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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

**TUESDAY, MAY 30, 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 ONE (1)

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 ONE – May 30, 2023

- **9:00 AM** – Capital Budget
 - **Volume 1**, Beginning on Page 4 and throughout budget books **
 - **Volume 2**, Page 11 under: M-R: Debt Service
 - **Also see attached paperwork ****

- **11:00 AM** – Visit Baltimore
 - **Volume 1**, Page 394 under: M-R: Civic Promotion

- **12:00 PM - LUNCH BREAK**

- **12:30 PM – American Rescue Plan Act (ARPA)**
 - **Volume 1**, Page 355 and numerous pages throughout budget books
 - **Also see attached paperwork**

- **2:00 PM** - City Administrator’s Office (CAO)
 - **Volume 1**, Page 346 under: Mayoralty

- **4:30** – Mayor’s Office of Infrastructure Development
 - **Volume 1**, Page 347
 - **Also see attached paperwork**

- **5:30 PM – DINNER**

- **6:00 PM** – CHARM TV
 - **Volume 1**, Page 377 under: Cable and Communications

- **6:30 PM** – Fire Department/Office of Emergency Management
 - **Volume 1**, Pages 119 and 132

- **7:00 PM** – Fire Department
 - **Volume 1**, Page 119
 - **Also see attached paperwork**

SEE ATTACHMENTS

CAPITAL BUDGET

1. **Volume 1**, Beginning on Page 4 and throughout budget books **
2. **Volume 2**, Page 11 under: M-R: Debt Service

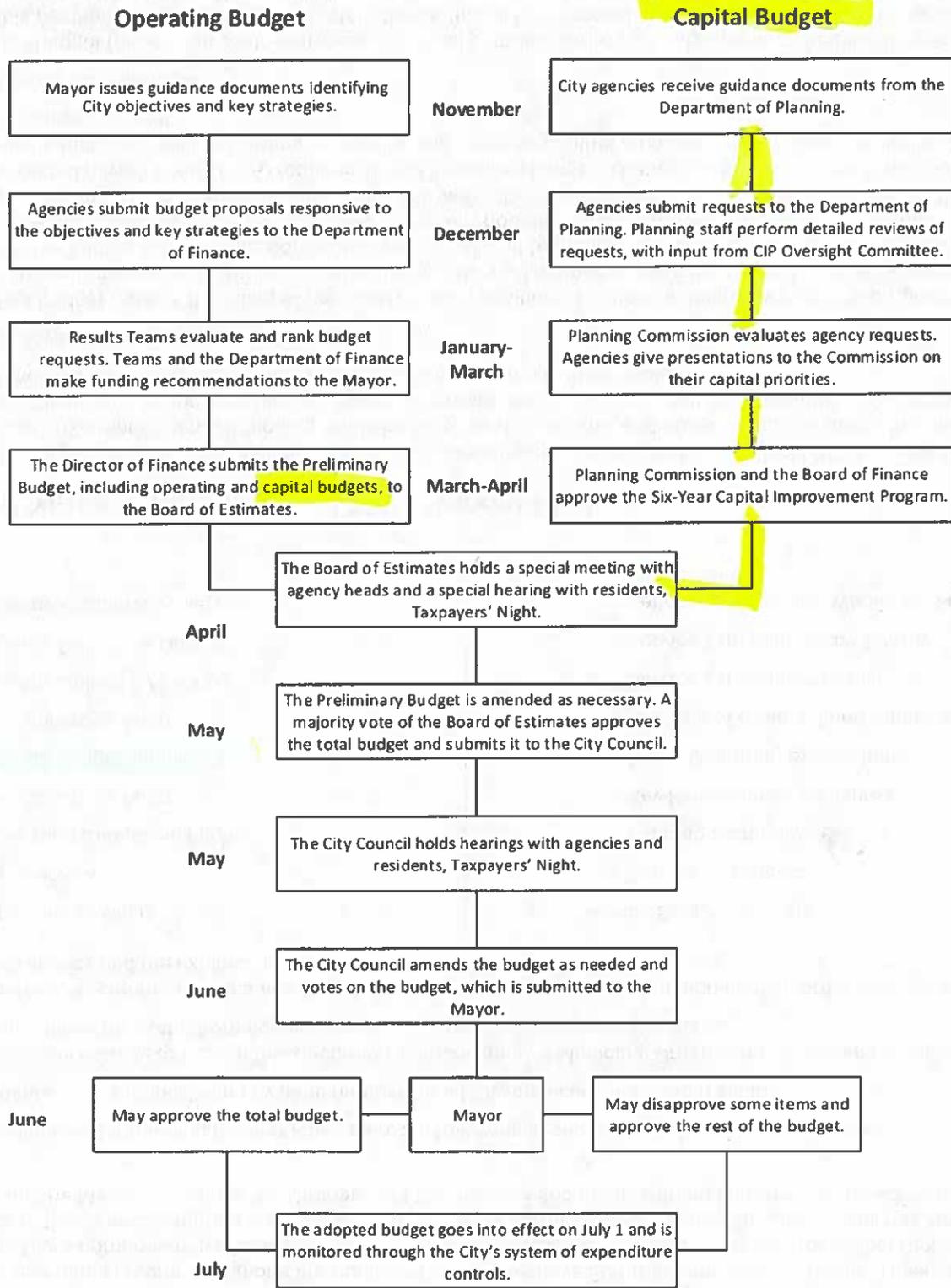
Also see attached paperwork **

CAPITAL BUDGET

NUMEROUS AGENCIES

VOLUME ONE (1)

Budget Process



Agency Detail User's Guide

The Board of Estimates recommendations are published in the Executive Summary and Agency Detail. These documents constitute the City's comprehensive budgetary plan. This plan is presented to the City Council for deliberation and public hearings prior to the Council adopting and forwarding it to the Mayor for signature. Once the City Council has approved the budget plan and the Mayor has signed the Ordinance of Estimates, a document entitled Summary of the Adopted Budget is completed.

To aid the reader in understanding the budgetary plan, the following sections are included in this document:

Table of Contents: A sequential listing by page number for all City agencies and budget exhibits.

Introduction: A User's Guide to explain this document's organization, a Municipal Organization chart, and a Budget Process flowchart that outlines the steps from agency requests through Ordinance of Estimates.

Agency Overviews, Recommendations and Detail: The information is organized in alphabetical order by agency. A divider identifies each agency and the exhibits are organized in the following manner:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Budget Structure Chart • Agency Overview <ul style="list-style-type: none"> - Operating Budget Highlights <ul style="list-style-type: none"> - Dollars by Fund - Capital Budget Highlights <ul style="list-style-type: none"> - Dollars by Fund - Agency Dollars by Service - Agency Dollars by Object - Agency Positions by Service | <ul style="list-style-type: none"> • Service Budget Sections <ul style="list-style-type: none"> - Service Description - Funding Summary - Key Performance Measures - Major Operating Budget Items - Analysis of General Fund Changes - Service Expenditures by Object - Service Expenditures by Activity - Service Salaries and Wages for Funded Full-Time Positions |
|---|--|

Important Notes about the Fiscal 2024 Budget Plan

The Fiscal 2024 Agency Detail book includes Fiscal 2022 actual budgetary expenditures, Fiscal 2023 adopted appropriations, and Fiscal 2024 recommended funding levels by fund, service, activity, and object. Each service with General Funds also includes a Change Table summarizing the changes from the Fiscal 2023 adopted appropriation to the Fiscal 2024 recommended funding level. The reader should note the following items in these tables:

Change in Employee Compensation and Benefits

The Fiscal 2024 budget reflects the filling of previously vacant positions; changes in longevity pay, step progression, salary changes due to performance or promotion; cost of living salary adjustments; adjustments to budgeted vacancy savings; and changes in the budget for overtime, contractual personnel, and temporary and part-time personnel. When appropriate, agency compensation budgets have been adjusted to accommodate routine turnover. The turnover savings adjustment acknowledges that not all funded positions will be filled all year. Changes in benefits reflected in the budget are the result of changes in projected payroll taxes (FICA) required, driven by salary changes; changes in the cost of the City's life insurance, deferred compensation, and wellness program benefits; and changes to other employee benefit costs, excluding healthcare costs and pension contributions.

Change in Pension Contributions

The Fiscal 2024 budget for pension costs represent an annual contribution into the City's pension funds, allocated across all pension-eligible positions. There are several factors that actuarial firms consider when determining the necessary pension fund contributions required yearly. These include assumptions regarding the rate of investment return; salary increases and average years of service among active employees; administrative expenses; assumptions regarding pre- and post-retirement mortality and pre-retirement disability; the rate of withdrawal from the pension system for employees with various years of service; retirement rates; line-of-duty disability data; cost of living pension payment increases for retirees; and the age of

current retirees. Together, all these factors inform that the City must contribute \$4.6 million (-5.5%) less for civilian employees and \$0.6 million (-0.1%) less for sworn officers to the City's pension funds in Fiscal 2024.

Change in Active Employee Health Benefit Costs

The Fiscal 2024 budget for employee health benefits is based on current premiums for calendar 2023 plus an estimate of cost inflation for calendar-year 2024. Costs are allocated to agency budgets on a per-position basis. Citywide, medical costs are expected to grow 8.9% and prescription drugs to grow 8.1% in the Fiscal 2024 budget.

Adjustment for Fleet Rental, Repair, and Fuel Charges

Agency budgets include the cost of vehicle and equipment rental and maintenance through the Department of General Services (DGS), as well as the cost of gasoline and diesel fuel and large equipment costs. The Fiscal 2024 budget assumes an 8.4% increase in vehicle rental and repair costs and a 35% increase for fuel, based on projected increases in gasoline and diesel costs. In Fiscal 2024, the City will increase the annual master lease borrowing authority from \$26 million to \$35 million. This increase will be built in over time based on the debt service schedule.

Adjustment for City Building Rental Charges

City Building Rental Charges are allocated by DGS for City-owned buildings and those allocations are based on building rental rates set by DGS, an agency's square footage usage, and any DGS-provided services such as janitorial services within agency facility agreements. The Fiscal 2024 budget assumes an overall inflationary increase of \$1.8 million, or 4%.

Change in Allocation for Workers' Compensation Expense

In Fiscal 2024, the budget for workers' compensation costs grows by 5.5% for a total of \$67.3 million. The City's annual contribution required to cover claims is updated annually and is informed by the actuarial firm the City works with to forecast risk liabilities. Workers' compensation funding is allocated on a per position basis and different costs are assigned per position based on the agency. Agencies have varying levels of risk for workers' compensation per the nature of the work carried out in different agencies, with Police and Fire employees being at highest risk for injury on the job. Agency allocations are informed by prior year claims regarding the volume, severity, and longevity of claims the City must pay out for employees injured on the job.

Changes in Cost Transfer to Capital Budget, to/from Other Funds, and Reimbursed Expenses

Budgeted transfers reflect agency plans to expense a portion of personnel costs to the capital budget during the year for employee time spend working on executing capital projects. Transfers also reflect planned credits and debits to the General Fund budget for employees that are funded by more than one funding source; positions are budgeted with a single Fund in the budget due to current systems limitations but may be funded by multiple funding sources during the year per time spent on varying tasks and grant budgets, for example. Budgeted transfers between Funds may also include credits to the General Fund for overhead or indirect costs charged to grants or the utility funds. Transfers may also include anticipated reimbursement for certain expenditures, often from other agencies utilizing the services of another agency to carry out operations.

Changes in Contractual Services Expenses; Operating Supplies, Equipment, Software, and Computer Hardware; Grants, Contributions, and Subsidies; and All Other

The Fiscal 2024 budget assumes inflation between 4% to 6% based on expenditure type. Agencies may also reallocate funding between services or spending type line items per current operational needs from year to year. Changes to Software and Computer Hardware include the cost for computer replacement and Citywide software licenses for those agencies that are connected to the City network. These costs are allocated by Baltimore City Information and Technology (BCIT) on a per position basis for computer and software users within agencies. The BCIT computer replacement budget represents an annual contribution into a City fund to support current computers and replace them for all network users on a four to five-year cycle. The BCIT software budget represents the cost for Citywide licenses used on computers and other devices for all network users, including Microsoft Office licenses, for example. Changes within All Other reflect changes in debt service costs and operating budget contributions to capital reserve funds needed for planned facility improvements or capital asset replacement.

