256,311,725</b>	<b>322,829</b>
General	240,368,907	248,302,830	248,993,193	690,363
State	6,005,830	5,973,206	5,594,532	(378,674)
Special	1,615,000	1,712,860	1,724,000	11,140
<b>623 Crime Investigation</b>	<b>56,673,692</b>	<b>57,791,649</b>	<b>36,306,243</b>	<b>(21,485,406)</b>
General	54,149,017	55,215,970	33,730,564	(21,485,406)
Federal	102,000	104,550	104,550	0
State	2,422,675	2,471,129	2,471,129	0
<b>624 Target Violent Criminals</b>	<b>45,590,292</b>	<b>46,551,519</b>	<b>43,447,576</b>	<b>(3,103,943)</b>
General	40,204,483	40,886,568	36,656,644	(4,229,924)
State	3,307,029	3,544,596	4,670,577	1,125,981
Special	2,078,780	2,120,355	2,120,355	0
<b>625 SWAT/ESU</b>	<b>8,436,973</b>	<b>9,006,404</b>	<b>9,730,800</b>	<b>724,396</b>
General	8,436,973	9,006,404	9,730,800	724,396
<b>626 Homeland Security - Intelligence</b>	<b>15,626,839</b>	<b>15,570,947</b>	<b>15,198,561</b>	<b>(372,386)</b>
General	8,064,622	7,754,231	7,378,582	(375,649)
Federal	7,562,217	7,816,716	7,819,979	3,263
<b>627 Emergency Communications</b>	<b>0</b>	<b>7,376,866</b>	<b>7,822,472</b>	<b>445,606</b>
General	0	7,376,866	7,822,472	445,606
<b>628 Police Internal Affairs</b>	<b>6,262,924</b>	<b>6,771,334</b>	<b>9,039,682</b>	<b>2,268,348</b>
General	6,262,924	6,771,334	9,039,682	2,268,348
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>8,747,083</b>	<b>8,794,565</b>	<b>7,810,451</b>	<b>(984,114)</b>
General	8,747,083	8,794,565	7,810,451	(984,114)
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>11,290,902</b>	<b>11,313,738</b>	<b>9,060,572</b>	<b>(2,253,166)</b>
General	11,065,902	11,083,113	8,829,947	(2,253,166)
Federal	225,000	230,625	230,625	0
<b>635 Police Recruiting and Training</b>	<b>15,181,192</b>	<b>15,382,667</b>	<b>15,904,099</b>	<b>521,432</b>
General	14,671,192	14,862,467	15,383,899	521,432
State	510,000	520,200	520,200	0
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,846,076</b>	<b>3,838,637</b>	<b>4,587,249</b>	<b>748,612</b>
General	3,846,076	3,838,637	4,587,249	748,612
<b>638 Marine Unit</b>	<b>307,358</b>	<b>315,424</b>	<b>2,049,579</b>	<b>1,734,155</b>
General	307,358	315,424	2,049,579	1,734,155
<b>640 Special Operations - Aviation</b>	<b>5,747,435</b>	<b>5,813,677</b>	<b>6,117,186</b>	<b>303,509</b>
General	5,747,435	5,813,677	6,117,186	303,509
<b>642 Crime Laboratory</b>	<b>13,657,659</b>	<b>14,687,430</b>	<b>16,330,179</b>	<b>1,642,749</b>
General	11,406,199	12,360,659	14,000,416	1,639,757
Federal	2,251,460	2,326,771	2,329,763	2,992
<b>Public Works</b>	<b>526,855,103</b>	<b>535,652,866</b>	<b>532,174,333</b>	<b>(3,478,533)</b>
<b>660 Administration - DPW - SW</b>	<b>1,409,939</b>	<b>1,503,299</b>	<b>1,476,356</b>	<b>(26,943)</b>
General	1,409,939	1,503,299	1,476,356	(26,943)
<b>661 Public Right-of-Way Cleaning</b>	<b>21,622,107</b>	<b>21,130,244</b>	<b>20,379,772</b>	<b>(750,472)</b>
General	18,554,053	17,918,404	17,372,627	(545,777)
Special	558,674	642,019	593,215	(48,804)
Stormwater Utility	2,509,380	2,569,821	2,413,930	(155,891)
<b>662 Vacant/Abandoned Property Cleaning and Boarding</b>	<b>8,319,141</b>	<b>8,782,532</b>	<b>8,325,900</b>	<b>(456,632)</b>
General	8,863,449	7,297,726	6,898,751	(398,975)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Public Works (Continued)</b>	<b>526,855,103</b>	<b>535,652,866</b>	<b>532,174,333</b>	<b>(3,478,533)</b>
Federal	1,455,692	1,484,806	1,427,149	(57,657)
<b>663 Waste Removal and Recycling</b>	<b>25,167,904</b>	<b>26,482,730</b>	<b>26,886,421</b>	<b>403,691</b>
General	25,167,904	26,482,730	26,886,421	403,691
<b>664 Waste Re-Use and Disposal</b>	<b>20,305,715</b>	<b>20,089,837</b>	<b>20,119,005</b>	<b>29,168</b>
General	20,305,715	20,089,837	20,119,005	29,168
<b>670 Administration - DPW - WWW</b>	<b>39,241,950</b>	<b>40,014,137</b>	<b>39,650,241</b>	<b>(363,896)</b>
Water Utility	18,745,631	19,040,172	18,032,296	(1,007,876)
Wastewater Utility	20,496,319	20,973,965	21,617,945	643,980
<b>671 Water Management</b>	<b>82,311,419</b>	<b>83,734,535</b>	<b>84,659,542</b>	<b>925,007</b>
Water Utility	82,311,419	83,734,535	84,659,542	925,007
<b>672 Water and Wastewater Consumer Services</b>	<b>21,356,236</b>	<b>22,037,449</b>	<b>21,609,626</b>	<b>(427,823)</b>
Water Utility	15,379,126	15,872,385	14,891,070	(981,315)
Special	0	68,412	0	(68,412)
Stormwater Utility	1,738,722	1,773,496	2,116,498	343,002
Wastewater Utility	4,238,388	4,323,156	4,602,058	278,902
<b>673 Wastewater Management</b>	<b>123,568,957</b>	<b>126,171,956</b>	<b>129,579,836</b>	<b>3,407,880</b>
State	300,000	306,000	306,000	0
Wastewater Utility	123,268,957	125,865,956	129,273,836	3,407,880
<b>674 Surface Water Management</b>	<b>17,824,861</b>	<b>18,266,484</b>	<b>19,849,530</b>	<b>1,583,046</b>
Water Utility	523,807	501,554	485,320	(16,234)
Federal	50,465	51,474	200,000	148,526
State	200,000	204,000	500,000	296,000
Stormwater Utility	15,911,275	16,304,319	17,071,704	767,385
Wastewater Utility	1,139,314	1,205,137	1,592,506	387,369
<b>675 Engineering and Construction Management - Water and Wastewater</b>	<b>152,012,158</b>	<b>152,748,933</b>	<b>154,572,108</b>	<b>1,823,175</b>
Water Utility	65,467,393	65,993,758	62,152,388	(3,841,370)
Wastewater Utility	86,544,765	86,755,175	92,419,720	5,664,545
<b>676 Administration - DPW</b>	<b>2,306,448</b>	<b>2,976,691</b>	<b>2,803,833</b>	<b>(172,858)</b>
General	2,306,448	2,907,221	2,803,833	(103,388)
Special	0	69,470	0	(69,470)
<b>730 Public and Private Energy Performance</b>	<b>11,408,268</b>	<b>11,714,039</b>	<b>2,262,163</b>	<b>(9,451,876)</b>
Federal	2,000,000	2,040,000	0	(2,040,000)
State	2,000,000	2,040,000	0	(2,040,000)
Special	5,000,000	5,100,000	0	(5,100,000)
Internal Service	2,408,268	2,534,039	2,262,163	(271,876)
<b>Recreation and Parks</b>	<b>39,056,794</b>	<b>42,592,688</b>	<b>43,959,115</b>	<b>1,366,427</b>
<b>644 Administration - Rec and Parks</b>	<b>4,335,600</b>	<b>4,369,813</b>	<b>4,222,732</b>	<b>(147,081)</b>
General	4,202,364	4,233,246	4,086,165	(147,081)
State	133,236	136,567	136,567	0
<b>645 Aquatics</b>	<b>2,320,643</b>	<b>2,423,702</b>	<b>2,423,399</b>	<b>(303)</b>
General	2,320,643	2,423,702	1,923,399	(500,303)
Special	0	0	500,000	500,000
<b>646 Park Maintenance</b>	<b>10,871,205</b>	<b>11,963,119</b>	<b>12,562,017</b>	<b>598,898</b>
General	9,619,553	10,683,182	10,582,080	(101,102)
State	1,251,652	1,279,937	1,279,937	0
Special	0	0	700,000	700,000
<b>647 Youth and Adult Sports</b>	<b>694,708</b>	<b>849,721</b>	<b>848,858</b>	<b>(863)</b>
General	538,284	689,893	689,030	(863)
Special	156,424	159,828	159,828	0
<b>648 Community Recreation Centers</b>	<b>13,155,774</b>	<b>14,827,886</b>	<b>14,920,833</b>	<b>92,947</b>
General	13,021,158	14,662,557	13,477,807	(1,184,750)
Federal	0	27,762	276,776	249,014
Special	134,616	137,567	1,166,250	1,028,683
<b>649 Special Facilities Management - Recreation</b>	<b>1,394,103</b>	<b>1,450,058</b>	<b>1,448,285</b>	<b>(1,773)</b>
General	23,025	37,071	37,071	0

