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**BALTIMORE CITY COUNCIL
WAYS AND MEANS
COMMITTEE**

Mission Statement

The Committee on Ways and Means (WM) is responsible for ensuring taxpayer dollars are expended prudently and equitably. WM will exercise regular oversight of the City's budget, expenditures, loans, and other financial matters. The committee's areas of jurisdiction include: budget & appropriations, taxation, financial services, consumer protection, audits, and the Comptroller's Office.

**The Honorable Eric T. Costello
Chairman**

PUBLIC HEARING

**THURSDAY, JUNE 1, 2023
BEGINNING AT 9:00 AM**

COUNCIL CHAMBERS

TO BE TELEVISED ON CHARM TV 25

Council Bill 23-0381

Ordinance of Estimates for the Fiscal Year Ending June 30, 2024

BUDGET HEARINGS

DAY THREE (3)

CITY COUNCIL COMMITTEES

ECONOMIC AND COMMUNITY DEVELOPMENT

(ECD)

Sharon Green Middleton, Chair

John Bullock – Vice Chair

Mark Conway

Ryan Dorsey

Antonio Glover

Odette Ramos

Robert Stokes

Staff: Jennifer Coates

WAYS AND MEANS (W&M)

Eric Costello, Chair

Kristerfer Burnett

Ryan Dorsey

Danielle McCray

Sharon Green Middleton

Isaac “Yitzy” Schleifer

Robert Stokes

Staff: Marguerite Currin

PUBLIC SAFETY AND GOVERNMENT

OPERATIONS (SGO)

Mark Conway – Chair

Kristerfer Burnett

Zeke Cohen

Erick Costello

Antonio Glover

Phylicia Porter

Odette Ramos

Staff: Matthew Peters

EDUCATION, WORKFORCE, AND YOUTH (EWY)

Robert Stokes – Chair

John Bullock

Zeke Cohen

Antonio Glover

Sharon Green Middleton

Phylicia Porter

James Torrence

Staff: Marguerite Currin

HEALTH, ENVIRONMENT, AND TECHNOLOGY

(HET)

Danielle McCray – Chair

John Bullock

Mark Conway

Ryan Dorsey

Phylicia Porter

James Torrence

Isaac “Yitzy” Schleifer

Staff: Matthew Peters

RULES AND LEGISLATIVE OVERSIGHT

(OVERSIGHT)

Isaac “Yitzy” Schleifer, Chair

Kristerfer Burnett

Mark Conway

Eric Costello

Sharon Green Middleton

Odette Ramos

James Torrence

Staff: Richard Krummerich

LEGISLATIVE INVESTIGATIONS

Eric Costello, Chair

Sharon Green Middleton, Vice Chair

Isaac “Yitzy” Schleifer, Chair

Robert Stokes

Danielle McCray

Staff: Marguerite Currin

ABOUT AGENCIES, FUNDS, AND/OR ORGANIZATIONS

BUDGET HEARINGS - DAY THREE – JUNE 1, 2023

- 9:00 AM – Board of Liquor License Commissioners – **Volume 1**, Page 335
- 10:00 AM – Baltimore Convention Center – **Volume 1**, Page 407
 - Also see attached paperwork
- 10:30 AM – Parking Authority of Baltimore City under: Department of Transportation – **Volume 2**, Page 375
 - Also see attached paperwork
- 11:00 AM – Office of the Inspector General – **Volume 2**, Page 195
- 12:00 PM - **LUNCH BREAK**
- 12:30 PM – Department of Human Resources/Office of the Labor Commissioner – **Volume 1**, Pages 293 - Human Resources & **Volume 2**, Page 169-Labor Commissioner
 - Also see attached paperwork for Human Resources
- 2:00 PM – Department of Transportation - **Volume 2**, Page 375
 - Also see attached paperwork
- 5:30 PM – **DINNER**
- 6:00 PM – Enoch Pratt Free Library – **Volume 1**, Page 73
- 6:30 PM — Baltimore City Public Schools – **Mayor and City Council Resolution 23-0383** - must recess to hear this bill - See Synopsis for Mayor and City Council Resolution 23-0383

SEE ATTACHMENTS

Board of Liquor License Commissioners

Volume 1, Page 335

Baltimore Convention Center

Volume 1, Page 407

Also see attached paperwork

BALTIMORE CONVENTION CENTER

Volume One

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	0	44,704,000	1,260,000
State	1,500,000	26,550,000	2,028,000
General Obligation Bonds	11,150,000	16,861,000	18,700,000
Other	200,000	200,000	9,800,000
Total	12,850,000	88,315,000	31,788,000

The Fiscal 2024 Recommended Budget reflects:

- A total of \$31.8 million is recommended for capital projects managed by DGS, which includes City office buildings as well as libraries, police stations, senior and health centers, libraries, and the Convention Center.
- \$9.1 million is recommended toward the Abel Wolman municipal building HVAC project, to improve comfort and reduce energy bills and maintenance costs for this important City facility.
- \$2.5 million is budgeted to address the exterior stone walls on City Hall, to protect life and safety for those in and around the building.

Service 820: Convention Sales and Tourism Marketing

This service promotes Baltimore as the preferred tourist and convention destination. Funded by the hotel tax as stipulated by State law, Visit Baltimore, a nonprofit organization, is contracted by the City of Baltimore to provide sales solicitation and marketing promotion in order to attract leisure and group business for the City and for the Baltimore Convention Center. Per State law, Visit Baltimore is to receive at least 40% of the hotel room tax collected.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	9,459,708	0	8,719,571	0	8,081,317	0
State	(8,013,107)	0	0	0	0	0
Total	1,446,601	0	8,719,571	0	8,081,317	0

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	Equivalent advertising value (in millions) of free, positive editorial coverage secured for Baltimore	32.81	7.32	5.00	8.50	12.31	15.00
Efficiency	Cost per future hotel room booked	\$43	\$40	\$40	\$41	\$40	\$41
Outcome	Total # of Visitors (in millions) to Baltimore per Calendar Year	26.7	27.0	21.4	26.0	24.3	24.6
Outcome	Total hotel taxes (in millions) collected in the City per Fiscal Year	33.0	25.0	21.3	30.0	24.3	32.5
Output	# of groups with hotel rooms booked through Visit Baltimore that also plan to use the Convention Center	53	49	0	55	45	41
Output	# of hotel room nights consumed from Visit Baltimore's bookings (including Baltimore Convention Center events) per Fiscal Year	330,847	233,236	2,973	300,000	100,919	310,000

- During calendar year 2021, Visit Baltimore welcomed 24.3 million visitors to Baltimore. The "Total # of visitors to Baltimore per calendar year" captures data for the previous calendar year. The information collected for 2022 covers the final 6 months of Fiscal 2021 (January-June 2021) and the first 6 months of Fiscal 2022 (July-December 2021). The data for calendar year 2022 is not yet available at the time of publication.