Service Performance Measures

The Mayor's Office of Performance and Innovation (OPI) and the Bureau of the Budget and Management Research (BBMR) have collaborated to drive performance measurement and management through a rigorous review of agency performance

Service 131: Audits

This service conducts biennial performance audits and financial audits, including the City's Annual Comprehensive Financial Report and Single Audit; provides attestation engagements and advisory services as requested by various management; investigates allegations of fraud, waste, and abuses of city resources; reviews various contracts, change orders, or proposals submitted by agencies to the Board of Estimates; and performs other special projects as necessary.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	4,775,032	43	5,534,968	45	5,966,967	45
Total	4,775,032	43	5,534,968	45	5,966,967	45

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Effectiveness	% of transactions reviewed by Pre-Audits in under 10 days	N/A	N/A	N/A	N/A	N/A	N/A	75%
Effectiveness	Average # of days for pre-audits review	N/A	N/A	N/A	N/A	N/A	N/A	74
Outcome	% of recommendations implemented by agencies (calendar year)	N/A	N/A	65%	N/A	71%	N/A	70%
Output	# of biennial performance audits issued on time (calendar year)	N/A	N/A	7	N/A	7	N/A	8
Output	# of total transactions reviewed by pre-audits	N/A	N/A	N/A	N/A	N/A	N/A	750

- These metrics are new in Fiscal 2024. This is the first year performance measures are being presented as part of services with Comptroller's Office.

Major Operating Budget Items

- The recommended budget maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	5,534,968
Changes without service impacts	
Increase in employee compensation and benefits	135,073
Change in active employee health benefit costs	34,160
Change in pension contributions	(42,594)
Change in allocation for workers' compensation expense	1,620
Increase in contractual services expenses	9,059
Increase in operating supplies, equipment, software, and computer hardware	7,265
Adjustment for City building rental charges	5,407
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	282,009
Fiscal 2024 Recommended Budget	5,966,967

Service 110: Circuit Court

This service is a part of the Judiciary of Maryland, a co-equal branch of government established by Article IV of the State Constitution of Maryland to preside over the Eighth Judicial Circuit. This involves the processing of criminal, civil, and family cases. The Baltimore City Circuit Court has 35 positions for judges who rotate among the civil, domestic, juvenile, and criminal dockets, 15 recalled senior judges who assist the Court as needed on various dockets and 14 Magistrates.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	16,941,729	86	18,317,947	86	19,986,950	86
Federal	1,185,661	13	2,539,012	13	2,704,206	14
State	3,778,972	33	6,623,141	33	7,241,732	33
Total	21,906,362	132	27,480,100	132	29,932,888	133

Major Operating Budget Items

- The budget includes one Federal funded position created to support the Community Service program within Circuit Court.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	18,317,947
Changes with service impacts	
Increase in Juror Compensation Fees	1,239,546
Changes without service impacts	
Increase in employee compensation and benefits	76,902
Change in active employee health benefit costs	81,202
Change in pension contributions	(86,656)
Change in allocation for workers' compensation expense	3,096
Decrease in contractual services expenses	(149,323)
Increase in operating supplies, equipment, software, and computer hardware	16,910
Adjustment for City building rental charges	286,967
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	155,068
Increase in the assumed savings from vacancies and staff turnover	45,291
Fiscal 2024 Recommended Budget	19,986,950

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	8,807,169
Changes with service impacts	
Increase in funding for one Manager position, one HR position, and a new Cash Processing position.	154,000
Changes without service impacts	
Increase in employee compensation and benefits	413,217
Increase the assumed savings from vacancies and staff turnover	(107,881)
Change in active employee health benefit costs	62,074
Change in pension contributions	(81,388)
Change in allocation for workers' compensation expense	12,087
Increase in contractual services expenses	261,760
Increase in operating supplies, equipment, software, and computer hardware	8,481
Adjustment for City building rental charges	17,162
Adjustment for City fleet costs	31
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(42,897)
Create 3 Customer Care Analyst III positions	154,083
Reclassify Collection Representative II position to Customer Care Analyst III	(950)
Reclassify 2 Collections Supervisor II positions to Parking Fines Supervisor	(1,143)
Defund Customer Care Analyst II position	(53,628)
Transfer 2 positions to Service 698: Administration	(118,670)
Fiscal 2024 Recommended Budget	9,483,507

Service 699: Procurement

This service offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is mandated by the City Charter and includes the procurement of all goods and services required by City agencies, with the exception of public works and professional services. Each fiscal year, the service contracts for goods and services valued at approximately \$500 million.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	3,230,515	28	4,363,093	28	4,154,949	29
Internal Service	170,345	3	212,486	3	208,472	3
Total	3,400,860	31	4,575,579	31	4,363,421	32

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	# of vendors registered	22,362	21,413	21,784	22,000	25,239	25,500
Effectiveness	% of purchase orders issued meeting benchmark timeframes	89%	91%	93%	90%	89%	90%
Outcome	# of bids per formal solicitation	3	2	3	5	4	5
Output	# of employees and city vendors trained	209	673	314	300	138	300
Output	# of purchase orders issued	23,894	23,822	18,515	30,000	17,526	20,000

- “# of bids per formal solicitation” is a measure of the Bureau’s success in generating competition on the City’s contracts, with more bids generally leading to better pricing.

Major Operating Budget Items

- The budget assumes an additional \$150,000 in savings from staff turnover and vacancies based on recent trends.
- The recommended budget maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	4,363,093
Changes without service impacts	
Increase in employee compensation and benefits	5,024
Change in active employee health benefit costs	34,611
Change in pension contributions	(12,275)
Change in allocation for workers’ compensation expense	1,008
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(10,273)
Decrease in contractual services expenses	(119,189)
Decrease in operating supplies, equipment, software, and computer hardware	(15,635)
Increase the assumed savings from vacancies and staff turnover	(150,000)
Transfer Accounting Assistant II position from Service 702: Accounts Payable	58,585
Fiscal 2024 Recommended Budget	4,154,949

Service 703: Payroll

This service is responsible for paying 1,200 weekly employees, 14,000 bi-weekly employees, and seasonal employees including thousands of YouthWorks employees. The Payroll Service is also responsible for ensuring that proper internal controls exist over the payroll process and special pay or bonus checks, coordinating quarterly payroll tax reporting, managing garnishment processing, reconciling payroll bank accounts, all payroll related special projects including sick and safe leave, check escheatment to the State of Maryland, and coordinating year-end processing of W-2's.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	921,248	15	3,665,578	15	2,539,151	11
Total	921,248	15	3,665,578	15	2,539,151	11

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Efficiency	\$ per check	\$2.38	\$2.40	\$2.52	\$2.35	N/A	\$2.20	N/A
Output	# of off-cycle checks	1,914	2,421	10,019	1,800	33,045	2,200	2,200
Output	# of payroll checks/advices issued	357,122	339,170	349,349	350,000	371,517	175,000	360,000

- “# of off-cycle checks” exceeded the Fiscal 2022 target due to the Workday transition, retroactive payments required by labor contracts signed after July 1, and the processing of one-time vaccine incentive payments.
- “\$ per check” will be phased out as a measure, to be replaced with a measure focused on reducing manual checks and increasing the use of direct deposit for employee paychecks.

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	3,665,578
Changes without service impacts	
Increase in employee compensation and benefits	90,984
Change in active employee health benefit costs	(60,270)
Change in pension contributions	(48,052)
Change in allocation for workers' compensation expense	(3,200)
Decrease in contractual services expenses	(8,761)
Decrease in operating supplies, equipment, software, and computer hardware	(7,614)
Adjustment for City building rental charges	5,545
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(15,513)
Increase the assumed savings from vacancies and staff turnover	(138,710)
Decrease in costs for legacy Payroll system	(595,690)
Transfer 1 position from Service 702: Accounts Payable	43,081
Net transfer of 1 position to Service 704: Accounting	(54,239)
Transfer 4 positions to Service 902: Accounts Payable	(333,988)
Fiscal 2024 Recommended Budget	2,539,151

Service 708: Operating Budget Management

This service provides for the management of the City’s annual operating budget. Revenues and expenditures are monitored throughout the year, and state and local legislation is analyzed to determine the impact on the City budget. Outreach efforts ensure residents have a clear understanding of the City budget. The service also provides professional research and analysis on management, performance, and financing of City services.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	2,016,610	18	2,348,738	19	2,376,143	19
Total	2,016,610	18	2,348,738	19	2,376,143	19

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	# of residents engaged in annual budget planning process	1,720	2,357	3,434	3,000	4,172	4,300
Effectiveness	% of results team recommendations adopted in the budget	100%	0%	0%	100%	82%	85%
Effectiveness	Average # of days to approve requisition	1	2	1	2	0	2
Effectiveness	Revenue forecast accuracy (% variance from budget)	3.2%	-1.1%	0.8%	2.0%	9.8%	2.0%
Outcome	Annual \$ saved from BBMR recommendations (in millions)	\$5.8	\$2.0	\$4.5	\$2.0	\$5.4	\$2.0

- “Revenue Forecast Accuracy” exceeded the target in Fiscal 2022 due to the challenge of forecasting during the COVID-19 recovery period, and more specifically, the extraordinary activity in the real estate market that drove record levels of transfer and recordation receipts.

Major Operating Budget Items

- The budget assumes up to \$100,000 in savings from staff turnover and vacancies based on recent trends.
- The recommended funding level includes \$30,000 to support an internship program.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,348,738
Changes with service impacts	
Increase in funding for internship program	30,000
Changes without service impacts	
Increase in employee compensation and benefits	96,432
Change in active employee health benefit costs	7,600
Change in pension contributions	(15,123)
Change in allocation for workers’ compensation expense	684
Increase in operating supplies, equipment, software, and computer hardware	756
Adjustment for City building rental charges	3,645
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(12,657)
Decrease in contractual services expenses	(13,495)
Increase the assumed savings from vacancies and staff turnover	(70,437)
Fiscal 2024 Recommended Budget	2,376,143

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	173,291,225
Changes with service impacts	
Create 2 Fire Lieutenant Safety & Risk positions	241,512
Create Battalion Fire Chief ALS Supp position	180,924
Create Fire Captain Suppression position	145,350
Changes without service impacts	
Increase in employee compensation and benefits	4,001,861
Change in active employee health benefit costs	1,652,176
Change in pension contributions	1,151,215
Change in allocation for workers' compensation expense	591,600
Increase in contractual services expenses	165,034
Increase in operating supplies, equipment, software, and computer hardware	98,565
Adjustment for City fleet rental, repair, and fuel charges	753
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	716,453
Increase in overtime	1,826,888
Fiscal 2024 Recommended Budget	184,063,556

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	5,771,187
Changes with service impacts	
Increase in funding for a Senior Plans Reviewer	150,754
Changes without service impacts	
Increase in employee compensation and benefits	222,028
Change in active employee health benefit costs	42,287
Change in pension contributions	67,878
Change in allocation for workers' compensation expense	15,810
Increase in contractual services expenses	2,927
Increase in operating supplies, equipment, software, and computer hardware	20,841
Change in cost transfers to capital budget , to/from other funds, and reimbursed expenses	(4,996)
Fiscal 2024 Recommended Budget	6,288,716

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	20,640,452
Changes without service impacts	
Increase in employee compensation and benefits	53,784
Change in active employee health benefit costs	12,708
Change in pension contributions	18,237
Change in allocation for workers' compensation expense	5,100
Increase in contractual services expenses	64,990
Increase in operating supplies, equipment, software, and computer hardware	197,232
Adjustment for City building rental charges	1,038
Adjustment for City fleet rental, repair, and fuel charges	2,068,427
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(1,465)
Increase in Drive Cam Maintenance Fees	5,666
Fiscal 2024 Recommended Budget	23,066,169

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.

Change Table - General Fund

	Changes or adjustments	Amount
Fiscal 2023 Adopted Budget		9,753,363
Changes with service impacts		
Increase in funding for maintenance of surplus schools		368,041
Changes without service impacts		
Increase in employee compensation and benefits		18,569
Change in active employee health benefit costs		1,736
Change in pension contributions		(4,278)
Change in allocation for workers' compensation expense		324
Increase in contractual services expenses		551,213
Increase in operating supplies, equipment, software, and computer hardware		5,148
Decrease in capital improvement expenses		(501,832)
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses		25,193
Adjustment for City building rental charges		94,070
Elimination of an unrealized historic transfer credit		669,585
Increase in utility expenses		187,930
Fiscal 2024 Recommended Budget		11,169,062

Change Table - General Fund

	Changes or adjustments	Amount
Fiscal 2023 Adopted Budget		1,159,435
Changes with service impacts		
Create 2 Engineer II positions		237,740
Create Architect II position		111,927
Create Construction Project Supervisor I position		105,399
Changes without service impacts		
Decrease in employee compensation and benefits		(186,710)
Change in active employee health benefit costs		26,030
Change in pension contributions		20,373
Change in allocation for workers' compensation expense		6,920
Increase in contractual services expenses		51,703
Increase in operating supplies, equipment, software, and computer hardware		8,502
Increase the assumed savings from vacancies and staff turnover		(60,465)
Increase in cost transfers to capital budget		(412,619)
Fiscal 2024 Recommended Budget		1,068,235

Service 315: Emergency Services - Health

This service addresses urgent public health needs in Baltimore City by responding to public health emergencies. This service responds to cases of reportable communicable diseases and outbreaks and transports chronically ill patients to medical appointments. Ongoing services also include planning, training, exercise and preparation of Baltimore City for large-scale public health emergencies such as pandemics and bioterrorism incidents.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	68,465,538	11	981,732	10	990,009	10
Federal	1,356,522	6	15,215,868	9	18,761,497	8
State	6,107,868	24	10,725,314	24	12,117,112	24
Special	1,753,392	0	10,136,852	0	10,143,394	0
Special Grant	48,286	5	452,756	4	456,359	4
Total	77,731,606	46	37,512,522	47	42,468,371	46

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of transports completed on time	96%	87%	93%	85%	95%	85%
Outcome	% of outbreaks with a confirmed etiology	58%	100%	100%	75%	81%	N/A
Output	# of investigated outbreaks	24	212	719	30	1,070	30
Output	# of medical transports facilitated	56,304	45,557	45,747	46,029	42,537	49,792

- In Fiscal 2022 the 'number of medical transports facilitated' was lower than the target and prior year trend amounts because of the pandemic's impact on patient appointments. The service has seen an increase in the demand from clients requiring assistance with mobility.