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Recreation and Parks (Continued)</b>	<b>39,056,794</b>	<b>42,592,688</b>	<b>43,959,115</b>	<b>1,366,427</b>
Special	1,371,078	1,412,987	1,411,214	(1,773)
<b>650 Horticulture</b>	<b>1,439,174</b>	<b>1,597,529</b>	<b>1,826,699</b>	<b>229,170</b>
General	942,976	1,098,499	1,272,275	173,776
Special	496,198	499,030	554,424	55,394
<b>651 Recreation for Seniors</b>	<b>187,608</b>	<b>191,668</b>	<b>122,933</b>	<b>(68,735)</b>
General	121,493	124,231	122,933	(1,298)
Special	66,115	67,437	0	(67,437)
<b>652 Therapeutic Recreation</b>	<b>281,730</b>	<b>413,873</b>	<b>413,580</b>	<b>(293)</b>
General	281,730	413,873	413,580	(293)
<b>653 Park Programs &amp; Events</b>	<b>644,539</b>	<b>679,018</b>	<b>678,469</b>	<b>(549)</b>
Special	644,539	679,018	678,469	(549)
<b>654 Urban Forestry</b>	<b>3,731,710</b>	<b>3,826,301</b>	<b>4,491,310</b>	<b>665,009</b>
General	3,731,710	3,826,301	4,391,310	565,009
Special	0	0	100,000	100,000
<b>Sheriff</b>	<b>20,438,734</b>	<b>20,591,045</b>	<b>20,208,270</b>	<b>(382,775)</b>
<b>881 Courthouse Security</b>	<b>4,199,517</b>	<b>4,155,789</b>	<b>4,351,821</b>	<b>196,032</b>
General	4,199,517	4,155,789	4,351,821	196,032
<b>882 Deputy Sheriff Enforcement</b>	<b>10,919,349</b>	<b>11,179,430</b>	<b>10,241,619</b>	<b>(937,811)</b>
General	10,919,349	11,179,430	10,241,619	(937,811)
<b>883 Service of Protective and Peace Orders</b>	<b>1,770,011</b>	<b>1,584,918</b>	<b>1,897,499</b>	<b>312,581</b>
General	1,770,011	1,584,918	1,897,499	312,581
<b>884 District Court Sheriff Services</b>	<b>2,532,333</b>	<b>2,614,715</b>	<b>2,448,070</b>	<b>(166,645)</b>
General	2,532,333	2,614,715	2,448,070	(166,645)
<b>889 Child Support Enforcement</b>	<b>1,017,524</b>	<b>1,056,193</b>	<b>1,269,261</b>	<b>213,068</b>
General	1,017,524	1,056,193	1,269,261	213,068
<b>State's Attorney</b>	<b>38,657,056</b>	<b>40,671,275</b>	<b>41,862,283</b>	<b>1,191,008</b>
<b>115 Prosecution of Criminals</b>	<b>32,219,343</b>	<b>33,042,335</b>	<b>33,784,573</b>	<b>742,238</b>
General	26,249,750	27,005,891	27,154,911	149,020
Federal	1,002,117	1,058,151	1,439,329	381,178
State	4,759,396	4,766,051	4,828,091	62,040
Special	208,080	212,242	362,242	150,000
<b>781 Administration - State's Attorney</b>	<b>4,689,704</b>	<b>6,442,799</b>	<b>6,527,788</b>	<b>84,989</b>
General	4,689,704	6,442,799	6,527,788	84,989
<b>786 Victim and Witness Services</b>	<b>1,748,009</b>	<b>1,186,141</b>	<b>1,549,922</b>	<b>363,781</b>
General	1,499,725	924,938	1,290,659	365,721
Federal	248,284	261,203	259,263	(1,940)
<b>Transportation</b>	<b>175,188,178</b>	<b>189,804,786</b>	<b>200,198,195</b>	<b>10,393,409</b>
<b>500 Street Lighting</b>	<b>18,100,320</b>	<b>19,186,668</b>	<b>19,187,612</b>	<b>944</b>
General	18,100,320	19,186,668	19,187,612	944
<b>548 Conduits</b>	<b>7,894,757</b>	<b>8,238,426</b>	<b>16,000,000</b>	<b>7,761,574</b>
Conduit Enterprise	7,894,757	8,238,426	16,000,000	7,761,574
<b>681 Administration - DOT</b>	<b>8,789,396</b>	<b>9,320,270</b>	<b>9,449,950</b>	<b>129,680</b>
General	8,279,204	8,799,874	8,929,554	129,680
Federal	510,192	520,396	520,396	0
<b>682 Parking Management</b>	<b>38,562,934</b>	<b>38,971,068</b>	<b>41,854,893</b>	<b>2,883,825</b>
Parking Management	9,812,154	10,074,375	10,074,375	0
Parking Enterprise	28,750,780	28,896,693	31,780,518	2,883,825
<b>683 Street Management</b>	<b>28,675,601</b>	<b>31,511,812</b>	<b>31,736,764</b>	<b>224,952</b>
General	26,622,201	29,417,344	29,666,636	249,292
State	836,400	853,128	853,128	0
Special	1,217,000	1,241,340	1,217,000	(24,340)
<b>684 Traffic Management</b>	<b>12,280,239</b>	<b>12,863,388</b>	<b>12,425,870</b>	<b>(437,518)</b>
General	11,559,956	12,117,887	11,801,341	(316,546)
Special	720,283	745,501	624,529	(120,972)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Transportation (Continued)</b>	<b>175,188,178</b>	<b>189,804,786</b>	<b>200,198,195</b>	<b>10,393,409</b>
<b>685 Special Events</b>	<b>471,977</b>	<b>493,364</b>	<b>1,352,974</b>	<b>859,610</b>
General	471,977	493,364	1,352,974	859,610
<b>687 Inner Harbor Services - Transportation</b>	<b>925,027</b>	<b>1,348,703</b>	<b>1,352,622</b>	<b>3,919</b>