Major Operating Budget Items

- State law establishes that at least 40% of the gross Hotel Tax receipts are to be appropriated to fund Visit Baltimore. This amount is calculated based on 40% of a three-year rolling average of actual Hotel Tax receipts. This formula, updated in Fiscal 2022, is intended to prevent sharp declines in funding based on unexpected economic events.
- The Fiscal 2024 recommended budget continues to provide an additional \$500,000 to support the Baltimore Visitor Center, managed by Visit Baltimore. This is the second year of a four-year enhancement granted in Fiscal 2023.
- Fiscal 2024 will be the third year of a five-year loan the City agreed to provide to Visit Baltimore to stabilize the budget in the wake of the Covid-19 pandemic. The full loan amount of \$7.3 million is expected to be paid back by the end of Fiscal 2026.

BALTIMORE CONVENTION CENTER

Volume Two

M-R: Innovation Fund

The purpose of the Innovation Fund is to provide loans for one-time agency investments that will lead to improved results and reduced operating costs. The savings (or revenue) generated by projects repay the Innovation Fund loan and provide funding for new loans.

There has not been an operating contribution to the Innovation Fund since Fiscal 2018. Using past appropriations and loan repayments, the Innovation Fund has accrued a balance that is used to provide funding for loans.

Fiscal 2012 Projects

Environmental Health – Health Department - \$140,800

This project supported the purchase of quality management software (QMS) system and equipped each sanitarian with a personal digital assistant (PDA). The QMS system and PDAs enabled the Health Department to automate and standardize licensing, scheduling, inspection and investigation processes, leading to approximately \$800,000 in additional revenue in the first five years and annual savings of approximately \$100,000. This Innovation project has completely repaid its loan.

ePlans – Housing and Community Development - \$436,150

This project modernized the Development Plans Review process, taking it from a paper-driven system to an all-electronic review process. The automated process decreased turnaround time to complete plans review by at least 20% on all projects, increased customer-satisfaction among developers who no longer had to print costly plans for physical submission, and decreased annual operating costs. The expected savings was approximately \$54,000 per year. This project has completely repaid its loan.

Fiscal 2013 Projects

Inter-County Broadband Network (ICBN) – Mayor’s Office of Information Technology (MOIT) - \$2,000,000

The purpose of this project is to replace (“overbuild”) the City’s 800 MHz line with new fiber optic technology to connect to the existing ICBN. Fiber optics will increase bandwidth for users on the network and increase connectivity for City schools, police and fire stations, and agencies. Fiber optics access can also be leased to local businesses, non-profits, and ISPs. The ICBN network is complete and the City is engaging potential lessors to begin contracting use of 33.5 miles of available dark fiber. This project is not yet in repayment.

Fiscal 2014 Projects

Single Space Parking Meter Upgrade – Parking Authority of Baltimore City (PABC) - \$886,000

This project replaced traditional mechanical parking meters with “smart” meters that accept credit and debit cards as forms of payment, enabling PABC to monitor the systems remotely – improving the organization’s ability to respond to malfunctions and reduce parking fare theft. This project has completely repaid its loan.

Off-Street Parking – Parking Authority of Baltimore City - \$381,000 This project will allow PABC to better manage and oversee parking at several underutilized lots by restriping and repaving lots, installing “smart” meters, improving lighting and landscaping on the lots, and offering monthly parking contracts to regular parkers. This project will open new revenue sources to the City by creating better parking options and more of them. The expected return on investment is 325%. This project has completely repaid its loan.

Enterprise Energy Management – Baltimore City Office of Sustainable Energy (OSE) - \$133,000

This project will place “smart” energy meters, provided by EnerNOC, on circuits in four City buildings: Police Headquarters, the Benton Building, the Abel Wolman Building, and the Convention Center. Additionally, smart meters will also be installed at the Oliver Multipurpose Center, Orleans Street Branch Library, Rec and Park Headquarters, and the Visitor’s Center. The Energy Office will also perform retro commissioning – a process that diagnoses a whole building HVAC system and restores it to maximum efficiency – at three city facilities and work with BGE to audit and provide lighting improvements at the facilities using a grant from the Maryland Energy Administration.

Parking Authority of Baltimore City
Under the Department of Transportation
Volume 2, Page 375

Also see attached paperwork

PARKING AUTHORITY

Under the Department of Transportation

Volume Two

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Office of the Inspector General

Volume 2, Page 195

Department of Human Resources / Office
of the Labor Commissioner

Volume 1, Pages 293 - Human Resources

Volume 2, Page 169 - Labor Commissioner

Also see attached paperwork for Human Resources

Department of Human Resources

Volume One

Service 788 Budget: Expenditures

Object	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	(3,602,304)	0	0
1 Salaries	23,956,177	26,780,546	27,521,036
2 Other Personnel Costs	6,161,011	7,058,207	7,684,185
3 Contractual Services	3,131,889	4,923,596	4,916,040
4 Materials and Supplies	298,534	381,628	413,597
5 Equipment - \$4,999 or less	1,512,184	2,002,127	1,994,401
7 Grants, Subsidies and Contributions	3,872,569	4,440,006	1,432,905
Total	35,330,060	45,586,110	43,962,164

Activity	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Executive Direction	1,621,784	2,224,265	1,554,154
002 Human Resources	751,317	1,034,418	870,356
003 Fiscal Management	534,998	754,341	1,840,235
004 Marketing and Communications	803,596	971,733	976,594
006 Facilities Management	890,820	978,332	1,208,539
007 Collection Management	1,978,663	2,430,346	1,767,688
008 Mobile Job Center	20,090	147,186	289,284
009 Pratt Center for Technology and Training	252,535	320,115	402,219
011 Young Adult Services	0	145,421	0
012 Expanded Hours	3,838,214	3,830,860	0
015 School and Student Services	191,512	270,448	1,816,540
020 Delivery Services	414,840	443,114	533,149
021 Neighborhood Facility Services	2,488,321	3,100,625	4,634,398
022 Neighborhood Library Services	8,061,186	9,243,904	11,013,502
023 Maryland Interlibrary Loan	323,298	566,437	646,497
024 Central - State Library Resource Center Public Service Staff	4,290,339	4,866,775	4,177,206
025 Central Facility Services	2,767,405	3,940,408	3,365,188
027 Best and Next	388,347	383,987	433,622
028 Sailor Operations	142,159	2,918,030	649,178
029 Digital Resources	381,733	499,563	658,872
031 Access Services	909,253	1,139,749	933,765
032 Courier Delivery Services	91,447	264,601	0
033 Maryland Department	466,025	548,739	605,023
034 African-American Department	336,808	425,539	484,917
035 SLRC Management	331,685	188,903	752,112
036 WEB Management	496,132	639,722	681,615
038 Library Passport Services	336	109,385	206,730
040 Central - State Library Resource Center Books and Materials	994,734	962,270	1,004,655
068 Information Technology	1,562,483	2,236,894	2,456,126
Total	35,330,060	45,586,110	43,962,164