Major Operating Budget Items

- Grant funding for this service has increased by \$4.9 million. The increase is based on anticipated grants that will be received in Fiscal 2024.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	981,732
Changes without service impacts	
Increase in employee compensation and benefits	9,302
Change in active employee health benefit costs	9,562
Change in pension contributions	(9,958)
Change in allocation for workers' compensation expense	300
Increase in contractual services expenses	1,003
Increase in operating supplies, equipment, software, and computer hardware	2,261
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(4,193)
Fiscal 2024 Recommended Budget	990,009

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

- Support for Baltimore Development Corporation and Live Baltimore at their current level of service. Waterfront Partnership will receive an additional \$150,000 for ongoing maintenance, cleaning, and security operations at the newly redeveloped Rash Field Park.

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	3,495,000	7,336,000	5,000,000
Federal	9,668,000	44,279,000	3,650,000
State	15,990,000	8,350,000	17,100,000
General Obligation Bonds	22,205,000	23,993,000	23,850,000
Other	4,900,000	4,900,000	4,600,000
Total	56,258,000	88,858,000	54,200,000

The Fiscal 2024 Recommended Budget reflects:

- The recommended budget for the Department of Housing and Community Development includes \$14.3 million for the Perkins-Somerset-Oldtown CHOICE Neighborhoods redevelopment project.
- \$6.7 million is budgeted for demolition and stabilization of vacant and abandoned buildings.
- Funds are budgeted for various housing programs, including Housing Upgrades to Benefit Seniors, Baltimore Homeownership Incentive Program, and Housing Repair Assistance Programs.
- Baltimore Development Corporation's capital budget includes \$2.5 million in casino local impact aid for the Warner Street Entertainment Corridor.
- It also includes \$1.5 million for BDC's economic development capital grant programs, including the Façade Improvement Grants and Innovation Fund.

Service 593: Community Support Projects

This service is responsible for the overall administration of the Community Development Block Grant (CDBG) program. The goal of this service is to connect residents with a variety of socio-economic programs by supporting grants to local non-profits. Key activities performed by this service include: overseeing the development and implementation of the CDBG grant, and administering the Community Catalyst program.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	777,223	3	2,294,359	3	2,319,799	3
Federal	6,286,326	16	10,575,198	18	11,862,911	18
Total	7,063,549	19	12,869,557	21	14,182,710	21

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of activities carried out by subrecipients and City agencies that met contractual goals.	68%	61%	61%	70%	72%	97%
Efficiency	% of all monitoring review letters sent within 15 working days following an onsite programmatic or financial compliance review	N/A	78%	98%	80%	99%	100%
Outcome	# of households that receive housing related services (housing/foreclosure prevention counseling, lead paint remediation, housing rehab, etc.)	5,372	4,072	3,066	5,600	6,448	7,000
Outcome	# of persons who receive socioeconomic services (health, economic development, senior services, education, employment and job training, literacy etc.)	26,831	19,284	20,021	24,300	34,136	25,000

- The "# of persons who received socioeconomic services increased to 34,136 in Fiscal 2022, exceeding the target. This measure is used to ensure that CDBG-funded programs are being managed effectively and reaching the targeted population.

Major Operating Budget Items

- The Recommended Budget maintains the current service and funding level for the Community Catalyst Grant program, with \$1.9 million in support for local organizations. This program is fully supported by the General Fund.
- CDBG funding within this service will continue to support \$7 million in non-profit awards. The budget also includes \$300,000 in pending personnel for additional compliance and monitoring staff for the CDBG Administration.
- A new activity, HUD 108 Loan Debt Service, funded through CDBG funds, is transferred from the Capital Budget to the Operating Budget. This represents the first full year of debt service payments for the \$12.4 million Section 108 Loan received from HUD for the renovation and expansion of the Chick Webb Recreation Center in East Baltimore.

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

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	941,537
Changes with service impacts	
Funding to support Right to Counsel legislation, including 2 new positions	220,000
Create Operations Officer III position	94,237
Changes without service impacts	
Decrease in employee compensation and benefits	(81,737)
Change in active employee health benefit costs	26,900
Change in pension contributions	9,652
Change in allocation for workers' compensation expense	3,642
Increase in contractual services expenses	1,728
Increase in operating supplies, equipment, software, and computer hardware	4,416
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(8,000)
Fiscal 2024 Recommended Budget	1,212,375

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	12,672,900
Changes with service impacts	
Fund one-time replacement costs for Special Investigations camera replacements	45,000
Funding for additional software licenses within Code Enforcement Legal	16,000
Changes without service impacts	
Decrease in employee compensation and benefits	(232,799)
Change in active employee health benefit costs	142,748
Change in pension contributions	(169,916)
Change in allocation for workers' compensation expense	6,642
Increase in contractual services expenses	10,682
Increase in operating supplies, equipment, software, and computer hardware	28,530
Adjustment for City fleet rental, repair, and fuel charges	40,849
Adjustment for City building rental charges	5,897
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(6,628)
Increased funding for Code Enforcement personnel previously funded by CDBG	2,000,000
Remove one-time funding for tablet replacements	(57,867)
Increase the assumed savings from vacancies and staff turnover	(255,040)
Fiscal 2024 Recommended Budget	14,246,998

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	6,171,701
Changes with service impacts	
Create 8 positions for In-Rem process from Fiscal 2023 enhancement	734,516
Create 3 new positions for Investment and Access Initiatives from Fiscal 2024 enhancement	388,693
Increase funding for software, printing, and postage costs related to the 30-Day Vacants memo	299,000
Changes without service impacts	
Decrease in employee compensation and benefits	(119,409)
Change in active employee health benefit costs	40,911
Change in pension contributions	82,670
Change in allocation for workers' compensation expense	10,603
Increase in contractual services expenses	11,634
Increase in operating supplies, equipment, software, and computer hardware	8,126
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(8,309)
Increase in support for East Baltimore Development, Inc.	400,000
Increase the assumed savings from vacancies and staff turnover	(164,559)
Decrease in pending personnel related to Fiscal 2023 enhancement	(734,516)
Fiscal 2024 Recommended Budget	7,121,061

Service 770: Administration - Human Resources

This service is responsible for the agency's overall performance and management. Key activities performed in this service include fiscal oversight, employment policy development and implementation, employment law and regulatory compliance, strategic communications, and Civil Service Commission administration and rule-making, and HRIS operations.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	3,831,171	23	4,325,340	23	4,770,644	25
Total	3,831,171	23	4,325,340	23	4,770,644	25

Major Operating Budget Items

- The recommended budget includes \$172,537 for leadership development and employee recognition programs for City employees.
- The recommended budget transfers a position from Finance to Human Resources to support Workday and human resources and labor-related items that have a payroll impact.
- The budget transfers an Employee Benefits Assistant position from Service 771: Benefits Administration.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	4,325,340
Changes with service impacts	
Transfer Accounting Systems Admin position from Service 704: Accounting	125,879
Transfer Employee Benefits Assistant position from Service 771: Benefits Administration	72,430
Increase for leadership development program	152,537
Increase for Employee Recognition Program	20,000
Changes without service impacts	
Decrease in employee compensation and benefits	(19,110)
Change in active employee health benefit costs	55,206
Change in pension contributions	(12,904)
Change in allocation for workers' compensation expense	2,698
Increase in contractual services expenses	(5,795)
Increase in operating supplies, equipment, software, and computer hardware	1,931
Adjustment for building rental charges	50,932
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	1,500
Fiscal 2024 Recommended Budget	4,770,644

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	3,819,948
Changes with service impacts	
Transfer HR Specialist I position from Service 771: Benefits Administration	72,218
Increase funding for civil service testing and class and compensation studies.	13,651
Increase in contractual services for Virtual Career Fair	12,000
Changes without service impacts	
Decrease in employee compensation and benefits	48,397
Change in active employee health benefit costs	26,543
Change in pension contributions	(17,465)
Change in allocation for workers' compensation expense	1,763
Decrease in contractual services expenses	6,706
Increase in operating supplies, equipment, software, and computer hardware	5,170
Increase in grants, contributions, and subsidies	92
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	36,690
Decrease in expenses for Neogov contract	(98,732)
Increased the assumed savings from vacancies and staff turnover	(152,839)
Fiscal 2024 Recommended Budget	3,774,142

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
Federal	0	750,000	0
State	4,750,000	10,000,000	2,000,000
General Obligation Bonds	2,795,000	1,005,000	1,150,000
Total	7,545,000	11,755,000	3,150,000

The Fiscal 2024 Recommended Budget reflects:

- Under Mayoralty, \$1.15 is budgeted for awardees under the Cultural Spaces Capital Support Program.
- \$2 million in State funding is budgeted for Public Markets Improvements and infrastructure improvements to Pier Six Pavilion.

M-R: Baltimore City Public Schools

Public schools in Maryland are funded by both local governments and the State. Prior to Fiscal 2023, local government contributions were determined by Maintenance of Effort (MOE), a formula that required appropriating at least the same level of funding on a per pupil basis as the prior year. In 2020, the Maryland General Assembly passed the Blueprint for Maryland's Future, commonly referred to as Kirwan, which implemented the recommendations of the Commission on Innovation and Excellence in Education, or the Kirwan Commission. The goal of the Kirwan Commission was to establish a new funding formula for school funding across Maryland to address five key policy priorities: early childhood education, high quality and diverse teachers and leaders, college and career readiness, equitable access to resources, and accountability.

The Blueprint dramatically changed the education funding formula in Maryland and will continue to significantly impact the City's required contribution to City Schools. Under the Blueprint, local governments are required to contribute whichever amount is greater of either MOE or the combination of local share aid formulas. The local share funding formulas are based on student enrollment data, specifically students receiving free and reduced meals, English language learners, students in special education programs, and pre-kindergarten enrollment; local wealth, which is based on county property values and personal income; and education funding provided in the prior fiscal year. The formula aims to reduce the burden on less wealthy jurisdictions by providing concentration of poverty grants and the Education Effort Adjustment, which provides additional relief to jurisdictions with local share requirements that are a larger proportion of their wealth when compared with the state average.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	275,513,758	0	332,776,508	0	405,374,928	0
Total	275,513,758	0	332,776,508	0	405,374,928	0

The Fiscal 2024 Recommended Budget reflects:

- \$79.3 million increase in the City's Local Share to Baltimore City Public School System, as required by State law.

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General Obligation Bonds	19,000,000	19,000,000	19,000,000
Total	19,000,000	19,000,000	19,000,000

The Fiscal 2024 Recommended Budget reflects:

- \$19 million in General Obligation bonds for school construction. This funding leverages \$30-35 million per year from the State Public School Construction Program. This is in addition to investments from the 21st Century Schools Program and the newer Built to Learn Act.
- Major renovations or replacements include Maree G. Farring Elementary/Middle, Furley Elementary School, Armistead Gardens Elementary School, and Benjamin Franklin and Edmondson High Schools.

Fiscal 2024 Support for City Schools

In Fiscal 2023, the State and Local Share for schools were established through State law rather than utilizing the education funding formula. Fiscal 2024 is the first year of using the formula to set the State and Local Share amounts for schools. Based on the results of the formula, the City's Local Share is growing at a much higher rate than what was assumed in the initial projections from the Blueprint legislation. This growth is driven by a sharp drop off in the Educational Effort Index. Previously, the City received a 100% credit through this component of the formula, in Fiscal 2024 that credit drops to 35%. This change is driven by several factors including enrollment in free and reduced lunch, local wealth calculations, and overall student enrollment. Baltimore City's Fiscal 2024 Local Share requirement is \$392.5 million, an increase of \$79.3 million, or 25%, from Fiscal 2023. The Fiscal 2024 Local Share is equivalent to what the City anticipated funding in Fiscal 2029.