General	925,027	1,348,703	1,352,622	3,919
<b>688 Snow and Ice Control</b>	<b>2,864,399</b>	<b>5,241,931</b>	<b>6,341,931</b>	<b>1,100,000</b>
General	2,864,399	5,241,931	6,341,931	1,100,000
<b>689 Vehicle Impounding and Disposal</b>	<b>7,634,293</b>	<b>7,824,149</b>	<b>7,600,611</b>	<b>(223,538)</b>
General	7,634,293	7,824,149	7,600,611	(223,538)
<b>690 Sustainable Transportation</b>	<b>13,293,010</b>	<b>18,842,301</b>	<b>19,554,062</b>	<b>711,761</b>
General	4,018,335	8,670,415	1,036,914	(7,633,501)
Federal	0	0	100,000	100,000
State	2,078,262	2,121,500	3,219,489	1,097,989
Special	7,196,413	8,050,386	15,197,659	7,147,273
<b>691 Public Rights-of-Way Landscape Management</b>	<b>3,856,516</b>	<b>3,931,831</b>	<b>3,402,284</b>	<b>(529,547)</b>
General	3,856,516	3,931,831	3,402,284	(529,547)
<b>692 Bridge and Culvert Management</b>	<b>3,321,075</b>	<b>3,223,250</b>	<b>3,159,212</b>	<b>(64,038)</b>
General	3,321,075	3,223,250	3,159,212	(64,038)
<b>693 Parking Enforcement</b>	<b>14,631,340</b>	<b>14,998,791</b>	<b>14,784,630</b>	<b>(214,161)</b>
Parking Management	14,631,340	14,998,791	14,700,630	(298,161)
Special	0	0	84,000	84,000
<b>694 Survey Control</b>	<b>744,881</b>	<b>676,459</b>	<b>528,866</b>	<b>(147,593)</b>
General	744,881	676,459	528,866	(147,593)
<b>695 Dock Master</b>	<b>264,661</b>	<b>280,580</b>	<b>280,783</b>	<b>203</b>
Special	264,661	280,580	280,783	203
<b>696 Street Cuts Management</b>	<b>891,633</b>	<b>940,797</b>	<b>940,355</b>	<b>(442)</b>
General	891,633	940,797	940,355	(442)
<b>697 Traffic Safety</b>	<b>8,675,068</b>	<b>8,731,647</b>	<b>7,849,908</b>	<b>(881,739)</b>
General	7,737,775	7,735,566	6,854,892	(880,674)
Federal	937,293	996,081	995,016	(1,065)
<b>727 Real Property Management</b>	<b>1,668,245</b>	<b>1,567,640</b>	<b>2,394,868</b>	<b>827,228</b>
General	1,668,245	1,567,640	2,394,868	827,228
<b>729 Real Property Database Management</b>	<b>725,266</b>	<b>758,419</b>	<b>0</b>	<b>(758,419)</b>
General	725,266	758,419	0	(758,419)
<b>735 Special Events</b>	<b>917,540</b>	<b>853,292</b>	<b>0</b>	<b>(853,292)</b>
General	917,540	853,292	0	(853,292)
<b>TOTAL OPERATING BUDGET</b>	<b>2,658,055,806</b>	<b>2,766,048,115</b>	<b>2,759,750,329</b>	<b>(6,297,786)</b>
<b>LESS INTERNAL SERVICE FUND</b>	<b>104,419,385</b>	<b>108,435,357</b>	<b>113,888,180</b>	<b>5,452,823</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>2,553,636,421</b>	<b>2,657,612,758</b>	<b>2,645,862,149</b>	<b>(11,750,609)</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 CLS</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>SUMMARY BY FUND</b>				
General	1,699,053,247	1,795,932,849	1,747,281,452	(48,651,397)
Parking Management	24,443,494	25,073,166	24,775,005	(298,161)
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
Water Utility	182,427,376	185,142,404	180,220,616	(4,921,788)
Parking Enterprise	28,750,780	28,896,693	31,780,518	2,883,825
Loan and Guarantee Enterprise	500,000	516,073	500,000	(16,073)
Conduit Enterprise	7,894,757	8,238,426	16,000,000	7,761,574
Federal	151,306,971	155,277,941	168,486,073	13,208,132
State	107,219,055	100,292,096	100,506,491	214,395
Special	91,613,533	93,891,997	100,623,709	6,731,712
Stormwater Utility	20,159,377	20,647,636	21,602,132	954,496
Wastewater Utility	235,687,743	239,123,389	249,506,065	10,382,676
<b>TOTAL OPERATING BUDGET</b>	<b>2,553,636,421</b>	<b>2,657,612,758</b>	<b>2,645,862,149</b>	<b>(11,750,609)</b>
<b>INTERNAL SERVICE FUND BY AGENCY</b>				
Comptroller	11,087,936	11,332,279	10,113,579	(1,218,700)
Finance	11,277,479	11,603,933	11,697,270	93,337
General Services	53,505,049	56,145,702	76,385,913	20,240,211
Human Resources	2,269,950	2,332,143	2,329,945	(2,198)
Law	2,752,734	2,913,260	2,793,324	(119,936)
M-R: Conditional Purchase Agreements	13,143,859	13,116,605	0	(13,116,605)
M-R: Office of Information Technology	7,974,110	8,457,396	8,305,986	(151,410)
Public Works	2,408,268	2,534,039	2,262,163	(271,876)
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>104,419,385</b>	<b>108,435,357</b>	<b>113,888,180</b>	<b>5,452,823</b>

## Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2016 level, including inflationary and other adjustments, and assuming no programmatic or management changes.

FISCAL 2017  
**CHANGES TO FULL-TIME FUNDED POSITIONS**  
 Board of Estimates Recommendations

AGENCY	FISCAL 2016 BUDGET	FISCAL 2017 BUDGET	CHANGE IN BUDGET
<b>Board of Elections</b>			
<i>General</i>	5	5	0
<b>City Council</b>			
<i>General</i>	67	68	1
<b>Comptroller</b>			0
<i>General</i>	67	67	0
<i>Internal Service</i>	37	34	(3)
<b>Council Services</b>			
<i>General</i>	6	6	0
<b>Courts: Circuit Court</b>			
<i>Federal</i>	14	13	(1)
<i>General</i>	81	80	(1)
<i>Special</i>	2	2	0
<i>State</i>	21	23	2
<b>Courts: Orphans' Court</b>			
<i>General</i>	5	5	0
<b>Employees' Retirement Systems</b>			
<i>General</i>	0	3	3
<i>Special</i>	76	72	(4)
<b>Enoch Pratt Free Library</b>			
<i>General</i>	328	325	(3)
<i>Special</i>	7	10	3
<i>State</i>	54	54	0
<b>Finance</b>			
<i>General</i>	263	266	3
<i>Internal Service</i>	31	31	0
<i>Loan and Guarantee</i>	2	2	0
<i>Special</i>	2	2	0
<b>Fire</b>			
<i>General</i>	1,639	1,680	41
<i>Special</i>	0	51	51
<b>General Services</b>			
<i>General</i>	95	94	(1)
<i>Internal Service</i>	291	294	3
<b>Health</b>			
<i>Federal</i>	274	287	13
<i>General</i>	179	172	(7)
<i>Special</i>	240	235	(5)
<i>State</i>	101	106	5

FISCAL 2017  
**CHANGES TO FULL-TIME FUNDED POSITIONS**  
Board of Estimates Recommendations

AGENCY	FISCAL 2016 BUDGET	FISCAL 2017 BUDGET	CHANGE IN BUDGET
<b>Housing and Community Development</b>			
<i>Federal</i>	58	53	(5)
<i>General</i>	354	354	0
<i>State</i>	42	25	(17)
<b>Human Resources</b>			
<i>General</i>	60	67	7
<i>Internal Service</i>	2	2	0
<b>Law</b>			
<i>General</i>	78	78	0
<i>Internal Service</i>	26	25	(1)
<b>Legislative Reference</b>			
<i>General</i>	6	6	0
<b>Liquor License Board</b>			
<i>General</i>	21	21	0
<b>Mayorality</b>			
<i>Federal</i>	1	1	0
<i>General</i>	37	53	16
<i>Special</i>	1	1	0
<b>M-R: Cable and Communications</b>			
<i>General</i>	5	4	(1)
<b>M-R: Convention Complex</b>			
<i>General</i>	150	151	1
<b>M-R: Environmental Control Board</b>			
<i>General</i>	8	8	0
<b>M-R: Office of CitiStat Operations</b>			
<i>General</i>	11	7	(4)
<b>M-R: Office of Criminal Justice</b>			
<i>Federal</i>	7	6	(1)
<i>General</i>	5	6	1
<i>State</i>	4	3	(1)
<b>M-R: Office of Employment Development</b>			
<i>Federal</i>	110	113	3
<i>General</i>	42	32	(10)
<i>Special</i>	3	3	0
<i>State</i>	12	9	(3)
<b>M-R: Office of Human Services</b>			
<i>Federal</i>	30	25	(5)
<i>General</i>	23	14	(9)
<i>Special</i>	17	17	0
<i>State</i>	66	47	(19)

FISCAL 2017  
**CHANGES TO FULL-TIME FUNDED POSITIONS**  
 Board of Estimates Recommendations

AGENCY	FISCAL 2016 BUDGET	FISCAL 2017 BUDGET	CHANGE IN BUDGET
<b>M-R: Office of Information Technology</b>			
<i>General</i>	240	112	(128)
<i>Internal Service</i>	4	5	1
<i>Special</i>	51	0	(51)
<b>M-R: Office of Neighborhoods</b>			0
<i>General</i>	10	10	0
<b>M-R: Office of the Inspector General</b>			
<i>General</i>	9	10	1
<b>M-R: Office of the Labor Commissioner</b>			
<i>General</i>	6	6	0
<b>Municipal and Zoning Appeals</b>			
<i>General</i>	10	10	0
<b>Office of Civil Rights</b>			
<i>General</i>	15	19	4
<b>Planning</b>			
<i>General</i>	54	56	2
<i>Special</i>	0	1	1
<b>Police</b>			
<i>Federal</i>	18	18	0
<i>General</i>	3,168	3,042	(126)
<i>Special</i>	11	11	0
<i>State</i>	62	54	(8)
<b>Public Works</b>			
<i>General</i>	786	790	4
<i>Internal Service</i>	11	9	(2)
<i>Special</i>	9	9	0
<i>Stormwater Utility</i>	106	101	(5)
<i>Wastewater Utility</i>	872	874	2
<i>Water Utility</i>	905	903	(2)
<b>Recreation and Parks</b>			
<i>Federal</i>	5	0	(5)
<i>General</i>	295	299	4
<i>Special</i>	10	11	1
<b>Sheriff</b>			
<i>General</i>	222	219	(3)
<b>State's Attorney</b>			
<i>Federal</i>	11	14	3
<i>General</i>	294	322	28
<i>State</i>	42	42	0

FISCAL 2017  
**CHANGES TO FULL-TIME FUNDED POSITIONS**  
 Board of Estimates Recommendations

<b>AGENCY</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE IN BUDGET</b>
<b>Transportation</b>			
<i>Conduit Enterprise</i>	60	124	64
<i>Federal</i>	3	3	0
<i>General</i>	929	925	(4)
<i>Parking Management</i>	153	153	0
<i>Special</i>	6	4	(2)
<i>State</i>	1	1	0
<b>TOTAL</b>	<b>13,444</b>	<b>13,275</b>	<b>(169)</b>