Service 698: Administration - Finance

This service is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City Budget process and holding the internal Bureaus - Budget and Management Research, Revenue Collections, Procurement, Accounting, Payroll Services, Treasury Management, and the Office of Risk Management - accountable for their performance. The Office also coordinates all human resources activities within the department; manages the combined charity management contract; performs management analysis; and executes initiatives with other City agencies to improve the efficiency and effectiveness of government.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,697,853	12	2,101,078	12	2,607,070	16
Total	1,697,853	12	2,101,078	12	2,607,070	16

Major Operating Budget Items

- The Fiscal 2024 budget creates one Chief of Staff position and two additional HR support positions to support Department-wide needs.
- The recommended budget creates a Principal Program Assessment Analyst position to expand the Department’s Corporate Compliance work.
- The budget eliminates one-time funding for ERP support. All Workday-related support costs are budgeted in Baltimore City Office of Information and Technology.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,101,078
Changes with service impacts	
Create 2 HR support positions	264,000
Create Chief of Staff position	182,457
Create one new Analyst position for Corporate Compliance Unit	135,195
Changes without service impacts	
Increase in employee compensation and benefits	238,363
Change in active employee health benefit costs	14,237
Change in pension contributions	(14,157)
Change in allocation for workers’ compensation expense	432
Decrease in contractual services expenses	(11,814)
Decrease in operating supplies, equipment, software, and computer hardware	(3,721)
Increase the assumed savings from vacancies and staff turnover	(120,000)
One-time build-out of ERP support costs	(179,000)
Fiscal 2024 Recommended Budget	2,607,070

Service 704: Accounting

This service provides accounting and reporting services for the City of Baltimore, including preparation of the Annual Comprehensive Financial Report (ACFR). The service is responsible for ensuring that proper internal controls are in place for processing financial transactions and that these transactions and reports are recorded and prepared in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB). Financial transactions are recorded and reports are prepared and generated using the City's financial system, CityDynamics.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	6,460,249	27	3,240,260	27	3,823,600	31
Total	6,460,249	27	3,240,260	27	3,823,600	31

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Target	Target
Effectiveness	# of refunds processed	15,300	8,225	8,405	13,200	9,130	11,000
Efficiency	Average # of days for month-end close	5	5	7	5	9	5
Output	# of transactions/journal entries (in millions)	3.2	3.2	3.1	2.1	3.3	3.0

- "Average # of days for month-end close" averaged 9 days in Fiscal 2022 due to Payroll being integrated with the old legacy General Ledger. With the implementation of Workday Phase Two, both Payroll and General Ledger are now fully integrated in Workday, which will simplify the month-end process.

Major Operating Budget Items

- As part of an effort to better reflect where work is being performed within Accounting services, the recommended budget moves positions between Services 902: Accounts Payable, 703: Payroll, and 704: Accounting.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	3,240,260
Changes with service impacts	
Create Accounting Systems Analyst (Civil) position	118,625
Transfer Accounting Systems Admin position to Service 770: Administration - Human Resources	(122,710)
Changes without service impacts	
Decrease in employee compensation and benefits	(27,394)
Change in active employee health benefit costs	73,545
Change in pension contributions	(21,078)
Change in allocation for workers' compensation expense	5,647
Adjustment for City building rental charges	(65,924)
Adjustment to transfer credit amount from Utility Funds for use of accounting support	520,054
Increase in staffing support contract costs	500,937
Increase the assumed savings from vacancies and staff turnover	(178,719)
One-time build-out of legacy Accounting system costs	(360,563)
Transfer 4 positions from Service 702: Accounts Payable	254,712
Net transfer of 1 position in from Service 703: Payroll	40,507
Transfer 1 position to Service 902: Accounts Payable	(154,299)
Fiscal 2024 Recommended Budget	3,823,600

Service 600: Administration - Fire

This service provides agency-wide executive leadership and direct support functions including formulation of the budget, fiscal operations, procurement, accounting, information technology, human resources, worker's compensation expenses, and general administrative services.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	7,930,900	36	10,494,873	36	11,100,631	38
Federal	56,746	0	1,592,323	0	1,706,618	2
State	0	0	348,321	0	348,321	0
Total	7,987,646	36	12,435,517	36	13,155,570	40

Major Operating Budget Items

- The recommended budget reflects the creation of four positions that were requested and authorized following the adoption of the Fiscal 2023 budget. These positions were funded through increased ESPP funding included in the Fiscal 2023 budget. These positions include a Public Information Officer, and two Operational Research Analysts. Additionally, Fire reclassified an Accountant II position to a Records and Payroll Manager position. As part of these position creations, the Fire Department also eliminated an IT Specialist III position.
- The recommended budget includes approximately \$74,000 for consultant services to conduct the Firefighter/EMT test. The last exam for this position was conducted in August 2020. This list will expire in June 2023.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	10,494,873
Changes with service impacts	
Create 2 Operations Research Analyst positions	210,756
Create Public Information Officer I position	52,974
Eliminate Agency IT Specialist III position	(120,262)
Increase funding for EMS Inventory System	73,812
Increase in professional services for Firefighter/EMT Recruit testing	72,250
Increase for Mobile Radio Equipment	32,582
Changes without service impacts	
Increase in employee compensation and benefits	132,866
Change in active employee health benefit costs	40,239
Change in pension contributions	20,806
Change in allocation for workers' compensation expense	44,870
Increase in contractual services expenses	19,071
Increase in operating supplies, equipment, software, and computer hardware	22,088
Adjustment for City building rental charges	2,470
Adjustment for City fleet rental, repair, and fuel charges	1,236
Fiscal 2024 Recommended Budget	11,100,631

Service 600 Budget: Expenditures

Object	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
1 Salaries	3,622,589	5,005,644	5,348,418	
2 Other Personnel Costs	1,582,145	1,557,092	1,638,421	
3 Contractual Services	1,009,759	2,375,635	2,470,662	
4 Materials and Supplies	321,821	226,658	235,722	
5 Equipment - \$4,999 or less	1,059,369	871,024	991,503	
7 Grants, Subsidies and Contributions	391,963	2,399,464	2,470,844	
Total	7,987,646	12,435,517	13,155,570	

Activity	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
001 Administration	3,621,613	4,605,372	4,954,104	
002 Finance	862,995	981,681	992,891	
003 Human Resources	688,392	1,042,707	1,138,852	
004 Information Technology	2,814,646	3,865,113	4,129,079	
095 Unallocated Appropriation	0	1,940,644	1,940,644	
Total	7,987,646	12,435,517	13,155,570	

Service 726: Administration - General Services

This service provides leadership and support to the divisions that comprise DGS. The goal of this service is to drive innovation in the delivery of these services. Key activities include: administrative direction, fiscal management, human resource support, performance management, communications, and change management.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,362,602	31	1,360,111	32	609,825	31
Internal Service	77,818	1	72,688	1	0	0
Total	1,440,420	32	1,432,799	33	609,825	31