In Fiscal 2024, the City's total operating support for City Schools is \$405.4 million. This reflects a reduction in one-time contributions that were part of the Fiscal 2023 budget and not part of the City's MOE contribution. The operating budget also includes \$20.9 million in debt service for prior year bonds issued by the City in support of school renovations and upgrades, as well as \$15.8 million in projected Beverage Tax and casino-related revenue in support of the 21st Century Schools program. The **capital budget** includes \$19.0 million in new General Obligation (GO) Bond funding in support of new school renovation and upgrade projects. Finally, the City is providing \$24.5 million to support the school health and crossing guard programs.

Expense	Actual		Budget	
	FY22	FY23	FY23	FY24
Direct Operating Support				
Local Share (MOE)	263,735,689	313,229,545	313,229,545	392,537,225
Retiree Health Benefits	11,778,069	11,778,069	11,778,069	12,837,703
One-Time Contributions	0	7,768,894	7,768,894	0
Subtotal	275,513,758	332,776,508	332,776,508	405,374,928
Support for City Schools Programs				
School Nurse Program (General Fund portion)	13,748,497	15,781,786	15,781,786	16,590,940
School Nurse Program (City Schools Fund portion)	0	3,011,413	3,011,413	3,000,000
School Crossing Guards	4,807,997	4,953,896	4,953,896	4,938,029
Subtotal	18,556,494	23,747,095	23,747,095	24,528,969
Capital - City Support of City Schools				
Debt Service for School Construction	25,051,831	25,967,801	25,967,801	20,932,824
GO Bond support for School Construction Projects	19,000,000	19,000,000	19,000,000	19,000,000
Subtotal	44,051,831	44,967,801	44,967,801	39,932,824
Capital - City Support for 21st Century School Buildings Program				
Table Games Aid - School Construction	1,555,750	2,056,260	2,056,260	2,056,260
Casino Lease Contribution - School Construction	2,100,000	1,400,000	1,400,000	1,400,000
Beverage Tax Contribution - School Construction	11,981,202	12,311,000	12,311,000	12,311,000
Subtotal	15,636,952	15,767,260	15,767,260	15,767,260
Total City Support for BCPS	353,759,035	417,258,664	417,258,664	485,603,981

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	692,378
Changes with service impacts	
Create 5 Media Producer Director I (Civil Service) positions	358,790
Create Media Producer Director II position	128,393
Increase in closed captioning services	35,000
Changes without service impacts	
Decrease in employee compensation and benefits	(39,529)
Change in active employee health benefit costs	73,798
Change in pension contributions	54,084
Change in allocation for workers' compensation expense	5,754
Increase in contractual services expenses	16,515
Increase in operating supplies, equipment, software, and computer hardware	3,744
Adjustment for City fleet rental, repair, and fuel charges	3,051
Change in cost transfers to capital budget , to/from other funds, and reimbursed expenses	(6,000)
Increase the assumed savings from vacancies and staff turnover	(16,854)
Fiscal 2024 Recommended Budget	1,309,124

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	13,853,890
Changes with service impacts	
Create 2 Custodial Worker positions	78,976
Create Maintenance Mechanic position	55,429
Changes without service impacts	
Increase in employee compensation and benefits	173,217
Change in active employee health benefit costs	121,235
Change in pension contributions	(87,722)
Change in allocation for workers' compensation expense	6,299
Increase in contractual services expenses	493,544
Increase in operating supplies, equipment, software, and computer hardware	24,967
Adjustment for City fleet rental, repair, and fuel charges	9,335
Update State share of operating deficit per updated revenue projection	2,431,481
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(2,942,975)
Fund one-time replacement of stage and West lobby carpet	1,225,000
Fund one-time assessment, repair, and replacement of aging infrastructure	702,200
Increase funding to more accurately reflect sewer and water charges	617,294
Add one-time funding for technology licensing and upgrades	39,000
Remove one-time funding for replacement of chairs, data migration, and digital monitoring equipment	(836,021)
Fiscal 2024 Recommended Budget	15,965,149

CAPITAL BUDGET

NUMEROUS AGENCIES

VOLUME TWO (2)

M-R: Debt Service

Debt Services is the amount the City must pay each year for the principal and interest on funds borrowed to finance the purchase and/or construction of capital facilities.

Appropriation Plan

Appropriations in this program support general obligation loan authorization principal and interest payments for the General Fund. This program does not include revenue obligations for the enterprise operations of Water Utility, Waste Water Utility, Storm Utility, Loan and Guarantee or Parking Enterprise Funds. Revenue obligations of the City's enterprise operations are provided in the respective programs for these funds. Appropriations for long-term capital leases, or conditional purchase agreements, are financed in the Tax Increment Financing service. In the formulation of the annual budget, the City Council is empowered by the Charter to reduce appropriations except "such amounts as are for the payments of interest and principal of the municipal debt."

Debt Management

The amount of debt authorized and issued annually is subject to limits incorporated in the City's debt policy. This policy, adopted by the Board of Estimates on August 15, 1990, sets forth borrowing limits for the capital budget process and establishes guidelines for the capital budget plans. The debt policy is subject to review every five years or as recommended by the Director of Finance.

The City has taken a number of steps to insure that debt can be financed within the limits of existing resources and in the context of other long-term policies set forth in the Ten-Year Financial Plan. One of the key policy parameters set forth in the plan call for tax rate reduction, in order to improve the City's posture vis-a-vis neighboring Maryland subdivisions, as the City has the highest tax burden. The City's general property tax rate was reduced in Fiscal 1990, 1992, 1995, 1999, 2006, 2007, 2008, and 2014. Tax rate reductions have not impaired the City's ability to fund debt service requirements.

Debt Management steps implemented since adoption of the 1990 policy include: prohibition of all City agencies from negotiating financings; the consolidation of all financing arrangements in the Bureau of Treasury Management; the recognition of conditional purchase payment financing as "debt service" for the purpose of evaluating the City's financial condition and budget planning; strict adherence to borrowing guidelines set forth in the debt policy; and scheduling of debt service payments to minimize fluctuations in annual budgetary requirements.

Affordability, Debt Ratios and Credit Evaluation

Based on traditional debt ratio evaluation criteria, current debt burdens and those forecasted in the City's comprehensive debt policy for the coming years, the City's debt is within acceptable limits. The City's current credit rating with Moody's is AA2; an update from Standard & Poor's in July 2017 confirmed the City's bond rating at AA. These credit ratings reflect the Judgment of the rating agencies that the City has a strong capacity to pay principal and interest on debt. Debt service requirements do not place an unusual burden on the resource base of the City. This is illustrated by the following:

- The City's general obligation debt is well below the 4.0% industry median of assessed valuation (1.67%-2017)
- Net general obligation debt service, as a percent of operating expenditures, is well below the danger point suggested by credit analyst (6.19%-2020)
- The City is not constrained by any legal limits on its debt authorization limit but is guided by prudent limits set forth in local debt policy.
- The City has no overlapping debt and no instance of default.
- The City has unlimited taxing authority with respect to property taxes.

Types of Debt Service by Appropriations

The types of debt service by appropriations in this program for the respective funds are as follows:

General Obligation Debt

General Obligation long-term debt comprises the largest share of outstanding debt to the City. Pursuant to specific State Constitutional provisions, the City must follow a three-step procedure for the creation of general obligation long-term debt. There must be: - an act of General Assembly of Maryland or a resolution of the majority of the City's delegates to the General Assembly; - an ordinance of the Mayor and City Council of Baltimore pursuant to State authorization; and - ratification by the voters of the City.

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

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,834,461
Changes with service impacts	
Create Operations Specialist I position	89,619
Changes without service impacts	
Increase in employee compensation and benefits	165,150
Change in active employee health benefit costs	3,328
Change in pension contributions	3,902
Change in allocation for workers' compensation expense	1,187
Decrease in contractual services expenses	(17,236)
Increase in operating supplies, equipment, software, and computer hardware	778
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(30,000)
Increase the assumed savings from vacancies and staff turnover	(11,693)
Fiscal 2024 Recommended Budget	3,039,496

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	7,000,000	6,950,000	7,000,000
Total	7,000,000	6,950,000	7,000,000

The Fiscal 2024 Recommended Budget reflects:

- \$7 million is budgeted for the Baltimore City Office of Information and Technology for city applications, public safety technology, and infrastructure replacement.

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

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	18,524,438
Changes with service impacts	
Transfer 9 positions from DGS, DHCD, and DOT to Service 803 as part of IT Optimization pilot	1,100,595
Changes without service impacts	
Increase in employee compensation and benefits	118,334
Change in active employee health benefit costs	1,025
Change in pension contributions	17,451
Change in allocation for workers' compensation expense	5,683
Increase in contractual services expenses	47,590
Decrease in operating supplies, equipment, software, and computer hardware	(21,997)
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	174,720
Increase in funding for contractual support for Application Services	1,242,838
Increase funding for digital communications management software	108,445
Increase funding for software maintenance due to rising costs	104,993
Increase funding for hosting of City's mainframe	51,388
Increase funding for contractual staff support for Data Warehouse	41,651
Decrease funding for staff training	(75,000)
Transfer 1 position to Service 805: Enterprise IT Delivery Services	(127,609)
Increase in assumed savings from vacancies and staff turnover	(292,578)
Transfer 3 positions to Service 802: Administration	(520,837)
Decrease funding for ERP contracting support as part of shift towards ongoing maintenance	(2,119,219)
Fiscal 2024 Recommended Budget	18,381,911

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	11,132,853
Changes with service impacts	
Increase in funding for contractual support staff	1,897,894
Transfer 8 positions from DGS and DOT as part of IT Optimization pilot	989,622
Eliminate 4 IT Specialist IV BCIT positions	(561,679)
Changes without service impacts	
Increase in employee compensation and benefits	504,417
Change in active employee health benefit costs	98,931
Change in pension contributions	(33,881)
Change in allocation for workers' compensation expense	3,202
Decrease in contractual services expenses	(32,410)
Increase in operating supplies, equipment, software, and computer hardware	30,955
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(285,439)
Increase in funding for BCIT's hardware and software maintenance	1,686,070
Increase in funding for City's ethernet and internet services	961,724
Increase in funding for contractual support for Infrastructure, Information Security, and CAD services	589,638
Increase in funding for stock inventory	224,572
Increase in funding for rental of rack space for City hardware storage	47,235
Increase in funding for Public Safety CAD master contract	33,588
Increase in assumed savings from vacancies and staff turnover	(299,070)
Transfer 3 positions to Service 757: CitiWatch	(339,605)
Decrease in funding for End User Support Services	(465,983)
Fiscal 2024 Recommended Budget	16,182,634

Service 758: Coordination of Public Safety Strategy - Administration

This service houses the agency’s management and administrative personnel. One of MONSE’s primary functions is to pursue grant funding and direct investments from federal, state, and local philanthropic funders to support the City’s violence prevention and reduction goals. The personnel supported by this service builds relationships to expand the potential network of funding available for public safety, manages relevant grant-funded programs on behalf of the Mayor’s Office, and aids in developing effective strategies for sustainable programming.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,124,100	6	1,411,670	9	1,380,449	9
Federal	23,315	0	0	0	0	0
State	0	0	45,000	0	46,350	0
Special	62,025	0	999,900	0	1,039,896	0
Total	1,209,440	6	2,456,570	9	2,466,695	9

Major Operating Budget Items

- The recommended budget maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,411,670
Changes without service impacts	
Increase in employee compensation and benefits	3,202
Change in active employee health benefit costs	8,848
Change in pension contributions	(13,228)
Change in allocation for workers’ compensation expense	324
Increase in contractual services expenses	1,139
Increase in operating supplies, equipment, software, and computer hardware	360
Decrease in grants, contributions, and subsidies	(7,004)
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(2,310)
Increase the assumed savings from vacancies and staff turnover	(22,552)
Fiscal 2024 Recommended Budget	1,380,449

Service 836: Inspector General

The goal of this service is to identify fraud, waste, and abuse among vendors and businesses doing business with or seeking to do business with the City; additionally, individuals, organizations, and businesses receiving some benefit from the City. This service also supports the Baltimore City Board of Ethics by investigating ethics complaints, promoting awareness of the Ethics Law, and answering all ethics-related questions from City officials, employees, and citizens.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	2,122,169	18	2,331,165	18	2,295,109	18
Total	2,122,169	18	2,331,165	18	2,295,109	18

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Target	Target
Effectiveness	# of criminal, civil, or administrative actions	99	115	98	100	114	100
Outcome	\$ Amount of annual identified savings or waste (in millions)	\$1.41	\$2.99	\$7.05	\$1.50	\$2.75	\$1.50
Output	# of OIG outreach activities conducted to educate and inform city employees, contractors, fund recipients, and citizens on fraud	26	31	27	25	26	25

- The "\$ Amount of annual identified savings or waste (in millions)" decreased from \$4.3 million in Fiscal 2022 to \$2.75 million. This is due to an unusually high amount identified in Fiscal 2021 from a joint investigation of the City's water billing system, which was completed with the Baltimore County Inspector General.