FISCAL 2017  
**CHANGES TO FULL-TIME FUNDED POSITIONS**  
 Board of Estimates Recommendations

<b>SUMMARY BY FUND</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 BUDGET</b>	<b>CHANGE IN BUDGET</b>
Internal Service	402	400	(2)
State	405	364	(41)
Special	435	429	(6)
Loan and Guarantee	2	2	0
Parking Management	153	153	0
Stormwater Utility	106	101	(5)
Wastewater Utility	872	874	2
Water Utility	905	903	(2)
Conduit Enterprise	60	124	64
Federal	531	533	2
General	9,573	9,392	(181)
<b>TOTAL</b>	<b>13,444</b>	<b>13,275</b>	<b>(169)</b>

Fiscal 2017  
**HIGHWAY USER REVENUE BY AGENCY DETAIL**  
(Dollars in Thousands)

Agency	Fiscal 2017 Total	Fiscal 2017 HUR-Eligible
Transportation		
500 - Street Lighting	\$ 19,188	\$ 19,188
681 - Administration & Transportation Planning	\$ 8,930	\$ 8,930
683 - Street Management	\$ 29,667	\$ 29,667
684 - Traffic Management	\$ 11,801	\$ 11,801
685 - Special Events	\$ 1,353	\$ 721
688 - Snow and Ice Control	\$ 6,342	\$ 6,342
689 - Vehicle Impounding and Disposal	\$ 7,601	\$ 7,601
690 - Sustainable Transportation	\$ 1,037	\$ 407
691 - Public Rights-of-Way Landscape Management	\$ 3,402	\$ 3,402
692 - Bridge and Culvert Management	\$ 3,159	\$ 3,159
696 - Street Cuts Management	\$ 940	\$ 940
697 - Traffic Safety	\$ 6,855	\$ 6,855
Public Works		
661 - Public Right-of-Way Cleaning <sup>1</sup>	\$ 17,504	\$ 15,925
676 - Administration and 660 - SW Administration <sup>2</sup>	\$ 4,280	\$ 1,044
Recreation and Parks		
654 - Urban Forestry <sup>3</sup>	\$ 4,391	\$ 3,221
Police		
634 - Crowd, Traffic, and Special Events Management	\$ 8,830	\$ 8,830
Debt Service	\$ 19,903	\$ 19,903
Capital Budget Projects	\$ 9,920	\$ 9,920
	<b>\$ 165,104</b>	<b>\$ 157,856</b>

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

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

<sup>3</sup> Rec and Parks Urban Forestry includes Street Tree Planting and Maintenance

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# **CAPITAL BUDGET**

# **FISCAL 2017**

## **EXECUTIVE SUMMARY**

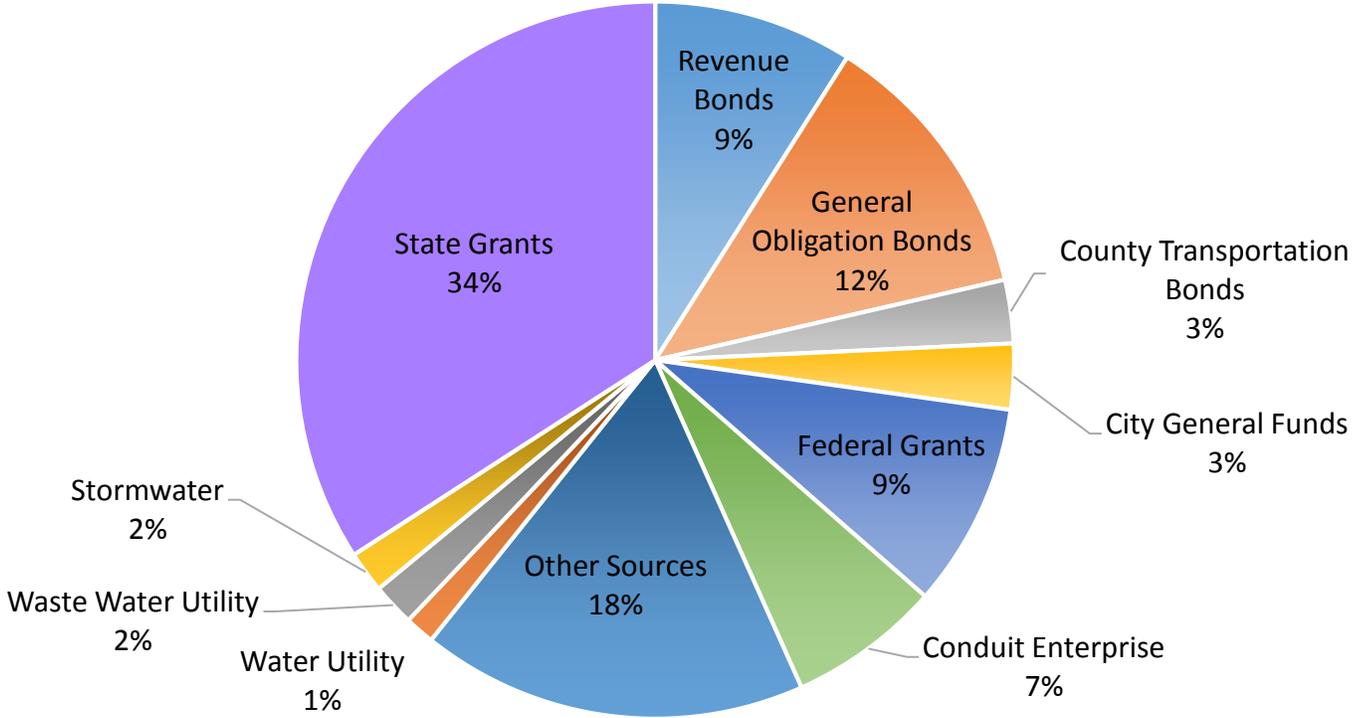
## **BOARD OF ESTIMATES RECOMMENDATIONS**

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**FISCAL 2017  
CAPITAL BUDGET RECOMMENDATIONS**