Major Operating Budget Items

- The recommended budget includes an updated transfer of the administrative cost share across Facility and Fleet services. This transfer is based on the number of employees throughout the service and the share of work they provide for the agency's Internal Service Funds. The budget increases that transfer from \$3.1 million to \$3.8 million in Fiscal 2024.
- The Fiscal 2024 budget creates four new positions: an Operations Officer I to provide support for the executive team, an Administrative Analyst II and Operations Officer I to support budget analysis and contract management, and an Administrative Analyst I to support payroll functions and analysis within the Human Resources division. Additionally, a Public Relations Coordinator position has been created from the Fiscal 2023 budget.
- The recommended budget includes transferring 7 positions to MR-Information and Technology as part of the IT Optimization initiative to consolidate IT resources under the direction of BCIT.
- This budget also includes \$217,615 in continued support for research and policy initiatives throughout the agency.
- Based on vacancy trends throughout this service, \$66,943 in vacancy savings was added to the budget.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,360,111
Changes with service impacts	
Create 2 Operations Officer I positions	210,754
Create Public Relations Coordinator position	105,378
Create Administrative Analyst II (Civil) position	105,377
Create Administrative Analyst I position	62,694
Changes without service impacts	
Increase in employee compensation and benefits	140,869
Change in active employee health benefit costs	(60,706)
Change in pension contributions	(35,971)
Change in allocation for workers' compensation expense	322
Decrease in contractual services expenses	(48,376)
Increase in operating supplies, equipment, software, and computer hardware	5,380
Change in cost allocation attributable to Internal Service Funds	(716,559)
Increase in support for research and policy initiatives	217,615
Transfer HR Assistant II position from Internal Service Fund to General Fund	69,507
Increase the assumed savings from vacancies and staff turnover	(66,943)
Transfer 7 positions to BCIT as part of IT Optimization	(739,627)
Fiscal 2024 Recommended Budget	609,825

Service 726 Budget: Expenditures

Object	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	(2,491,889)	(3,084,456)	(3,801,015)
1 Salaries	2,305,631	3,160,657	2,995,103
2 Other Personnel Costs	897,646	926,425	812,472
3 Contractual Services	592,972	289,966	459,205
4 Materials and Supplies	7,529	17,033	17,714
5 Equipment - \$4,999 or less	73,002	18,284	18,448
6 Equipment - \$5,000 and over	31,686	60,274	64,312
7 Grants, Subsidies and Contributions	23,843	44,616	43,586
Total	1,440,420	1,432,799	609,825

Activity	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Administrative Direction and Control	964,158	972,321	1,112,763
002 Fiscal Services	998,669	1,013,308	1,287,426
003 Human Resources	653,733	679,310	945,583
004 Information Technology	1,082,292	999,194	186,232
007 Performance Management	233,457	802,362	824,675
026 Transfers	(2,491,889)	(3,033,696)	(3,746,854)
Total	1,440,420	1,432,799	609,825

Service 715: Administration - Health

The Health Department's Administration is composed of the following activities: Executive Leadership, Fiscal Services, Human Resources, Facilities & Materials Management, Billing and Revenue Cycle Management, Management Information Systems, Grants Development, Equity, Policy, Legislative Affairs, General Counsel, Communications, Community Engagement, and Planning. Administration provides departmental leadership, facilitates and guides the agency's delivery of services, and ensures agency compliance with City, state, and federal laws, procedures, and standards.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	4,698,314	55	5,634,001	54	5,774,965	57
Federal	982,174	3	6,216,276	4	4,774,490	11
State	114,102	1	2,189,443	0	500,000	0
Special	0	0	1,691,843	0	1,759,517	0
Special Grant	0	0	199,039	0	500,000	0
Total	5,794,590	59	15,930,602	58	13,308,972	68

Major Operating Budget Items

- The recommended budget includes the creation of three positions that were requested and approved midyear in Fiscal 2023. These positions are focused on supporting the administrative efforts of the agency.
- The recommended budget includes \$160,000 for security at the City's health clinic locations.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	5,634,001
Changes with service impacts	
Transfer Operations Manager II position from Service 310: School Health Services	214,574
Create Special Assistant to Health Commissioner, created midyear in FY 2023	110,000
Create 2 Operations Officer II positions, created midyear in FY 2023	101,769
Changes without service impacts	
Decrease in employee compensation and benefits	(540,957)
Change in active employee health benefit costs	63,716
Change in pension contributions	5,844
Change in allocation for workers' compensation expense	3,990
Increase in contractual services expenses	56,554
Increase in operating supplies, equipment, software, and computer hardware	7,233
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(69,643)
Adjustment for City building rental charges	21,044
Adjustment for City fleet rental, repair, and fuel charges	6,840
Funding added for security at Health Clinic locations	160,000
Fiscal 2024 Recommended Budget	5,774,965

Service 715 Budget: Expenditures

Object	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
0 Transfers	0	(2,321,435)	(2,391,078)	
1 Salaries	3,739,177	4,668,249	5,280,263	
2 Other Personnel Costs	1,574,012	1,592,218	1,869,447	
3 Contractual Services	331,399	3,281,546	3,577,335	
4 Materials and Supplies	21,086	81,391	86,134	
5 Equipment - \$4,999 or less	81,995	48,876	57,455	
6 Equipment - \$5,000 and over	14,157	15,163	16,179	
7 Grants, Subsidies and Contributions	32,764	8,564,594	4,813,237	
Total	5,794,590	15,930,602	13,308,972	

Activity	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
001 Administrative Services	1,218,203	3,655,065	7,606,424	
002 Facilities	743,529	1,174,803	1,373,434	
003 Fiscal Services	1,752,114	2,034,634	2,068,337	
004 Information Technology	776,221	1,282,271	1,344,286	
007 Legislative Affairs	544,984	781,832	711,376	
009 Human Resources	759,539	802,918	836,676	
026 Transfers	0	(2,321,435)	(2,391,078)	
095 Unallocated Appropriation	0	8,520,514	1,759,517	
Total	5,794,590	15,930,602	13,308,972	

Service 737: Administration - HCD

This service provides leadership and support to the Department's five operational Divisions. The goal of this service is to provide Divisions with the tools, resources, and direction to drive the Department's mission. Specific activities performed by this service include: Budget and Accounting, Human Resources, Facilities Management, Communications, and Information Technology.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	4,980,501	40	5,458,863	39	5,144,382	35
Federal	830,606	4	1,049,510	4	940,000	4
Total	5,811,107	44	6,508,373	43	6,084,382	39