Major Operating Budget Items

- The recommended funding maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,331,165
Changes without service impacts	
Increase in employee compensation and benefits	8,922
Change in active employee health benefit costs	10,107
Change in pension contributions	(23,519)
Change in allocation for workers' compensation expense	648
Increase in contractual services expenses	7,051
Decrease in operating supplies, equipment, software, and computer hardware	(1,062)
Adjustment for City building rental charges	1,807
Adjustment for City fleet rental, repair, and fuel charges	623
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(3,349)
Increase in the assumed savings from vacancies and staff turnover	(37,284)
Fiscal 2024 Recommended Budget	2,295,109

Planning

The Department of Planning provides services in urban and strategic planning, historical and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore. The services provided by the Department of Planning are mandated by Articles VI and VII of the Baltimore City Charter and the Zoning Code.

The Planning Commission is a regulating authority for the City and consists of the Mayor or a designee, the Director of Public Works or a designee, a member of the City Council, and six City residents appointed by the Mayor and confirmed by the City Council. The Charter authorizes the Planning Commission to develop and update plans for the physical development of the City, review proposals for the subdivision of land, submit an annual capital budget and six-year Capital Improvement Program, and make recommendations on proposed amendments to the City's Zoning Ordinance. The Comprehensive Master Plan guides future development and the capital budget.

The Department also supports the Commission on Historical and Architectural Preservation, the Sustainability Commission, the Planning Academy, the Food Policy Advisors and an advisory group for the Comprehensive Plan. These groups, in conjunction with the work of the Community Planning and Revitalization Division, keep the Department relevant and grounded with the citizens it serves. It works diligently to operate in an equitable and transparent way that empowers residents to work with their City.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	20,408,584	48	7,178,067	48	7,220,116	49
Federal	0	0	3,236,765	0	7,250,000	0
State	7,575	0	258,722	0	503,000	0
Special	1,242,040	1	2,536,042	1	2,655,075	3
Special Grant	0	0	50,756	0	801,000	0
Total	21,658,199	49	13,260,352	49	18,429,191	52

The Fiscal 2024 Recommended Budget reflects:

- Increasing funding for a Resilience Planner position to support the Sustainability and Resilience Subcabinet. This position is funded by the General Fund.
- Increasing State and Federal grant funding by \$4.3 million. This additional funding will support FEMA Resiliency Hubs and the State Center Redevelopment Plan.
- Increasing Baltimore Casino support funding by \$1.1 million. Projects funded through this allocation include \$340,796 in funding for Clean Corps, \$348,000 for Community Enhancements, and \$300,000 for Middle Branch planning studies. The budget also reflects transferring two positions dedicated to overseeing Casino funded programs from Mayoralty to Planning.
- Funding of \$438,000 supported by Pimlico Local Impact Aid. Projects funded by these special revenues include Neighborhood Initiative Grants within the one-mile radius, development for the Ambassador Theater, and allocations to Comprehensive Housing Assistance Inc. (CHAI) to further their neighborhood development and organizing work in Fallstaff and Glen.
- Eliminating the historical transfer credit of \$180,000 between the capital and operating budgets.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,343,028
Changes without service impacts	
Increase in employee compensation and benefits	8,323
Change in active employee health benefit costs	17,863
Change in pension contributions	(19,704)
Change in allocation for workers' compensation expense	576
Increase in contractual services expenses	3,543
Increase in operating supplies, equipment, software, and computer hardware	12,908
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(1,800)
Increase the assumed savings from vacancies and staff turnover	(31,298)
Remove funding for 10-year Comprehensive Plan	(239,806)
Fiscal 2024 Recommended Budget	2,093,633

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,676,447
Changes with service impacts	
Create City Planner Supervisor position	114,299
Changes without service impacts	
Decrease in employee compensation and benefits	(104,387)
Change in active employee health benefit costs	13,040
Change in pension contributions	(13,287)
Change in allocation for workers' compensation expense	1,367
Increase in contractual services expenses	15,225
Increase in operating supplies, equipment, software, and computer hardware	2,144
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(9,939)
Increase the assumed savings from vacancies and staff turnover	(25,940)
Fiscal 2024 Recommended Budget	1,668,969

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

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	21,554,198
Changes without service impacts	
Increase in employee compensation and benefits	2,711,913
Change in active employee health benefit costs	(856,121)
Change in pension contributions	(514,010)
Change in allocation for workers' compensation expense	31,536
Decrease in contractual services expenses	(240,344)
Decrease in operating supplies, equipment, software, and computer hardware	107,638
Adjustment for City fleet rental, repair, and fuel charges	533,167
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(515,000)
Transfer 1 sworn position from other BPD services	191,095
Transfer 3 sworn positions to other BPD services	(626,256)
Transfer Secondary Employment (Activity 7) from Service 816: Special Operations Section	2,223,868
Transfer Traffic Section (Activity 8) from Service 816: Special Operations Section	2,175,376
Transfer Traffic Safety (Activity 9) from Service 816: Special Operations Section	1,734,861
Transfer Community and Youth Services (Activity 3) to Service 623 and Service 807	(326,118)
Transfer Police Dispatch (Activity 4) to Service 807 : Compliance Bureau	(7,978,215)
Transfer Communication Operations (Activity 5) to Service 807: Compliance Bureau	(11,606,147)
Fiscal 2024 Recommended Budget	8,601,441

The Fiscal 2024 Recommended Budget reflects:

- Increasing funding for Solid Waste services to stabilize service delivery by funding up to 10 crews to meet current staffing requirements for trash and recycling collection. Additional crews will reduce the reliance on pulling staff from other Solid Waste activities.
- Creating 7 positions to support administrative and financial operations for the agency. These positions include: 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 agency's continued efforts to analyze past spending, budget positions in the correct services, rearrange activities to better represent the current organizational structure, and strategically allocate resources to achieve results. The recommended budget creates 2 new activities and transfers 23 positions across different services and funds to align with the agency's current organizational structure.
- The anticipated rate increases for the Water, Wastewater, and Stormwater Utilities. The Fiscal 2024 recommended budget for these funds is \$562.6 million, \$39.6 million higher than Fiscal 2023. The recommended budget includes transferring 16 positions from the General Fund to the utility funds to align with the current organizational structure.

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	0	18,419,000	0
Wastewater Utility	0	0	11,079,000
Water Utility	0	0	34,868,000
Stormwater Utility	0	0	3,010,000
Federal	0	0	4,000,000
State	5,000,000	4,000,000	8,990,000
General Obligation Bonds	4,800,000	5,100,000	6,500,000
Revenue Bonds	199,518,000	314,059,000	334,815,000
Other	69,895,000	47,177,000	196,572,000
Total	279,213,000	388,755,000	599,834,000

The Fiscal 2024 Recommended Budget reflects:

- The budget includes \$5 million for compliance and expansion projects at the Quarantine Road Landfill.
- It includes funding towards an Eastside Transfer Station and Aerated Static Pile Compost Facility.
- The utility capital budget includes \$70.7 million for the Patapsco Wastewater Treatment Plant Headworks upgrade project and \$102.6 million for lead service line inventory and replacement, in addition to improvements to water and sewer mains and pumping stations throughout the City

Service 661: Public Right-of-Way Cleaning

This service maintains the cleanliness of public rights-of-ways and clears debris away from storm drains to protect water quality. Activities include Street and Alley Operations, Mechanical Sweeping Operations, Cleaning of Business Districts, Marine Operations, and Graffiti Removal.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	16,441,423	157	18,576,302	157	19,271,323	157
Stormwater Utility	4,923,529	36	5,103,891	36	5,344,537	36
Special	449,023	3	1,715,624	3	1,755,153	3
Total	21,813,975	196	25,395,817	196	26,371,013	196

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of alley cleaning service requests closed on time	47%	48%	33%	70%	65%	85%
Effectiveness	% of service requests escalated	0.80%	0.75%	0.49%	0.60%	N/A	0.60%
Output	# of miles swept	99,805	58,438	13,878	100,000	52,739	100,000

- In Fiscal 2022, “# of miles swept” increased to 52,739, but fell below the target due to limited operations from COVID-19 staffing challenges. Full operations resumed in July 2022 and an increase in miles swept is expected for Fiscal 2023.

Major Operating Budget Items

- The recommended budget includes increased funding from the Horseshoe Casino Local Impact Fund that supports core services within one mile of the casino area including sanitation staffing and cleaning waterways.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	18,576,302
Changes without service impacts	
Decrease in employee compensation and benefits	(103,680)
Change in active employee health benefit costs	119,765
Change in pension contributions	(119,678)
Change in allocation for workers' compensation expense	7,693
Increase in contractual services expenses	43,971
Increase in operating supplies, equipment, software, and computer hardware	31,316
Adjustment for City fleet rental, repair, and fuel charges	794,220
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(1,650)
Increase in assumed savings from vacancies and staff turnover	(76,936)
Fiscal 2024 Recommended Budget	19,271,323

Service 662: Vacant and Abandoned Property Cleaning and Boarding

This service provides cleaning, boarding, mowing, and rat control services to vacant and unoccupied properties that are cited by the City's housing inspectors. Liens are placed against the property owner for work performed by City crews.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	11,260,017	107	11,799,432	107	12,004,196	107
Federal	0	0	1,175,000	0	1,045,000	0
Total	11,260,017	107	12,974,432	107	13,049,196	107

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	# of burrows baited	23,948	12,668	37,231	22,000	32,934	31,880
Efficiency	\$ Value of liens billed (in millions)	\$4.3	\$4.3	\$4.2	\$3.0	\$4.2	\$3.0
Efficiency	% of cleaning and boarding requests completed on time	56%	54%	45%	70%	63%	70%
Outcome	# of citizen complaints related to rats	3,971	3,989	5,141	4,000	6,310	5,893

- The “% of cleaning and boarding requests completed on time” increased in Fiscal 2022 to 63%. Although the service did not meet its Fiscal 2022 target, the service anticipates reaching the target of 70% in Fiscal 2024.

Major Operating Budget Items

- The Fiscal 2024 budget includes \$1.0 million in CDBG funds to provide for the cleaning and boarding of vacant housing in target neighborhoods.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	11,799,432
Changes without service impacts	
Decrease in employee compensation and benefits	(182,328)
Change in active employee health benefit costs	67,008
Change in pension contributions	(74,781)
Change in allocation for workers' compensation expense	5,243
Increase in contractual services expenses	62,160
Increase in operating supplies, equipment, software, and computer hardware	17,873
Adjustment for City fleet rental, repair, and fuel charges	317,275
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	130,000
Increase in assumed savings from vacancies and staff turnover	(137,686)
Fiscal 2024 Recommended Budget	12,004,196

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	36,400,544
Changes with service impacts	
Enhancement funding for 10 additional crews	900,000
Increase in funding for AVL equipment for fleet	460,030
Changes without service impacts	
Decrease in employee compensation and benefits	(396,995)
Change in active employee health benefit costs	206,135
Change in pension contributions	(270,572)
Change in allocation for workers' compensation expense	16,268
Increase in contractual services expenses	40,223
Increase in operating supplies, equipment, software, and computer hardware	75,509
Adjustment for City fleet rental, repair, and fuel charges	1,267,527
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	18,000
Increase in funding for uniforms and safety shoes	109,285
Increase in funding for overtime for Mixed Refuse Operations	31,836
Increase in assumed savings from vacancies and staff turnover	(17,884)
Decrease in funding for cell phone and tablet rentals	(26,401)
Fiscal 2024 Recommended Budget	38,813,505

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

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	0	0	200,000
Federal	0	9,000,000	1,000,000
State	20,850,000	42,976,000	15,995,000
General Obligation Bonds	11,400,000	7,432,000	9,300,000
Total	32,250,000	59,408,000	26,495,000

The Fiscal 2024 Recommended Budget reflects:

- The capital budget includes \$5.5 million for improvements at North Harford Park.
- \$3 million is recommended for Phase 2 improvements at Reedbird Park to complement the newly opened Middle Branch Recreation Center.
- The budget includes \$4.2 million to continue to implement improvements for the Bocek Park Athletic Center.