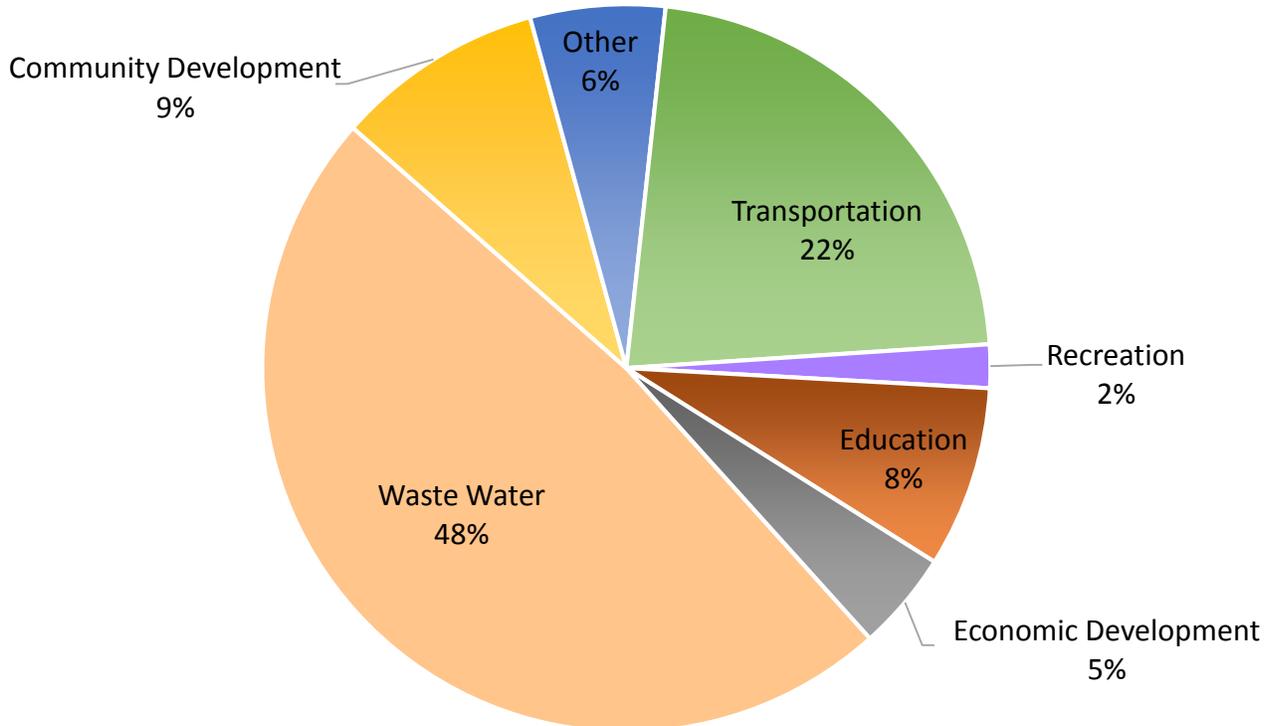
Where the Money Comes From

*Total: \$524 Million*



How the Money is Used

*Total: \$524 Million*



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## Fiscal 2017 Capital Budget Recommendations

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The recommendation for the Fiscal 2017 capital program is \$524 million. The Capital Budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding. The largest decrease in the Fiscal 2017 budget is in Revenue Bonds (\$216 million below Fiscal 2016) due to fully appropriating funds for large projects in earlier years, allowing agencies to spend against the appropriation for the full length of the project. There is an additional \$6.3 million decrease in availability of General Fund Pay-As-You-Go (PAYGO) funding, and significant increases in State grants and Conduit Enterprise.

Recommendations from the General Fund Pay-As-You-Go (PAYGO) total \$15.5 million, a decrease of \$6.3 million or 29% below the General Fund Fiscal 2016 level of appropriation. One reason for the decrease that the Fiscal 2016 appropriation included one-time funding of \$4.8 million from a settlement with Unisys Corporation. The Fiscal 2017 recommendation is a \$7.5 million increase from the PAYGO baseline of \$8.0 million, consistent with the Mayor's 10-Year Financial Plan. These funds will support \$1.1 million of projects within the Department of Recreation and Parks, \$8.7 million for transportation related projects, \$1.3 million for the Baltimore Homeownership Incentive Program (BHIP), and \$1.8 million to replace the City's 311 Citizen Service Request system.

Recommendations for General Obligation Bonds are \$65 million, consistent with the Fiscal 2016 level of appropriation. The recommendation includes \$17 million for renovation and modernization of City schools; \$25 million for community and economic development projects, including \$10 million for Whole Block and Blighted Structures demolition; and \$6.3 million for park and recreation facility improvements. The funding for school construction is part of a \$40 million commitment to the Mayor's Better Schools Initiative, which also includes \$10.4 million from an increased beverage container tax and \$10.3 million in State formula aid leveraged by the City, 10% of the casino lease revenue (\$886 thousand), and 50% of table games aid (\$1.5 million). These funds, combined with State and BCPS contributions, will finance a \$1.1 billion program that will support between 23 and 28 school renovation and replacement projects.

The Fiscal 2017 recommendations also include \$15 million in County Transportation bonds to support transportation projects. Specifically these funds will support \$12.5 million for street resurfacing projects throughout the City, \$1 million for bridge repairs, and \$1.5 million for sidewalk repair and reconstruction.

Appropriations from Federal and State grants are recommended at \$227 million, an increase of nearly \$150 million. This increase is primarily the result of increased State funding for Wastewater projects; Federal funding has remained consistent. Federal grants include \$14 million for the Broening Highway Bridge, \$3.5 million for traffic signal upgrades and traffic safety improvements, \$3.2 million for the Midtown streetscape work, and \$10.5 million for affordable housing initiatives. State grants include \$130 million for Wastewater grants through the Bay Restoration Fund, \$23.2 million to support renovations at the Central Library, \$2.8 million for construction and renovation of various City parks and pools, and \$12.2 million for blight elimination efforts.

The recommended appropriation from revenue bond funds is \$47 million. The Revenue Bonds appropriation is expected to increase again in later years of the six-year Capital Improvement Program. Projects supported in the Fiscal 2017 recommendation include \$21 million for evaluation of and improvements to the capacity of Back River Waste Water Filtration Plant, \$15 million for improvements to Druid Lake Finished Water Reservoir, and \$7 million for water infrastructure improvements.

The recommended funding from utility and other funds is \$154 million. The recommendation includes \$17.1 million which will be used for water and waste water projects, and \$10 million for stormwater projects. The recommendation

also includes \$36 million for conduit-related projects, an increase of \$30 million from Fiscal 2016, due to the increase in the Conduit Lease Rate from \$0.9785 to \$3.33. These funds will support Conduit construction and maintenance.