Major Operating Budget Items

- The recommended budget includes transferring 3 positions to MR-Information and Technology as part of the IT Optimization initiative to consolidate IT resources under the direction of BCIT. One other position has been eliminated.
- One-time funding of \$100,000 for Dawson Center building maintenance projects is included in the budget. The center is currently owned by DHCD, but remains operated by BCRP in the Fiscal 2024 budget.
- Based on vacancy trends throughout this service, \$150,000 in vacancy savings was added to the budget.
- Funding for the Planning and Development activity has been moved under the Executive Direction and Control activity within this service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	5,458,863
Changes with service impacts	
Eliminate Office Support Specialist III position	(58,032)
Changes without service impacts	
Increase in employee compensation and benefits	306,064
Change in active employee health benefit costs	(10,662)
Change in pension contributions	(73,323)
Change in allocation for workers' compensation expense	(2,657)
Increase in contractual services expenses	21,716
Decrease in operating supplies, equipment, software, and computer hardware	(1,181)
Increase in grants, contributions, and subsidies	834
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	4,594
Adjustment for City building rental charges	33,874
Fund one-time building repair costs for the Dawson Center	100,000
Remove one-time funding for legal fees in the Personnel division	(12,000)
Decrease contractual services expenses within Communications Section for service realignment	(73,666)
Increase the assumed savings from vacancies and staff turnover	(150,000)
Transfer 3 positions to BCIT as part of IT Optimization	(400,042)
Fiscal 2024 Recommended Budget	5,144,382

Department of Human Resources

Volume Two

This project assists BCIT with overseeing the planning, procurement and implement of a new citizen service request application. The phase funded by the Innovation Fund will support and enhance the project management team's ability to formalize governance, conduct expedited procurement, commence data collection and analysis relating to GIS, workflow and interfaces, and spearhead the development of test planning and use-case scenarios. This loan supports a hyper-planning phase which includes recruitment of personnel who will manage and coordinate the project. Savings generated by this project is intended to come from capital improvement funds appropriated for Fiscal 2017. This project was forgiven.

Fiscal 2017 Projects

FirstWatch – Baltimore City Fire Department - \$424,646

This project moves the City's Emergency Medical Services to a state-of-the-art software that will improve care and increase revenue. FirstWatch provides a technological dashboard platform which allows for real-time situational awareness, operational and performance monitoring, and health surveillance. This new software offers real-time validation of EMS patient billing information so that errors may be quickly identified and corrected on the spot. The City anticipates an increase in reimbursements from eligible transports, as well as increased collaboration with the Baltimore City Health Department to evaluate and use metrics from EMS transports to connect high utilizers to appropriate care. This project is scheduled to completely repay its loan by Fiscal 2022.

Clinical Billing – Baltimore City Health Department- \$664,000

This project supports the complete overhaul of the City's clinical infrastructure. The current aging infrastructure adversely impacts the Health Department's ability to deliver quality services and threatens funding levels due to its inability to bill insurance companies for services. A conservative projection estimates an additional \$9.2M in healthcare reimbursement revenue over the next five years. The Innovation Fund will support a project manager for the system update, enhanced security services, document digitization, and implementation of data-analytics software to evaluate and improve clinical operations and a mobile platform to support population engagement. This project is not yet in repayment.

TECHealth – Baltimore City Health Department - \$35,000

This project supports the pilot launch of Transforming Engineering for Civic Health, a program that engages members of Baltimore's thriving technology and design community to solve pressing public health challenges in the City. This program brings innovators together from across the City for three months to participate in short bursts of experimental activity that expedite the process of ideation to prototyping. Many important innovation intuitions, including Impact Hub Baltimore, Beta-mare, Neighborhood Design, and ETC Baltimore are in agreement to house individual teams and provide logistical support. The goal of this program is to produce a clear path to city-scale implementation of this project, including any prototypes, funding plans, and other resources. Money from this award will be used to make micro-grants to projects that successfully complete the TECHealth program. This project received a non-revolving loan with no expected payback date.

WorkBaltimore 2017 – Baltimore City Department of Human Resources - \$100,000

This loan assists with up-front costs associated with planning and execution of the WorkBaltimore: Empowerment to Employment Convention, including but not limited to marketing, communications, and postage. This project did not have a savings or revenue component. This project has completely repaid its loan.

Fiscal 2021 Projects

Camp Small Expansion - Baltimore City Recreation and Parks - \$495,000

This project assists with the procurement of heavy equipment and contract personnel to commercialize existing and future wood stockpiles from tree maintenance. The loan will be used to purchase a skid steer, kiln, excavator, sawmill, and firewood splitter. This equipment will allow the agency to produce high-quality lumber slabs, firewood, and biochar for government, nonprofit, private sector, and individual buyers. Additionally, the project has a workforce development component targeting youth, justice-involved individuals, and others with barriers to employment. This project is also supported by the United States Forest Service and scheduled to completely repay its loan by Fiscal 2025.

Fiscal 2023 Projects

Camp Small Horizontal Grinder - Baltimore City Recreation and Parks - \$858,000

Service 794 Budget: Expenditures

Object	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
0 Transfers	0	(1,965,689)	(1,877,344)	
1 Salaries	1,867,512	2,590,199	2,542,302	
2 Other Personnel Costs	823,058	803,003	775,944	
3 Contractual Services	(1,351,976)	201,885	700,019	
4 Materials and Supplies	6,734	13,119	13,947	
5 Equipment - \$4,999 or less	50,949	64,302	64,725	
7 Grants, Subsidies and Contributions	(4,363)	223,458	225,245	
Total	1,391,914	1,930,277	2,444,838	

Activity	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
001 Administration	893,288	925,225	1,395,205	
008 Local Hiring Coordination	454,271	1,030,094	1,022,546	
013 Administrative Cost Reimbursement	(1,601,151)	(1,965,689)	(1,877,344)	
022 Human Resources	339,906	340,462	309,699	
024 Fiscal Management	860,373	739,520	739,326	
027 Facilities Administration	144,418	131,902	135,550	
038 Comptroller's Office	300,809	351,737	359,346	
039 IT Management	0	177,841	160,510	
095 Unallocated Appropriation	0	199,185	200,000	
Total	1,391,914	1,930,277	2,444,838	

Service 802: Administration

This service provides and directs the resources needed for successful and effective IT deployment within the City. This includes human resources, fiscal services, project management, and change management functions. This service provides operational support to ensure that BCIT's strategy, goals and initiatives are successfully implemented.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	3,389,304	16	3,271,353	16	3,674,526	19
Total	3,389,304	16	3,271,353	16	3,674,526	19