Service 644: Administration - Recreation and Parks

This service provides for the control and administration of the Department of Recreation and Parks. This service includes the following activities: the Director's Office; Capital and Engineering Services; Information Technology; Fiscal Services; Office of Personnel; Office of Development and Media Services; Security, Risk and Fleet Management; Partnerships and Engagement.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	5,399,917	45	5,991,040	60	6,405,949	51
State	1,467,911	17	1,456,773	16	2,971,018	29
Total	6,867,828	62	7,447,813	76	9,376,967	80

Major Operating Budget Items

- The recommended budget includes funding to create a new Operations Officer I position to serve as the Agency Equity Officer and a new Secretary III position for the Executive Team.
- One-time funding (\$45,000) to upgrade internet service at Druid Hill Park is included in the budget, as is \$37,000 in ongoing support for public relations tools and community engagement expenses.
- Additional State funding through Program Open Space supports the creation of a new HR Business Partner and Agency IT Manager III. The funding also supports the transfer of 11 positions in the Engineering Services division from the General Fund to Program Open Space.
- Program Open Space funding also supports \$107,000 in contractual services and software costs throughout the Engineering Services division.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	5,991,040
Changes with service impacts	
Create Operations Officer I position	105,377
Create Secretary III position	65,484
Changes without service impacts	
Increase in employee compensation and benefits	300,835
Change in active employee health benefit costs	(56,357)
Change in pension contributions	(143,261)
Change in allocation for workers' compensation expense	3,812
Increase in contractual services expenses	1,744
Increase in operating supplies, equipment, software, and computer hardware	22,916
Decrease in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(1,074,220)
Adjustment for City fleet rental, repair, and fuel charges	2,359
Transfer 11 Engineering Services division positions from General Funds to State Funds	1,074,220
Fund one-time improvement to Druid Hill Park internet service	45,000
Increase funding for PR tools and community engagement expenses	37,000
Increase funding for agencywide training opportunities	30,000
Fiscal 2024 Recommended Budget	6,405,949

Service 645: Aquatics

This service operates the City's six large park pools, 13 neighborhood walk-to-pools, 20 wading pools, and four indoor pools. This service also operates the North Harford and Solo Gibbs splash pads.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	2,513,107	9	2,592,103	6	2,634,655	6
Special	0	0	300,000	0	309,000	0
Total	2,513,107	9	2,892,103	6	2,943,655	6

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Effectiveness	% of pools meeting maintenance standards	100%	100%	100%	100%	100%	100%	100%
Effectiveness	% of scheduled days that outdoor pools are open to the public excluding weather	N/A	96%	90%	N/A	56%	95%	85%
Efficiency	% of operating costs recouped through earned revenue	4.00%	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Output	Total # of visitors to outdoor pools	164,491	57,843	57,812	80,000	87,834	100,000	90,000

- The Aquatics division welcomed 87,834 visitors to outdoor pools in Fiscal 2022. Attendance increased as pandemic-related capacity restrictions were relaxed and the Druid Hill Park Pool reopened for the summer of 2022.

Major Operating Budget Items

- The recommended budget removes one-time funding (\$19,000) included in the Fiscal 2023 budget for equipment costs at the renovated Druid Hill Park Pool.
- Revenues from Table Games continues to support \$309,000 for Aquatics staffing.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	2,592,103
Changes without service impacts	
Increase in employee compensation and benefits	8,557
Change in active employee health benefit costs	6,840
Change in pension contributions	(3,907)
Change in allocation for workers' compensation expense	204
Increase in contractual services expenses	45,055
Increase in operating supplies, equipment, software, and computer hardware	10,320
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(9,000)
Adjustment for City fleet rental, repair, and fuel charges	3,483
Remove one-time funding for equipment outfitting at renovated Druid Hill Park Pool	(19,000)
Fiscal 2024 Recommended Budget	2,634,655

Service 115: Prosecution of Criminals

This service, in conjunction with its partners in law enforcement, investigates and prosecutes criminal cases occurring within the City of Baltimore. This responsibility includes the prosecution of tens of thousands of cases annually in District Court, Juvenile Court, and Circuit Court and well as the processing of tens of thousands of expungement petitions filed yearly by, or on behalf of, former defendants.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	25,922,591	264	29,237,657	259	31,038,753	259
Federal	595,952	9	2,023,082	9	2,104,226	9
State	5,073,243	47	7,650,361	46	10,981,056	46
Special	11,923	0	324,097	0	337,061	0
Special Grant	0	0	139,430	0	145,007	0
Total	31,603,709	320	39,374,627	314	44,606,103	314

Major Operating Budget Items

- The recommended budget includes \$1.2 million for promotional pay increases for Assistant State's Attorney positions that were included in the Fiscal 2023 budget and fully implemented in Fiscal 2024.
- The recommended budget includes \$3.0 million in State funding based on action in the State budget to provide funding for victims and witness services.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	29,237,657
Changes without service impacts	
Increase in employee compensation and benefits	425,144
Change in active employee health benefit costs	215,032
Change in pension contributions	(82,302)
Change in allocation for workers' compensation expense	9,324
Increase in contractual services expenses	29,342
Increase in operating supplies, equipment, software, and computer hardware	4,471
Adjustment for City fleet rental, repair, and fuel charges	1
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(1,535)
Promotional increase for Assistant State's Attorney positions	1,200,000
Eliminate Law Clerk SAO position	(63,164)
Create Paralegal II SAO position	64,783
Fiscal 2024 Recommended Budget	31,038,753

- Transferring seven positions to MR-Information and Technology as part of the IT Optimization initiative to consolidate IT resources under the direction of BCIT.
- The budget eliminates two vacant laborer positions, and reclassifies two vacant laborer positions to fund two GIS Analyst Positions
- The budget reclassifies IT Manager BCIT position to Real Estate Agent II and eliminates Laborer Crew Leader I position to partially offset cost to reclassify Real Estate Agent II position

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	4,505,000	13,091,000	34,190,000
Conduit Enterprise	5,000,000	23,370,000	3,000,000
Federal	30,000,000	40,000,000	44,400,000
State	4,062,000	10,250,000	6,865,000
General Obligation Bonds	8,650,000	6,609,000	1,500,000
County Transportation Bonds	15,000,000	15,000,000	0
Other	7,500,000	21,200,000	1,800,000
Total	74,717,000	129,520,000	91,755,000

The Fiscal 2024 Recommended Budget reflects:

- The capital budget includes \$7.8 million for major improvements on Patapsco Avenue between Potee and Magnolia Street.
- An additional \$27.1 million in ARPA funding was recommended to supplement the FY24 capital budget for the Department of Transportation, to fund ADA and sidewalk improvements and resurfacing across the City.
- The capital budget includes another \$7.8 million for improvements to signals and communications equipment for a safer and more efficient roadway network.

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

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	36,203,999
Changes without service impacts	
Increase in employee compensation and benefits	134,801
Change in active employee health benefit costs	299,436
Change in pension contributions	(311,633)
Change in allocation for workers' compensation expense	11,514
Increase in contractual services expenses	136,758
Increase funding for operating supplies, equipment, software, and computer hardware	50,220
Adjustment for City fleet rental, repair, and fuel charges	1,042,450
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(188,998)
Increase in Gas, Electric, Steam expense	283,412
Increase funding for paving supplies used by in house crews	173,474
Eliminate Civil Engineering Draft Tech position	(49,168)
Eliminate Laborer Crew Leader I position	(70,745)
Eliminate 2 Laborer positions	(121,144)
Remove funding for prior year personnel actions	(311,511)
Increase the assumed savings from vacancies and staff turnover	(512,296)
Fiscal 2024 Recommended Budget	36,770,569

Service 684: Traffic Management

This service provides the management of pedestrians, bicyclists, and motorists throughout the City and is responsible for the safe operation of the City right-of-way. This service also provides the design, fabrication, installation, and maintenance of more than 250,000 traffic control signs and devices throughout the City, and the installation of safety fencing and jersey barriers. Operation of the traffic signal system is a critical element of ensuring safety and efficiency.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	11,017,079	102	10,414,269	102	10,374,502	100
Special	728	0	689,537	0	717,119	0
Total	11,017,807	102	11,103,806	102	11,091,621	100

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Target	Target
Effectiveness	% of traffic signals communicating with Traffic Management Center	34%	35%	34%	40%	33%	40%
Efficiency	% of lane closure/road closure permits processed within 15 days	96%	95%	96%	90%	98%	90%
Efficiency	% of Traffic Signals repaired within 12 hours of reporting	95%	93%	97%	75%	80%	80%
Outcome	# of serious injury/fatal crashes	67	64	N/A	87	N/A	87

- The “% of Traffic Signals repaired within 12 hours of reporting,” exceeded the target as number of service requests increase with traffic volume as transition to in-person from remote continues.

Major Operating Budget Items

- The Recommended Budget includes transferring 1 position 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	10,414,269
Changes without service impacts	
Decrease in employee compensation and benefits	(56,622)
Change in active employee health benefit costs	72,136
Change in pension contributions	(104,661)
Change in allocation for workers' compensation expense	2,082
Increase in contractual services expenses	17,735
Increase in operating supplies, equipment, software, and computer hardware	40,077
Adjustment for City fleet rental, repair, and fuel charges	171,267
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(3,845)
Eliminate Civil Engineering Draft Tech position	(57,354)
Transfer Agency IT Specialist II position to BCIT IT Optimization program	(120,582)
Fiscal 2024 Recommended Budget	10,374,502

Service 685: Special Events

This service issues permits for outdoor special events in the City, and licenses stationary street, sidewalk, and motor truck vendors. It also sets up stages, booths, audio/visual, and electrical equipment for more than 300 fairs, festivals, and other events, provides transportation for visiting delegations, and installs street banners and holiday decorations in commercial areas for major events such as parades, fireworks, and sporting events.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	1,277,734	14	1,568,298	14	1,741,655	14
Total	1,277,734	14	1,568,298	14	1,741,655	14

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Efficiency	% of large special event applications entered into the system within 7 days	98%	100%	100%	95%	92%	95%	95%
Efficiency	% of large special events (community block party, Artscape, etc.) applications that met the estimated delivery date (45 days)	94%	88%	90%	90%	92%	90%	90%
Output	# of events served with set-up and breakdown of booths, etc.	425	361	147	328	324	328	328
Output	# of street vendor licenses issued (including food trucks)	277	162	108	250	137	170	170

- In Fiscal 2022 the “% of large special events (community block party, Artscape, etc.) applications that met the estimated delivery date (45 days),” increased to 92% as the result of increased inter-service coordination.

Major Operating Budget Items

- The recommended budget increases funding for software used by the service to schedule construction projects and special events.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	1,568,298
Changes with service impacts	
Increase for software costs for scheduling system	162,101
Changes without service impacts	
Decrease in employee compensation and benefits	(36,851)
Change in active employee health benefit costs	8,748
Change in pension contributions	(12,786)
Change in allocation for workers' compensation expense	588
Increase in contractual services expenses	1,901
Increase in operating supplies, equipment, software, and computer hardware	5,974
Adjustment for City fleet rental, repair, and fuel charges	46,891
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(3,209)
Fiscal 2024 Recommended Budget	1,741,655

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	980,968
Changes without service impacts	
Increase in employee compensation and benefits	21,522
Change in active employee health benefit costs	1,980
Change in pension contributions	(1,032)
Change in allocation for workers' compensation expense	126
Increase in contractual services expenses	11,128
Increase in operating supplies, equipment, software, and computer hardware	9,947
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	5,924
Fiscal 2024 Recommended Budget	1,030,563

Service 692: Bridge and Culvert Management

This service maintains 305 bridges to ensure safe and timely passage of motorists, pedestrians, and bicyclists over roads, waterways, parks, and railroads. Included are the federally mandated biennial Bridge Inspection Program and the resultant maintenance, rehabilitation and/ or reconstruction of bridges and culverts, including bridge structures categorized as major storm water culverts. In addition, this service seeks to implement preventative maintenance programs that will extend service life of and improve safety on bridges.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	4,824,557	38	3,658,492	38	3,710,822	38
Total	4,824,557	38	3,658,492	38	3,710,822	38

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Effectiveness	% of bridges with a Bridge Sufficiency Rating below 50	10%	10%	10%	10%	10%	10%	10%
Effectiveness	% of City bridges under preventative maintenance per year	4%	3%	4%	3%	4%	3%	3%
Outcome	Average Bridge Sufficiency Rating	77.6	77.4	77.1	78.0	77.1	77.0	77.0
Output	# of major bridge repairs performed	2	9	28	10	0	10	10

- In Fiscal 2022, the “# of major bridge repairs performed” was zero due to the timing of a new contract.