In summary, the sources of the recommended appropriations for Fiscal 2017 are:

General Fund (PAYGO)	\$15,500,000
Utility Funds (PAYGO)	\$26,855,000
Conduit Funds (PAYGO)	\$36,000,000
General Obligation Bonds	\$65,000,000
Federal Grants	\$48,351,000
State Grants	\$178,859,000
Revenue Bonds	\$47,120,000
County Transportation Bonds	\$15,000,000
All Other	\$91,302,000
<b>Total</b>	<b>\$523,987,000</b>

FISCAL 2017  
**EXECUTIVE SUMMARY**  
 Total Capital Recommendations  
 (Dollars in Thousands)

Capital Funds	Fiscal 2016 Budget	Fiscal 2017 Budget	Dollar Change	Percent Change
Pay-As-You-Go				
General	21,800	15,500	(6,300)	-29%
Conduit Enterprise	6,000	36,000	30,000	500%
Waste Water Utility	8,000	10,086	2,086	26%
Water Utility	7,000	7,000	-	0%
Stormwater	6,070	9,769	3,699	61%
Total	48,870	78,355	29,485	60%
Grants				
Federal	42,910	48,351	5,441	13%
State	34,351	178,859	144,508	421%
Total	77,261	227,210	149,949	194%
Loans and Bonds				
Revenue Bonds	263,141	47,120	(216,021)	-82%
General Obligation Bonds	65,000	65,000	-	0%
County Transportation Bonds	15,000	15,000	-	0%
Total	343,141	127,120	(216,021)	-63%
All Other	203,625	91,302	(112,323)	-55%
<b>Total Capital - All Funds</b>	<b>\$672,897</b>	<b>\$523,987</b>	<b>(\$148,910)</b>	<b>-22%</b>

FISCAL 2017  
**CAPITAL BUDGET DISTRIBUTION BY AGENCY DETAIL**

(Dollars in Thousands)

Agency	General Obligation Bonds	General Funds	Revenue Loans	Utility Funds	Federal Funds	State Funds	County Grants	Other Funds	TOTAL
Baltimore City Public Schools	17,000	0	0	0	0	0	0	0	17,000
Convention Center	1,890	0	0	0	0	200	0	0	2,090
Enoch Pratt Free Library	2,000	0	0	0	0	23,200	0	0	25,200
General Services	8,285	0	0	0	0	625	0	4,245	13,155
Housing & Community Development									
Community Development	14,615	3,720	0	0	12,049	12,225	0	5,900	48,509
Economic Development	10,360	0	0	0	0	2,500	0	3,000	15,860
Mayoralty-Related									
B & O	100	0	0	0	0	0	0	0	100
Baltimore City Heritage Area Capital	100	0	0	0	0	0	0	0	100
Baltimore Museum of Art - Fire Safety	200	0	0	0	0	0	0	0	200
Capital Project Priorities	800	0	0	0	0	0	0	0	800
Center Stage Renovation	50	0	0	0	0	0	0	0	50
Chesapeake Shakespeare New Theater	100	0	0	0	0	0	0	0	100
Creative Alliance	50	0	0	0	0	0	0	0	50
Cultural Institutions	(600)	0	0	0	0	0	0	0	(600)
INSPIRE Plan Implementation	2,500	0	0	0	0	0	0	0	2,500
Lyric Opera House-Bldg System Replace	50	0	0	0	0	0	0	0	50
Maryland Zoo	100	0	0	0	0	0	0	0	100
MD Science Center	150	0	0	0	0	0	0	0	150
National Aquarium	400	0	0	0	0	0	0	0	400
Office of Information Technology	0	1,750	0	0	0	500	0	0	2,250
Port Discovery Children's Museum's	200	0	0	0	0	0	0	0	200
Property Acquisition	0	0	0	0	0	0	0	(1,769)	(1,769)
Walters Art Museum	400	0	0	0	0	0	0	0	400
Parking Authority	0	0	0	0	0	0	0	10,000	10,000
Planning	0	250	0	0	0	0	0	0	250
Public Works									
Solid Waste	0	0	0	0	0	0	0	1,524	1,524
Storm Water	0	0	0	432	0	0	0	0	432
Pollution/Erosion Control	0	0	583	9,337	2,000	4,100	0	0	16,020
Waste Water/Water	0	0	46,537	17,086	0	130,000	58,664	0	252,287
Recreation and Parks	6,250	1,080	0	0	0	2,778	0	0	10,108
Transportation									
Alleys and Footways	0	700	1,500	0	0	0	0	900	3,100
Bridges	0	2,000	1,000	0	15,412	2,000	0	6,838	27,250
Bike and Pedestrian	0	725	0	0	3,300	100	0	0	4,125
Federal Highways	0	1,370	800	0	2,480	631	0	0	5,281
Traffic	0	840	0	0	3,520	0	0	0	4,360
Local Highways	0	325	11,700	0	500	0	0	0	12,525
Dev. Agencies	0	2,740	0	0	9,090	0	0	2,000	13,830
Conduits	0	0	0	0	0	0	0	36,000	36,000
<b>TOTAL BY FUND</b>	<b>\$ 65,000</b>	<b>\$ 15,500</b>	<b>\$ 62,120</b>	<b>\$ 26,855</b>	<b>\$ 48,351</b>	<b>\$ 178,859</b>	<b>\$ 58,664</b>	<b>\$ 68,638</b>	<b>\$ 523,987</b>

# **APPENDIX**

# **FISCAL 2017**

## **EXECUTIVE SUMMARY**

## **BOARD OF ESTIMATES RECOMMENDATIONS**

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

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

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

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

**ASSESSED VALUATION:** A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

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

**CAPITAL FUND:** A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue, and general obligation bond borrowing, state, federal, county, private, and other miscellaneous sources.

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

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

**CAPITAL PROJECT:** An improvement to City property, which by policy of the Board of Estimates must meet defined criteria.

**CITISTAT:** An innovative, accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies, based on the ComStat program pioneered in the New York City Police Department by Jack Maple. Monthly budgetary performance reviews for all major agencies are conducted by the Mayor's CitiStat management team with agency heads being held accountable for expenditure variances and revenue management.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**MAJOR GOVERNMENTAL FUNCTION:** For purposes of comparison, a group of similar services rendered by various agencies within the City will be segregated together, e.g., Adjudications and Corrections, Economic Development, General Government, Legislative, Public Safety, Social Services, et cetera.

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

**Salaries:** Payment to personnel for services rendered to the City including overtime, shift differential, sick leave conversion, full-time, part-time, and contractual personnel costs.

**Other Personnel Costs:** Payment for benefits provided to City personnel. Included are charges to the City for social security, retirement, health plan, and prescription drug costs.

**Contractual Services:** Payment for services rendered to the City under contractual arrangements such as rents and telephone service.

**Materials and Supplies:** Payment for consumable materials and supplies such as custodial supplies and heating fuel.

**Equipment:** Payment for replacement or procurement of City property other than real property.

**Grants, Subsidies and Contributions:** Payment in support of various non-profit, private sector activities which will provide health, welfare, educational, cultural, and/or promotional benefits to citizens of Baltimore.