Major Operating Budget Items

- As part of agency-wide reorganization, the recommended budget creates Activity 7: Change Management and transfers Activity 6: Project Management Office from Service 803: IT Application Support Services to this service to align with the agency's current organizational structure. As part of this reorganization 3 positions were transferred into this service.
- The recommended budget includes \$40,000 for change management efforts that will support successful adoption of new technology deployments.
- The recommended budget assumes a portion of time for the Project Management Office will be funded by charging directly to capital projects.
- The recommended budget increases funding for contractual staff by 78.5% in Human Capital, Change Management, and Project Management. The budget also increases funding for software solutions (portfolio management and issue tracking) that support teams in this service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	3,271,353
Changes without service impacts	
Increase in employee compensation and benefits	36,022
Change in active employee health benefit costs	72,991
Change in pension contributions	39,369
Change in allocation for workers' compensation expense	3,381
Increase in contractual services expenses	53,567
Increase in operating supplies, equipment, software, and computer hardware	43,023
Adjustment for City building rental charges	12,327
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(529,239)
Transfer 3 positions from Service 803 to this service	513,271
Increase funding for contractors from third party vendors	233,025
Increase funding for portfolio management software	58,000
Increase funding for change management materials	40,000
Increase in assumed savings from vacancies and staff turnover	(172,564)
Fiscal 2024 Recommended Budget	3,674,526

Service 768: Administration - Planning

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

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,836,954	8	1,384,775	7	1,660,530	7
State	6,150	0	0	0	0	0
Special Grant	0	0	0	0	235,000	0
Total	1,843,104	8	1,384,775	7	1,895,530	7

Major Operating Budget Items

- The budget eliminates the historical transfer credit of \$180,000 between the operating and capital budgets.
- The recommended budget includes \$235,000 in unallocated funding for anticipated grants in Fiscal 2024.
- Based on vacancy trends throughout this service, \$18,042 in vacancy savings was added to the budget.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,384,775
Changes without service impacts	
Increase in employee compensation and benefits	115,795
Change in active employee health benefit costs	22,559
Change in pension contributions	(5,556)
Change in allocation for workers' compensation expense	252
Decrease in contractual services expenses	(28,757)
Increase in operating supplies, equipment, software, and computer hardware	1,007
Adjustment for City building rental charges	8,226
Adjustment for City fleet rental, repair, and fuel charges	271
Remove funding for historical transfer credit from capital budget	180,000
Increase the assumed savings from vacancies and staff turnover	(18,042)
Fiscal 2024 Recommended Budget	1,660,530

Service 621 Budget: Expenditures

Object	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	0	495,750	510,623
1 Salaries	25,833,359	24,350,065	23,653,287
2 Other Personnel Costs	17,007,706	15,650,754	13,219,130
3 Contractual Services	20,154,592	29,708,073	24,073,897
4 Materials and Supplies	2,102,717	5,314,564	6,159,487
5 Equipment - \$4,999 or less	238,426	157,107	131,542
6 Equipment - \$5,000 and over	85,450	2,599,568	3,172,144
7 Grants, Subsidies and Contributions	4,195,714	28,310,357	30,719,655
Total	69,617,964	106,586,238	101,639,765

Activity	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Departmental Administration	1,078,255	1,141,349	1,770,910
002 Human Resources Division	2,832,144	2,946,507	3,402,884
003 Fiscal Services Division	2,689,059	2,823,868	2,653,594
004 Administrative Duties Division	20,595,219	17,106,897	13,382,394
006 Grants Section	1,503,520	26,850,678	37,858,596
008 Information Technology Division	2,958,183	0	0
013 Public Affairs Division	1,007,624	1,192,511	1,243,781
015 Non-Actuarial Retirement Benefits	170,376	364,357	364,357
016 Office of the Police Commissioner	1,735,870	2,059,440	2,068,208
017 Legal Affairs	1,707,885	6,806,718	72,627
018 Equal Opportunity and Diversity Section	410,933	0	0
020 Asset Management	15,649,258	28,737,892	30,873,707
024 Employee Health and Wellness	948,350	1,483,439	1,265,987
027 Building Security	1,393,242	1,329,372	0
028 Central Record Keeping	8,042,359	7,849,183	0
029 Quartermaster	4,160,216	1,391,228	1,612,206
030 Executive Protection	2,735,471	2,416,846	2,686,492
031 Document Compliance Unit	0	0	214,631
095 Unallocated Appropriation	0	2,085,953	2,169,391
Total	69,617,964	106,586,238	101,639,765

Service 676: Administration - DPW

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Computer Services (IT), Boards & Commissions, Contract Administration, Legislative Affairs, Media and Communications, Safety and Training, Office of Strategy and Performance and General Counsel. These functions are supported financially by the Bureau of Water and Wastewater, and the Departments of General Services and Transportation.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	8,394,066	72	1,722,760	74	2,388,161	64
Wastewater Utility	1,832,098	25	1,863,466	25	5,740,033	55
Water Utility	0	0	0	0	2,469,561	17
Stormwater Utility	0	0	0	0	223,943	2
Total	10,226,164	97	3,586,226	99	10,821,698	138

Major Operating Budget Items

- The Fiscal 2024 budget includes funding to create 7 new General Fund positions: 1 Deputy Chief Finance Officer, 1 Accounting Manager, 1 Grants Specialist, 1 Procurement Manager, 1 Senior Financial Analyst, 1 Assistant Counsel, and 1 Paralegal.
- The recommended budget includes an additional \$180,000 for new CIP Planner software management that will support reporting and management of DPW's ongoing and requested Capital projects.
- Due to transfers related to reorganization of the agency and updated personnel assignments, the overall position count is increasing by 35 positions.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,722,760
Changes with service impacts	
Create Deputy Chief Finance Officer position	169,228
Create Accounting Manager position	157,637
Create Senior Financial Analyst position	128,076
Create Procurement Manager position	122,109
Create Assistant Counsel position	106,059
Create Grants Specialist position	61,055
Create Paralegal position	38,264
Changes without service impacts	
Decrease in employee compensation and benefits	(1,541,949)
Change in active employee health benefit costs	(179,715)
Change in pension contributions	(211,662)
Change in allocation for workers' compensation expense	(14,336)
Increase in contractual services expenses	47,247
Increase in operating supplies, equipment, software, and computer hardware	59,307
Adjustment for City building rental charges	18,708
Adjustment for City fleet rental, repair, and fuel charges	3,280
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	1,763,081
Increase funding for CIP Planner software	180,000
Net increase of 1 position from transfers across services	(240,988)
Fiscal 2024 Recommended Budget	2,388,161

Service 676 Budget: Expenditures

Object	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	(570,127)	(10,065,159)	(8,332,146)
1 Salaries	6,335,272	8,325,201	12,738,541
2 Other Personnel Costs	2,789,073	2,773,063	3,449,882
3 Contractual Services	1,173,476	1,670,141	1,932,846
4 Materials and Supplies	64,629	211,722	232,932
5 Equipment - \$4,999 or less	111,793	148,317	209,320
6 Equipment - \$5,000 and over	215,891	405,375	432,535
7 Grants, Subsidies and Contributions	106,157	117,566	157,788
Total	10,226,164	3,586,226	10,821,698