Major Operating Budget Items

- The recommended budget maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	3,658,492
Changes without service impacts	
Decrease in employee compensation and benefits	(44,364)
Change in active employee health benefit costs	38,693
Change in pension contributions	(28,445)
Change in allocation for workers' compensation expense	1,596
Increase in contractual services expenses	22,192
Increase in operating supplies, equipment, software, and computer hardware	16,099
Adjustment for City fleet rental, repair, and fuel charges	72,112
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(25,553)
Fiscal 2024 Recommended Budget	3,710,822

Service 694: Survey Control

This service provides for a system of accurate survey points used by civil engineers, land title agents, developers, and others preparing roadway and bridge designs, residential and commercial development projects, and sale and acquisition of property for municipal use. This service includes three specific functions: maintaining the City's Horizontal and Vertical Survey Controls, reviewing plats prepared by private consultants, and preparing plats and ordinances for review and approval by the Mayor and City Council.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	612,185	9	294,675	9	272,626	9
Total	612,185	9	294,675	9	272,626	9

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Target	Target
Effectiveness	% of survey control stations reset	100%	56%	100%	100%	100%	100%
Efficiency	# of field crew days needed to reset 20 traverse stations	3	4	5	3	4	4
Output	# of control stations replaced	391	169	246	300	285	150

- The Fiscal 2024 target for “# of control stations replaced” is reduced from 300 to 150 to reflect the agency’s focus on ADA ramp surveys, which has reduced survey control replacement.

Major Operating Budget Items

- The recommended budget maintains the current level of service.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	294,675
Changes without service impacts	
Decrease in employee compensation and benefits	(11,663)
Change in active employee health benefit costs	9,061
Change in pension contributions	(9,832)
Change in allocation for workers' compensation expense	378
Increase in contractual services expenses	961
Increase in operating supplies, equipment, software, and computer hardware	1,456
Adjustment for City fleet rental, repair, and fuel charges	4,459
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(16,869)
Fiscal 2024 Recommended Budget	272,626

Service 697: Traffic Safety

This service deploys crossing guards at elementary and middle schools, conducts safety education and training programs such as Safety City, provides street markings, fabricates and installs traffic signs, and oversees the operation of red light and speed cameras.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	20,342,226	81	25,964,489	81	26,435,240	81
Federal	119,080	3	490,381	3	547,104	3
Special	218,248	0	13,719,722	20	9,297,333	20
Total	20,679,554	84	40,174,592	104	36,279,677	104

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022		Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target	Target
Effectiveness	# of crosswalks striped annually (by internal crews)	165	116	87	180	321	180	180
Efficiency	Average \$ cost per sign fabricated and installed	\$209	\$232	\$245	\$245	\$245	\$245	\$245
Outcome	% of personal injury accidents involving pedestrians	16%	16%	N/A	14%	N/A	N/A	N/A
Output	# of school presentations on traffic safety	89	136	0	180	0	0	0
Output	# of students annually visiting Safety City	2,279	0	0	2,100	0	0	0

- The Fiscal 2024 targets for “# of school presentations on traffic safety” and “# of students annually visiting Safety City” are zero, as these services are being reviewed and updated.

Major Operating Budget Items

- The recommended budget includes \$15.5 million to operate the City’s network of traffic cameras (not including I-83 cameras). The recommended budget includes \$13.3 million for the vendor contract to maintain the cameras. The budget assumes up to 69 cameras will be redeployed in Fiscal 2024 to align with pedestrian and safety outcome goals.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	25,964,489
Changes without service impacts	
Decrease in employee compensation and benefits	(34,252)
Change in active employee health benefit costs	70,979
Change in pension contributions	(72,168)
Change in allocation for workers’ compensation expense	14,028
Increase in contractual services expenses	19,011
Increase in operating supplies, equipment, software, and computer hardware	43,078
Adjustment for City fleet rental, repair, and fuel charges	81,809
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(3,916)
Increase the assumed savings from vacancies and staff turnover	(160,818)
Increase operator contract costs for traffic camera program (non I-83 cameras)	513,000
Fiscal 2024 Recommended Budget	26,435,240

Visit Baltimore

- **Volume 1**, Page 394 under: M-
R: Civic Promotion

American Rescue Plan Act (ARPA)

Volume 1, Page 355 and numerous pages throughout
budget books

Also see attached paperwork

ARPA

VOLUME ONE

Service 749: Property Acquisition: Disposition and Asset Management

This service oversees the sale and acquisition of property used for revitalization. The goal of this service is to support neighborhood revitalization creating viable neighborhoods throughout the City. Key activities performed by the service include: maintaining, clearing and holding land for future use, acquiring properties, and providing relocation services for displaced residents.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	5,529,717	46	6,171,701	51	7,121,061	62
Special	0	0	0	0	40,000	0
Total	5,529,717	46	6,171,701	51	7,161,061	62

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of dispositions completed within 120 days	85%	77%	71%	70%	93%	70%
Efficiency	Average # of days to complete acquisition of properties in focused project areas	269	276	356	365	398	365
Outcome	% of properties sold that are under construction or have a use and occupancy permit	81%	77%	80%	80%	41%	50%
Output	# of property acquisitions completed in FY	449	472	248	100	200	200
Output	# of property dispositions completed in FY	90	224	139	80	168	100
Output	# of resident relocations completed in FY	53	55	12	50	15	5

- In Fiscal 2022, DHCD’s Development Division was able to complete 200 acquisitions and 168 dispositions, doubling the targets. These numbers are expected to increase in the coming years as future acquisitions through the ARPA Impact Investment Area Neighborhood Reinvestment Fund and the In Rem Tax Lien Foreclosure process get underway.

Major Operating Budget Items

- The recommended budget creates three new positions as part of an enhancement request, including an Operations Manager I, Assistant Counsel, and Data Analyst to support efforts in addressing the City’s vacant housing crisis through access and investment. Additionally, funding as part of a Fiscal 2023 enhancement creates four Assistant Counsel positions and four Paralegals to support the new In Rem Tax Lien Foreclosure process.
- The recommended budget includes \$299,000 for software, printing, and postage costs associated with the 30-Day Vacants Memo process.
- Casino support of \$40,000 for improvements to the Arlington Elementary/Middle School INSPIRE Garden are included as part of the annual Pimlico Community Development Authority spending plan.
- Based on vacancy trends throughout this service, \$164,559 in vacancy savings was added to the budget.

Service 772: Civil Service Management

This service includes the Office of Classification and Compensation and the Office of Shared Services and Recruitment. The Office of Classification and Compensation is responsible for classifying occupational groups, developing job specifications and establishing compensation levels for the positions that comprise Baltimore City’s workforce, by conducting position, organization and compensation studies. Within the Office of Shared Services and Recruitment, the Shared Services team provides HR guidance and support to agencies without HR support and agency HR offices to ensure consistency and fairness with City policy and employee programs. The Recruitment team standardizes the administrative lifecycle for position requisitions and candidate selection criteria.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	3,019,933	23	3,819,948	23	3,774,142	24
Total	3,019,933	23	3,819,948	23	3,774,142	24

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of classification and compensation project requests completed within deadline	82%	84%	91%	85%	92%	85%
Effectiveness	Average # of working days to fill civil service vacancies	26	23	26	31	30	31
Output	# of classification and compensation projects requested	1,616	1,529	1,142	1,000	1,570	1,000

- In Fiscal 2022, the “# of classification and compensation projects requested” significantly increased over the prior year due to the start of various ARPA projects and related staffing requests, as well as an increase in the number of in-range adjustment requests.

Major Operating Budget Items

- The recommended budget eliminates the funding for the NeoGov contract as recruitment has been transitioned to Workday.
- The recommended budget includes \$13,651 for Class and Comp studies and \$12,000 for a Virtual Career Fair platform. These services will provide insight into current positions and attract new talent to the City.
- Based on vacancy trends throughout this service, \$152,839 in vacancy savings was added to the budget.
- The budget reflects the transfer of an HR Specialist I position from Service 771: Benefits Administration.

ARPA

VOLUME TWO

Service 795: Workforce Services for Baltimore Residents

This service provides City residents with access to workforce services at two comprehensive one-stop centers supported by federal Workforce Innovation and Opportunity Act (WIOA) and City funds. Residents are able to prepare for job interviews, learn about occupational skills training, and connect to employers seeking workers.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	5,460	0	0	0	0	0
Federal	2,672,881	49	11,644,059	68	11,973,562	68
State	4,105,149	0	1,494,972	1	381,555	1
Total	6,783,490	49	13,139,031	69	12,355,117	69

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	% of customers who receive at least one service and rate the services good or excellent	98%	98%	0%	90%	99%	90%
Efficiency	Average \$ cost per participant to provide employment assistance services to Baltimore City jobseekers	\$136	\$76	\$109	\$185	\$122	\$185
Outcome	% of jobseekers who commence service delivery from the American Job Centers and are also employed one year later	69%	72%	64%	58%	66%	59%
Outcome	% of jobseekers who commence service delivery from the American Job Centers and obtain employment and remain employed for at least 120 days	67%	69%	62%	59%	64%	59%
Output	# City residents who received employment assistance services through the Adult Services Career Centers	27,717	54,387	35,169	30,000	29,525	30,000

- Nearly 30,000 City residents received employment assistance services through the Adult Services Career Center both virtually and in person. The target remains the same for Fiscal 2024, and services will continue to be offered in person and virtually through the two full service centers, a satellite location near Horseshoe Casino, and through Community Job Hubs.

Major Operating Budget Items

- For Fiscal 2024, State funding within this service has decreased due to the closure of the Relief Act Workforce Development grant, and reductions to other state-sponsored grant awards. The Hire Up initiative, originally funded through the Relief Act, has been continued through an ARPA award.

M-R: Office of Homeless Services

The mission of the Mayor’s Office of Homeless Services (MOHS) is to make homelessness rare, brief, and preventable by providing outreach and emergency services to individuals and families. MOHS became a stand-alone agency in Fiscal Year 2020, when the Mayor’s Office of Human Services was split to form MOHS and the Mayor’s Office of Children and Family Success (MOCFS).

MOHS administers the federal, state, and local funding that is awarded to the City of Baltimore to address homelessness. The agency contracts with nearly 40 local service providers to provide permanent, transitional, and temporary housing, in addition to emergency shelter, supportive services, and outreach to individuals experiencing homelessness. MOHS coordinates the City’s application for federal Continuum of Care funding, and manages all reporting and monitoring requirements. The agency’s Homeless Management Information System compiles data on services provided, supports over 300 users, and is used to monitor program and system outcomes.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	10,241,680	16	12,835,084	16	14,263,205	18
Federal	37,304,470	38	49,634,462	38	51,491,155	40
State	5,351,855	1	5,436,272	1	5,639,409	1
Special	252,235	3	746,004	3	639,113	3
Total	53,150,240	58	68,651,822	58	72,032,882	62

The Fiscal 2024 Recommended Budget reflects:

- Increasing funding for shelter contracts by \$1.4 million from \$9.3 million in Fiscal 2023 to \$10.6 million in Fiscal 2024. The recommended funding level will support 748 year round shelter beds and 210 winter overflow beds. This increase will stabilize funding for shelter operations that was previously funded by State and Federal funds carried forward from prior fiscal years. The City anticipates utilizing ARPA funds to purchase hotels that will continue to operate as a non-congregate shelter and provide a pathway to permanent housing for individuals experiencing homelessness.
- Creating four additional positions in the agency (two funded by the General Fund and two funded through grants). These positions are included in Service 356: Administration. These positions were requested and approved following the adoption of the Fiscal 2023 budget.

M-R: Office of Neighborhood Safety and Engagement

The Mayor’s Office of Neighborhood Safety and Engagement (MONSE) was established in 2020 to lead efforts addressing crisis levels of gun violence today, while also addressing broader social determinants of health for a safer and more equitable Baltimore tomorrow. MONSE empowers community partners and public agencies to play a more active role to co-produce public safety, prevent violence, and promote healing through an equity-based, healing-centered, and trauma-informed approach.

A combination of local, state, federal, and philanthropic funding supports a variety of programs, including Community Violence Intervention (including but not limited to Safe Streets), Group Violence Reduction Strategy, SideStep, and the Baltimore City Visitation Center. The agency receives federal funding, including Victims of Crime Act (VOCA) funds to support a Victim Services Team which coordinates sensitive and appropriate responses to gun violence, intimate partner violence, sexual violence, and human trafficking.