**Debt Service:** Payments for interest and principal of bonds issued by or on behalf of the City.

**Capital Improvements:** Payment for the acquisition of real property or improvements made to existing City property.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**RESULTS TEAM:** An interdisciplinary group of six to ten members assigned to a particular Priority Outcome that issues guidance to agencies for submitting budget proposals, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes outcomes, or results, achieved for dollars spent.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Results Teams are at the heart of the Outcome Budgeting process. They spent countless hours evaluating agency budget proposals to make recommendations to fund City services that best advance the Priority Outcomes. They helped identify more efficient and effective ways to deliver services to residents of Baltimore. This year, Results Teams also helped integrate strategic plans with the budget process by evaluating services that are advancing our 21 indicators.

We sincerely thank Results Team participants for their many significant contributions to our Fiscal 2017 budget process and to the City of Baltimore.



**Better Schools**

- Chair:* Jill Pardini  
*Members:* Chichi Nyagah-Nash  
 Kate Schmelyun  
 Jennifer Mange  
 Stacey Tuck  
 Mira Green  
 Molly Abend  
 Jonathan Morancy  
 Moses Pounds  
 Shannon Burroughs-Campbell



**Safer Streets**

- Chair:* Rana DellaRocco  
*Members:* Shani Buggs  
 Walter Nolley  
 Leon Henry  
 David Reitz  
 James Wallace  
 Deidra Hollins  
 Mark Ruff  
 Kirsten Silveira  
 Mark Conway



**Stronger Neighborhoods**

- Chair:* Kim Grove  
*Members:* James Decker  
 Brent Flickinger  
 Ryan Trout  
 Larissa Parrish  
 Victor Miranda  
 Dan Schurman  
 Yousuf Ahmad



**A Growing Economy**

- Chair:* Krista Green  
*Members:* Dominic Wiker  
 Allison Burr-Livingston  
 Jessica Varsa  
 Mary Sloat  
 Karl Bradley  
 Julie French  
 Rita Young  
 Sameer Sidh



**Innovative Government**

- Chair:* Erin Sher  
*Members:* Darren O'Brien  
 Andrew Molchan  
 Tim Dodd  
 Heather Hudson  
 Michael Schrock  
 Njukang Asong  
 Jackson Gilman-Forlini  
 Kelly C. King



**A Cleaner City**

- Chair:* Alan Robinson  
*Members:* Halle Van der Gaag  
 Laura Bankey  
 John Kirk  
 Anne Draddy  
 Kristin Baja  
 Nadya Morgan  
 Mac Campbell  
 Ben Brosch  
 Momen Abukhdeir



**A Healthier City**

- Chair:* Christian Fuller  
*Members:* Daniel Ramos  
 Kelly M. King  
 Emilie Gilde  
 James Lawrence  
 Gabby Knighton  
 Joneigh Khaldun  
 Mira Green  
 Momen Abukhdeir

FINANCE DIRECTOR  
Henry J. Raymond

DEPUTY FINANCE DIRECTOR  
Stephen M. Kraus

BUDGET DIRECTOR  
Andrew W. Kleine

DEPUTY BUDGET DIRECTOR  
Robert Cename

DIRECTOR OF REVENUE AND TAX ANALYSIS  
William Voorhees

BUDGET/MANAGEMENT ANALYST II  
Benjamin Brosch  
Kelly King

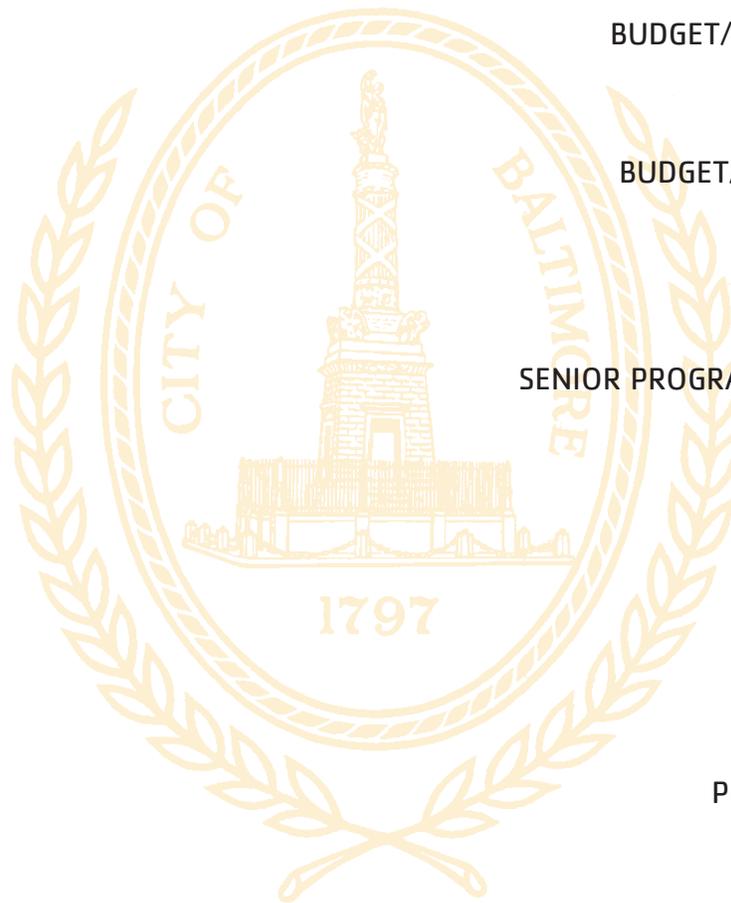
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Addie Vega, Secretary III

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Joseph Gatto



The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at: [budget.baltimorecity.gov](http://budget.baltimorecity.gov).

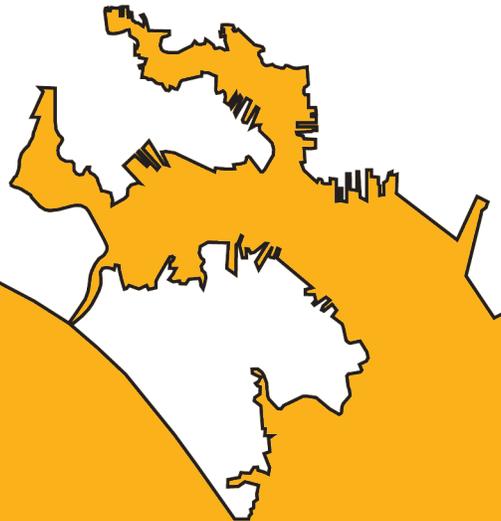
For additional information, contact the Department of Finance, Bureau of the Budget and Management Research, 469 City Hall, 100 N. Holliday Street, Baltimore, MD 21202; P: 410.396.3652 or email: [budget@baltimorecity.gov](mailto:budget@baltimorecity.gov).

CITY OF BALTIMORE

# OutcomeStat



Better, Safer, Stronger Baltimore



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