Activity	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Administration	2,595,130	2,518,124	2,431,390
002 Human Resources	1,585,525	2,281,335	2,125,708
003 Fiscal Administration	1,560,265	2,228,876	3,713,938
005 Computer Services	804,821	915,374	2,535,127
006 Boards and Commissions	400,468	513,890	857,574
008 Contract Administration	1,056,942	606,331	572,011
010 Legislative Affairs	387,976	351,026	573,728
011 Communications and Community Affairs	701,608	831,442	1,209,541
012 Safety, Training, Emergency Mgmt and Security (STEMS)	666,929	1,257,135	1,649,032
013 Office of Strategy And Performance (OSAP)	453,664	602,087	645,701
014 Office of Legal and Regulatory Affairs	45,807	292,354	372,971
015 Fleet and Facilities Management	0	251,141	1,434,785
026 Transfers	(32,971)	(9,062,889)	(7,299,808)
Total	10,226,164	3,586,226	10,821,698

Service 889: Child Support Enforcement

This service serves child support process warrants in Baltimore City for the State's Child Support Enforcement Administration in the Department of Human Resources. In many instances child support is only collected after warrants have been issued or individuals are compelled to appear.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,087,865	14	1,789,736	14	1,939,254	14
Federal	0	0	1,116,616	0	1,116,616	0
Total	1,087,865	14	2,906,352	14	3,055,870	14

Major Operating Budget Items

- The recommended budget includes funding for pay increases as part of the labor agreement between the City and union covering staff from the Sheriff's Office.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,789,736
Changes without service impacts	
Decrease in employee compensation and benefits	(37,058)
Change in active employee health benefit costs	11,687
Change in allocation for workers' compensation expense	672
Increase in contractual services expenses	751
Increase in operating supplies, equipment, software, and computer hardware	466
Funding for labor contract negotiated in 2022	173,000
Fiscal 2024 Recommended Budget	1,939,254

Service 681: Administration - DOT

This service provides executive direction and support functions for the agency's operating divisions, including human resources, information technology, contract administration, equal opportunity compliance, and fiscal/procurement. The Office of the Director oversees agency policy and planning functions, program management, data collection and analysis, and public information services.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	9,586,058	79	10,111,064	79	9,747,094	74
Total	9,586,058	79	10,111,064	79	9,747,094	74

Major Operating Budget Items

- The recommended budget includes transferring five positions to MR-Information and Technology as part of the IT Optimization initiative to consolidate IT resources under the direction of BCIT.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	10,111,064
Changes without service impacts	
Increase in employee compensation and benefits	248,824
Change in active employee health benefit costs	55,568
Change in pension contributions	(133,283)
Change in allocation for workers' compensation expense	(2,187)
Increase in contractual services expenses	35,584
Increase in operating supplies, equipment, software, and computer hardware	67,185
Adjustment for City building rental charges	28,474
Adjustment for City fleet rental, repair, and fuel charges	3,916
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(45,073)
Increased the assumed savings from vacancies and staff turnover	(102,203)
Transfer five positions to BCIT IT Optimization program	(520,775)
Fiscal 2024 Recommended Budget	9,747,094

Service 681 Budget: Expenditures

Object	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	(1,475,241)	(1,502,429)	(1,547,502)
1 Salaries	5,757,726	6,465,798	6,113,975
2 Other Personnel Costs	2,266,005	2,334,319	2,234,273
3 Contractual Services	2,861,724	1,627,255	1,693,875
4 Materials and Supplies	16,538	144,600	151,617
5 Equipment - \$4,999 or less	145,308	44,164	44,468
6 Equipment - \$5,000 and over	0	913,696	974,914
7 Grants, Subsidies and Contributions	13,998	83,661	81,474
Total	9,586,058	10,111,064	9,747,094

Activity	Actual	Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Director's Office	4,752,968	4,377,395	4,468,224
002 Human Resources	1,251,661	1,477,420	1,516,248
004 Communications	684,658	910,251	893,505
009 Fiscal Services	1,075,663	1,139,557	1,140,377
010 Transportation Planning	680,792	616,383	630,014
022 Contract Administration	1,317,080	1,667,693	1,709,602
026 Transfers	(1,475,241)	(1,300,000)	(1,339,000)
068 IT Expenses	1,298,477	1,222,365	728,124
Total	9,586,058	10,111,064	9,747,094

Department of Transportation

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Also see attached paperwork

Department of Transportation

Volume Two

The State Constitution requires that general obligation debt may not have a longer term than 40 years. In general, the City's debt has a maximum maturity of no more than 20 years. This long-term debt is supported by the full faith and credit of the City and payment thereof is a first requirement for revenues derived from local property taxing powers. The law requires the City to levy a property tax rate upon all assessable property sufficient to provide for the payment of all interest and principal. The City has no statutory limitation on the property tax levy to support general obligation borrowings.

Bond Anticipation Notes

From time to time, the City enters into short-term borrowing to finance capital projects while preparing to sell long-term general obligation bonds or while adjusting the timing of the sale of long-term debt in order to take advantage of favorable market conditions. The City is authorized to undertake such borrowing pursuant to Section 12 of Article 31, the Public Debt Article of the Annotated Code Maryland Laws. As with long-term general obligation bonds, bond anticipation notes constitute a pledge of the full faith and unlimited taxing power of the City as regards to the guarantee to meet the principal and interest payments. Section 24 Article 31 (Maryland Laws) authorizes the City to issue refunding bond anticipation notes to refinance these short-term borrowings.

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

Revenue Anticipation Notes

Section 7 of Article XI of the State Constitution permits the City to borrow temporarily to meet cash flow deficiencies in operating funds. The City Charter restricts such temporary borrowings in anticipation of current operating revenues and requires that such borrowings be repaid prior to the passage of the budget for the following year.

State Highway Construction Loans

Since 1972, the City has periodically borrowed funds from the State of Maryland for highway construction projects pursuant to State authorization in Section 3-301 through 3-309 of the Transportation Article (Maryland Laws). These funds have been used primarily to finance the City's share of the Interstate Highway System and for the construction or reconstruction of primary roads. As of June 30, 2017, the City has \$109 million in County Transportation Bonds outstanding. The Fiscal 2020 capital budget includes \$15 million in new County Transportation Bond borrowing.

As charter 539 of the 1993 Laws of Maryland, effective June 1, 1993, obligates the counties participating in the Transportation Revenue Bond financing programs to enter into agreements providing for the repayment of bonds issued. This statutory change had no effect on the City's debt position but allowed the State of Maryland to restate its accounting of transportation debt obligation. The debt is recorded as an obligation of the City. Currently, the State withholds from the City's share of the Gasoline and Motor Vehicle Revenue Account distribution amounts sufficient to pay the City's share of the State highway construction debt. Subsequent agreements of payment pursuant to this statute will conform to the prior practice. The City benefits from favorable borrowing cost due to the size of the State-wide borrowing and the excellent credit rating of the State of Maryland.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	90,387,807	0	88,726,736	0	78,092,674	0
Special	15,636,952	0	15,767,260	0	15,767,260	0
Total	106,024,759	0	104,493,996	0	93,859,934	0

M-R: Environmental Control Board

The Environmental Control Board (ECB) is an administrative agency authorized by Article 1, Section 40 of the Baltimore City Code to adjudicate environmental citations issued by other City agencies. The mission of the ECB is to change behavior and to encourage compliance with the Baltimore City Code.