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	6,733,494	15	7,660,284	16	7,839,672	16
Federal	706,486	2	6,083,198	2	5,389,453	5
State	154,358	0	8,725,627	0	6,156,725	0
Special	486,776	0	2,124,900	0	1,164,896	0
Special Grant	(39,516)	0	50,000	0	1,584,000	0
Total	8,041,598	17	24,644,009	18	22,134,746	21

The Fiscal 2024 Recommended Budget reflects:

- Utilizing ARPA funds in combination with \$441,107 of General Funds to continue the City’s Group Violence Reduction Strategy (GVRS) in Fiscal 2024. The GVRS launched as a pilot in the Western district in Fiscal 2022 resulting in a 33.8% year-over-year decrease in both non-fatal shootings and homicides. In Fiscal 2023, the strategy expanded to the Southwestern district and will be followed by the Central and Eastern Districts in Fiscal 2024, with a goal of being citywide by mid-2024. MONSE will work to increase the number of GVRS participants to 100 in Fiscal 2024 through planned programming with GVRS partners and the planned expansion of GVRS.
- \$2.4 million in Federal funding, \$4.1 million in State funding, and \$1 million in new private grant funding to expand MONSE’s portfolio of strategies. The agency recently received \$923,031 in new Federal and State grant funding for Supervised Visitation. The budget contains \$5.6 million of unallocated funding to accommodate potential additional grants and other revenue.
- \$700,000 in private grant funds to implement the school-based violence intervention pilot program. This program will be launching at three public high schools in Baltimore as part of the CVI ecosystem.
- Creating three additional Federal funded positions for the agency. These position actions were requested and submitted in Fiscal 2023 following the adoption of the budget.

Service 617: Criminal Justice Coordination

This service manages the Criminal Justice Coordinating Council, conducts data and policy analysis, and provides victim services. The goal of this service is to implement an all-hands-on-deck approach in partnership with Baltimore communities and strengthening coordination on efforts focused on violence prevention, intervention, enforcement, rehabilitation, and re-entry.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	803,852	3	1,075,175	3	1,137,637	3
Federal	413,545	2	1,634,458	2	2,889,453	5
State	0	0	600,000	0	675,000	0
Total	1,217,397	5	3,309,633	5	4,702,090	8

Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	# victims served by MONSE grants	N/A	N/A	N/A	N/A	627	100
Output	# of collaborative working groups	N/A	N/A	4	5	8	10
Output	# of individuals who received human trafficking prevention and enforcement training	1,732	1,660	1,755	1,700	1,682	2,400

- In Fiscal 2022, ARPA funding enabled MONSE to serve 627 victims through grants related to human trafficking, intimate partner violence, and gun violence.
- The '# of individuals who received human trafficking prevention and enforcement training' was 1% below the target due to the COVID-19 pandemic impacting MONSE's ability to host trainings and public awareness meetings. MONSE increased the Fiscal 2024 target to 2,400 in anticipation of returning to in-person trainings and community presentations.

Major Operating Budget Items

- The Fiscal 2024 budget moves State funding for the Project EASE grant from Victim Services (Activity 8) to Supervised Visitation (Activity 2) to better reflect projects funded by the grant in Fiscal 2024.
- The recommended budget creates 3 Federal Fund positions that were requested and authorized following the adoption of the Fiscal 2023 budget. These positions will support MONSE's Victim's Service team in operations related to intimate partner violence (IPV) prevention, anti-human trafficking, sexual assault and gun violence response efforts for victims.

- Transferring seven positions to MR-Information and Technology as part of the IT Optimization initiative to consolidate IT resources under the direction of BCIT.
- The budget eliminates two vacant laborer positions, and reclassifies two vacant laborer positions to fund two GIS Analyst Positions
- The budget reclassifies IT Manager BCIT position to Real Estate Agent II and eliminates Laborer Crew Leader I position to partially offset cost to reclassify Real Estate Agent II position

Capital Budget Highlights

	Budget		
	Fiscal 2022	Fiscal 2023	Fiscal 2024
General	4,505,000	13,091,000	34,190,000
Conduit Enterprise	5,000,000	23,370,000	3,000,000
Federal	30,000,000	40,000,000	44,400,000
State	4,062,000	10,250,000	6,865,000
General Obligation Bonds	8,650,000	6,609,000	1,500,000
County Transportation Bonds	15,000,000	15,000,000	0
Other	7,500,000	21,200,000	1,800,000
Total	74,717,000	129,520,000	91,755,000

The Fiscal 2024 Recommended Budget reflects:

- The capital budget includes \$7.8 million for major improvements on Patapsco Avenue between Potee and Magnolia Street.
- An additional \$27.1 million in ARPA funding was recommended to supplement the FY24 capital budget for the Department of Transportation, to fund ADA and sidewalk improvements and resurfacing across the City.
- The capital budget includes another \$7.8 million for improvements to signals and communications equipment for a safer and more efficient roadway network.

City Administrator's Office (CAO)

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Mayor's Office of Infrastructure Development

Volume 1, Page 347

Also see attached paperwork

Mayorality

The Baltimore City Charter establishes the Mayor as the chief executive officer and empowers the appointment of persons to aid in the discharge of duties. The Mayor’s Office oversees the operation of City departments, establishes citywide policies, reviews and develops programs, and executes ordinances and resolutions. The Office is supported by the following activities and offices:

- | | |
|---|--|
| <ul style="list-style-type: none"> • City Administrator • Administrative Services • Chief of Staff • Communications and External Affairs • Constituent Services • Government Relations • Immigrant and Multicultural Affairs • Mayor’s Office | <ul style="list-style-type: none"> • Equity, Youth, and Human Services • Office of Aging • Neighborhoods • Economic Development • Public Safety • Performance and Innovation • Special Events |
|---|--|

Operating Budget Highlights

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	11,500,232	76	15,855,409	83	15,831,343	102
Federal	621,423	0	2,671,032	0	0	0
State	31,952	0	5,425,521	0	442,542	0
Special	0	0	747,806	2	531,573	0
Special Grant	285,751	1	337,555	1	338,594	1
Total	12,439,358	77	25,037,323	86	17,144,052	103

The Fiscal 2024 Recommended Budget reflects:

- Increasing General Fund support (\$500,000) to the implementation of the Mayor’s Office of Aging to directly support Baltimore City residents, age 65 and older. This office will evaluate the service needs of older individuals in the city, determine the extent to which existing public and private programs meet their needs, establish priorities, and coordinate, assess, evaluate and educate the public and professionals about programs and services important to the well-being of older adults. The recommended budget includes funding for an Executive Director and planning grant for this program.
- Transferring Service 168: Municipal Broadband from Mayorality to the Office of Information and Technology to establish Service 876: Broadband and Digital Equity.
- Transferring Minority, Women-Owned, and Small Business Development (Activity 35) from Mayorality to Service 834: MWB Opportunity Office within the newly created M-R: Minority and Women’s Business Development.
- Creating 13 positions in the Office of Infrastructure that were funded in Fiscal 2023.

Service 125: Executive Direction and Control - Mayorality

This service provides Citywide executive leadership. The Mayor's Office directs the operation of municipal agencies through the issuance of policies, directives, and initiatives. The City Administrator, Chief of Staff, Deputy Mayors, and Directors manage multiple activities and offices that support this work.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	11,500,232	76	15,855,409	83	15,831,343	102
Federal	621,423	0	321,032	0	0	0
State	31,952	0	425,521	0	442,542	0
Special	0	0	747,806	2	531,573	0
Special Grant	285,751	1	337,555	1	338,594	1
Total	12,439,358	77	17,687,323	86	17,144,052	103

Major Operating Budget Items

- The recommended budget creates 13 positions in the Office of Infrastructure funded in Fiscal 2023.
- The recommended budget creates two positions in the Office of LGBTQ Affairs funded in Fiscal 2023.
- The recommended budget creates two positions in the Office of Economic Development to support the Deputy Mayor for Communication and Economic Development.
- The recommended budget transfers two positions charged with oversight of casino related programs from Mayorality to the Department of Planning, Service 763: Comprehensive Planning and Resource Management.
- The recommended budget for the Office of African American Male Engagement reflects using funding previously set aside for contractual services to create additional permanent staff for this office to be focused on street outreach.
- Based on vacancy trends throughout this service, \$732,702 in vacancy savings was added to the budget.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	15,855,409
Changes with service impacts	
Create Office of Aging (Activity 43)	500,000
Changes without service impacts	
Increase in employee compensation and benefits	381,924
Change in active employee health benefit costs	49,290
Change in pension contributions	238,441
Change in allocation for workers' compensation expense	23,378
Increase in contractual services expenses	108,860
Increase in operating supplies, equipment, software, and computer hardware	17,084
Adjustment for City building rental charges	17,499
Adjustment for City fleet rental, repair, and fuel charges	18,141
Create 13 positions in new Infrastructure Office (Activity 42)	1,817,180
Create 2 positions in the Office of Economic Development (Activity 17)	185,607
Create 2 positions in the Office of LGBTQ Affairs (Activity 27)	156,608
Decrease in Support for Individuals and Organizations	(305,383)
Transfer Minority, Women-Owned, and Small Business Development to new MWB Opportunity Office	(499,993)
Increase the assumed savings from vacancies and staff turnover	(732,702)
Decrease funding for pending personnel	(2,000,000)
Fiscal 2024 Recommended Budget	15,831,343

CHARM TV

Volume 1, Page 377

under: Cable and Communications

Fire Department/Office of Emergency
Management

Volume 1, Pages 119 - Fire

Volume 1, Pages 132 – OEM

Fire Department

Volume 1, Pages 119 - Fire

Also see attached paperwork

FIRE DEPARTMENT

VOLUME TWO

This project fell slightly behind schedule due to negotiations regarding the City's existing EnerNOC contract. Walkthroughs with personnel from OSE and EnerNoc of all facilities expected to receive meters took place during May 2015 with the purpose of making recommendations on engineering analysis and data collection. This project has completely repaid its loan.

Video Camera Accident Reduction Plan – Baltimore City Fire Department - \$400,000

This project will place cameras on City Fire and EMS vehicles to monitor driver behavior. The vendor who is selected to conduct the monitoring will download data daily and send that data to the BCFD. Once in possession of the data, the BCFD can use it as a tool for member awareness, increased safety, and the disciplinary process. Monitoring driving behavior will translate into behavioral changes, which will lead to savings to the City due to decreased costs in workers compensation, auto liability, and vehicle maintenance related to accidents/abuse. The expected return on investment is at least 17%. Prior to the installation of the cameras, the cost of BCFD collisions was \$643,000 between October 2013 and March 2014; from October 2014-March 2015 (after the installation of the cameras), the cost of collisions was \$95,000. This project has completely repaid its loan.

Fiscal 2015 Projects

Baltimore Forensic Institute of Training and Innovation (BFITI) – Baltimore City Police Department - \$342,000

This project will upgrade and establish a forensics training and analysis center within the BCPD crime lab. A MiSeq Next Generator Sequencer, a premier tool in the field of DNA analysis, will be purchased. This tool will have not only the capacity to run a higher volume of more comprehensive DNA analysis, leading to high crime solvability rates and reducing the backlog of DNA samples waiting to be analyzed, but will also be less expensive than the current tools in the crime lab used for DNA analysis, leading to a savings for the City. Additionally, other jurisdictions could be charged a fee for the analysis of their own DNA samples by the MiSeq Sequencer. This project also includes a forensics training component that would be provided to crime lab employees free of charge and to employees from other jurisdictions at a cost.

Since 2014, BFITI has hosted 18 classes totaling 1,296 course hours. Most recently, the Institute hosted Scientific Analysis: from the Lab to the Witness Stand, which totaled 40 hours, running from April 8 to April 12 of this calendar year. This project has completely repaid its loan.

Megapixel Madness – Baltimore City Police Department - \$158,000

This project will transition the Crime Lab from the use of film photography to digital photography. Only selected photographs will be printed (as opposed to an entire roll of film currently) and staff members dedicating their time to developing film can complete other tasks instead. Crime Lab staff have been fully trained on the new equipment and software, which was implemented in January 2016. The Crime Lab—as a result of this project and the implementation of CrimePad program—has begun to eliminate cumbersome paper-based processes for crime scene responses. This project has completely repaid its loan.

Fiscal 2016 Projects

Camp Small – Baltimore City Recreation and Parks - \$98,000

This project is a zero-waste initiative that aims to capture the highest value from the City's wood and organic waste, while creating useful products for the growing green economy. Innovation Funds will be used to hire a yard-master to manage Camp Small, as well as purchase necessary equipment. Part one of the Camp Small Zero-Waste Initiative is to remove three acres of compost from the site – once screened, the market value of this compost is \$330,000. This portion of the project was complete in Fiscal 2016. In Fiscal 2017, Recreation and Parks focused on finalizing critical site improvements at Camp Small, preparing the location for future enterprise use.

Through collaboration with the Office of Sustainability, Recreation and Parks will begin sorting and selling logs felled through the City's tree-maintenance activities and begin implementation of an organics composting operation on site. Launch of the log and compost sales components of this Innovation Fund project began during Fiscal 2018. Once Camp Small is fully operational, Recreation and Parks will enter a partnership with the Baltimore City Department of Public Works for leaf and manure composting; additionally, the agency will explore non-governmental partnerships to strengthen the enterprise. The balance of the project was rolled into their Fiscal 2021 expansion loan.

311 Technology Refresh – Baltimore City Information Technology - \$348,658

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-more, 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