The hearing process is available to anyone that receives an environmental citation. Environmental citations primarily address sanitation, environmental health, safety, and other quality of life provisions of law. The Code specifies the violations for which citations may be issued, designates the fine amounts for those violations, and lays out a penalty accrual system for cited persons who do not engage in the hearing system or do not pay the citation's fine. The hearing process is conducted by ECB's contractual Hearing Officers and is subject to a \$15 administrative fee.

If unsatisfied with the disposition, the cited person can appeal the decision to the Board. The Board is comprised of 15 members, 7 of whom are ex officio members- or their designees-from various City Departments, including Health, Fire, Police, Housing and Community Development, Public Works, Transportation, and City Council. The remaining members are appointed members that are from the public and/or have expertise in areas noted in the Code. The Board's responsibilities include providing hearing officers for the hearings, reviewing appeals from the hearing officers' decisions, and adopting and amending any rules and regulations necessary or appropriate to carry out the Board's powers and duties.

ECB offers a diversion program for first-time offenders or those with minimal prior history that have received a citation for trash-related violations. ECB educates these offenders on the Code requirements and the policy behind those requirements.

ECB provides education and community support through the BMORE Beautiful program, which encourages compliance with the Code requirements through a peer-to-peer network.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,399,878	8	1,567,564	8	1,710,503	8
State	0	0	255,750	0	100,000	0
Total	1,399,878	8	1,823,314	8	1,810,503	8

The Fiscal 2024 Recommended Budget reflects:

- Creating a new Chief Hearing Officer position that will work to conduct hearings, handle respondent requests, provide training, and act as a liaison between the agency staff and the other hearing officers in ECB.

M-R: Office of Information and Technology

The Baltimore City Office of Information and Technology (BCIT) is responsible for providing information technology leadership to the entire City, utilizing and leveraging information technology to enhance productivity, broaden the capabilities, and reduce the operating costs of Baltimore City government, thereby improving the quality and timeliness of services delivered to residents.

BCIT is also continuing to modernize the IT environment to keep up with the ever increasing demands of a digital society. To this end, BCIT will continue moving workloads to the cloud and using virtualization technology whenever possible. From projects that help to improve broadband access to increasing the City's mobile application portfolio, BCIT will continue to seek partnerships and make technology investments that continuously improve service delivery, replaces aging infrastructure such as switches, storage and networks, and secure City data.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	42,693,019	156	40,706,181	145	46,341,414	157
Internal Service	13,022,354	3	13,165,270	5	13,951,018	4
Federal	0	0	0	0	6,100,000	0
State	0	0	0	0	10,980,000	0
Special	91,414	0	600,000	0	200,000	0
Special Grant	0	0	0	0	500,000	0
Total	55,806,787	159	54,471,451	150	78,072,432	161

The Fiscal 2024 Recommended Budget reflects:

- Continuing the IT Optimization Plan focused on aligning citywide IT resources under the direction of BCIT. The Fiscal 2024 budget recommends transferring 17 positions from the Department of General Services, the Department of Housing and Community Development, and the Department of Transportation to BCIT. These positions will continue to support IT projects in these agencies, but will carry out projects under guidance and leadership from BCIT. These positions are reflected in Service 803: Enterprise Innovation and Application Services and Service 805: Enterprise IT Delivery Services.
- Continued efforts to analyze past spending and align the budget with the agency's organizational structure. The recommended budget creates 4 new activities and transfers 1 activity and 7 positions across different services to align with the agency's current organizational structure. The recommended budget also eliminates 5 General Fund positions and 1 Internal Service Fund position to utilize savings from the positions to fund contractual services.
- Transferring the Broadband and Digital Equity Service from the Mayoralty to BCIT. This service is entirely grant funded, the recommended budget includes \$17.5 million in anticipated state and federal grants to support its programming. BCIT will seek additional federal, state, and other grant funding to support expansion of ongoing efforts to promote digital equity.
- Increasing funding for contractual services by \$5.3 million, from \$26.9 million in Fiscal 2023 to \$32.2 million in Fiscal 2024, to fully fund contractual IT support staff and fund inflation-related cost increases for software contracts. The increase in funding will support maintenance and monitoring of CitiWatch cameras, hardware and software maintenance, application development and maintenance, and contractual staff support for services including Information Security and Network Maintenance.

Service 676: Administration - DPW

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Computer Services (IT), Boards & Commissions, Contract Administration, Legislative Affairs, Media and Communications, Safety and Training, Office of Strategy and Performance and General Counsel. These functions are supported financially by the Bureau of Water and Wastewater, and the Departments of General Services and Transportation.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	8,394,066	72	1,722,760	74	2,388,161	64
Wastewater Utility	1,832,098	25	1,863,466	25	5,740,033	55
Water Utility	0	0	0	0	2,469,561	17
Stormwater Utility	0	0	0	0	223,943	2
Total	10,226,164	97	3,586,226	99	10,821,698	138

Major Operating Budget Items

- The Fiscal 2024 budget includes funding to create 7 new General Fund positions: 1 Deputy Chief Finance Officer, 1 Accounting Manager, 1 Grants Specialist, 1 Procurement Manager, 1 Senior Financial Analyst, 1 Assistant Counsel, and 1 Paralegal.
- The recommended budget includes an additional \$180,000 for new CIP Planner software management that will support reporting and management of DPW's ongoing and requested Capital projects.
- Due to transfers related to reorganization of the agency and updated personnel assignments, the overall position count is increasing by 35 positions.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,722,760
Changes with service impacts	
Create Deputy Chief Finance Officer position	169,228
Create Accounting Manager position	157,637
Create Senior Financial Analyst position	128,076
Create Procurement Manager position	122,109
Create Assistant Counsel position	106,059
Create Grants Specialist position	61,055
Create Paralegal position	38,264
Changes without service impacts	
Decrease in employee compensation and benefits	(1,541,949)
Change in active employee health benefit costs	(179,715)
Change in pension contributions	(211,662)
Change in allocation for workers' compensation expense	(14,336)
Increase in contractual services expenses	47,247
Increase in operating supplies, equipment, software, and computer hardware	59,307
Adjustment for City building rental charges	18,708
Adjustment for City fleet rental, repair, and fuel charges	3,280
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	1,763,081
Increase funding for CIP Planner software	180,000
Net increase of 1 position from transfers across services	(240,988)
Fiscal 2024 Recommended Budget	2,388,161

Enoch Pratt Free Library

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Baltimore City Public Schools

See Synopsis for Mayor and City Council Resolution 23-0383