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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

**MONDAY, JUNE 07, 2021
9:00 AM THRU 10:00 PM**

VIRTUAL WEBEX MEETING

TO BE TELEVISED ON CHARM TV 25

Council Bill 21-0080

Ordinance of Estimates for the Fiscal Year Ending June 30, 2022

BUDGET HEARINGS – DAY FIVE

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: Samuel Johnson

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



BILL SYNOPSIS

Committee: Ways and Means

Bill: 21-0080

Ordinance of Estimates for the Fiscal Year Ending June 30, 2022

Sponsor: President Mosby at the request of the Department of Finance

Introduced: May 17, 2021

Purpose:

For the purpose of providing the appropriations estimated to be needed by each agency of the City of Baltimore for operating programs and capital projects during the Fiscal 2022 year.

Effective: Beginning July 1, 2021 through June 30, 2022.

Article VI – Board of Estimates of the City Charter outlines the rules and regulations which pertains to the budget schedule.

§ 3. Fiscal year; Budget schedule.

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

(b) Notice and hearing. At least thirty days prior to the adoption by the Board of Estimates of a proposed Ordinance of Estimates the Board shall make public the Director of Finance's recommended operating budget, the Planning Commission's recommended capital budget and long-range capital improvement 11/11/18 -147- ART. VI, § 4 BALTIMORE CITY CHARTER program, and the reports of the Director of Finance and Planning Commission on these documents. Thereafter, the Board shall hold public hearings at which members of the City Council, heads of municipal agencies, and citizens shall have the opportunity to appear before the Board to speak for or against the inclusion of any appropriation in the proposed Ordinance of Estimates.

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

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



Background

On **Monday, June 07, 2021**, the Ways and Means Committee will reconvene the budget hearings and city agencies will come before the committee/councilmembers to discuss his/her budget.

Attached are: (I) Day five – June 7th - budget hearings and (II) budget schedule for June 1st thru June 7th.

Additional Information

Fiscal Note: See Budget Books: Agency Detail – Volume 1 and II – Board of Estimates Recommendations – Fiscal Year 2022

Information Source(s): City Charter, Council Bill 21-0080.

Marguerite M. Currin

Analysis by: Marguerite M. Currin
Analysis Date: May 27, 2021

Direct Inquiries to: (443) 984-3485

DAY 5 : MONDAY, JUNE 07, 2021

TIME ALLOTTED

BALTIMORE CITY FIRE DEPARTMENT

VOLUME ONE - BEGINNING ON PAGE 115

9:00 am thru 11:30 am

BALTIMORE CITY FIRE DEPARTMENT/OFFICE OF EMERGENCY MANAGEMENT

VOLUME ONE - BEGINNING ON PAGES 115 (BOTH ARE UNDER FIRE DEPARTMENT)

11:30 am thru 12 NOON

LUNCH

12 Noon thru 12:30 pm

CIRCUIT COURT

VOLUME ONE - BEGINNING ON PAGE 43

12:30 PM thru 1:30 pm

STATE'S ATTORNEY'S OFFICE

VOLUME TWO - BEGINNING ON PAGE 345

1:30 pm thru 3:30 pm

MAYOR'S OFFICE OF NEIGHBORHOOD SAFETY & ENGAGEMENT

VOLUME ONE - BEGINNING ON PAGE

3:30 pm thru 4:30 pm

SHERIFF'S DEPARTMENT

VOLUME TWO - BEGINNING ON PAGE 331

4:30 pm thru 5:30 pm

DINNER

5:30 pm thru 6:00 pm

BALTIMORE CITY POLICE DEPARTMENT

VOLUME TWO - BEGINNING ON PAGE 199

6:00 pm thru 10:00 pm



Eric T. Costello
Baltimore City Council, 11th District

MEMORANDUM

TO: Agency and Department Heads

CC: Honorable City Council President and City Council Members
City Council President's Office
Office of Council Services
Mayor's Senior Staff
Mayor's Office of Government Relations
Director of Finance
Director of Bureau of the Budget and Management Research

FROM: Councilman Eric T. Costello

DATE: May 05, 2022

RE: **FY2022 Budget Hearing Schedule**

Please see below format and schedule for the FY2022 Ordinance of Estimates and other related hearings. The City Council's Ways and Means Committee looks forward to both your participation and the opportunity to continue working together. In the meantime, you will be receiving guidance from the BBMR Budget Director in the coming week regarding the schedule and format of hearings. Should you have questions, please contact me directly.

1. All hearings will be conducted virtually over the Cisco WebEx platform. The following individuals are expected to physically be in Council Chambers during the hearings: Chair of Ways & Means Committee, one other Committee Member, one rep from Council President's Office, one rep from Mayor's Office of Government Relations, one staff member of BBMR, one staff member to the Committee, one staff member to the Chair of the Committee, testifying agency head, testifying agency government relations contact, and the Deputy Mayor for agency testifying. City Council Chambers will be otherwise closed to the public.
2. All hearings are open to the public to attend virtually. Hearings will have Cisco WebEx log-in info for the public to attend via video conference and telephone call-in option for residents who may not have an internet capable device or connection. WebEx log-in info, telephone call-in information, and the schedule are all subject to change. All information and subsequent changes may be viewed on the Baltimore City Council website at: <https://baltimore.legistar.com/Calendar.aspx>
3. All hearings will be streamed live on Charm TV (Comcast Channel 25 and Channel 1085 (HD)) and on Charm TV's website at: <http://www.charmtvbaltimore.com/watch-live>
4. Testimony will only be taken at Baltimore City Council Taxpayer's Night on Thursday, May 27 at 5:00pm.

Ordinances Being Considered as Part of FY2021 Budget Process

- 21-0080 – Ordinance of Estimates for the Fiscal Year Ending June 30, 2022
- 20-0081 – Annual Property Tax - Fiscal Year 2022
- 20-0082 – Operating Budget for the Baltimore City Board of School Commissioners for the Fiscal Year Ending June 30, 2022



Eric T. Costello
Baltimore City Council, 11th District

Thursday, May 27 Schedule

2:00pm – FY2022 Budget Overview with BBMR and BCPSS

5:00pm – Baltimore City Council Taxpayer's Night

Tuesday, June 01 – Monday, June 07 Schedule

9:00am – 10:00pm (each day) – FY2022 Agency Hearings

Time Slot (24-hour time)	Tuesday June 01	Wednesday June 02	Thursday June 03	Friday June 04	Monday June 07
0900 - 0930	FINANCE / BBMR	BDC	OE&CR	MOCFS / FLOB	BCFD
0930 - 1000	FINANCE / BBMR	BDC	BOPA	MOCFS / FLOB	BCFD
1000 - 1030	FINANCE / BBMR	VB / CC	ECB	MOCFS / FLOB	BCFD
1030 - 1100	FINANCE / BBMR	VB / CC	CHARM TV	MOAAME	BCFD
1100 - 1130	Capital Budget	MOMWOSBD	PABC	MOHS	BCFD
1130 - 1200	Capital Budget	MOMWOSBD	PABC	MOHS	BCFD / OEM
1200 - 1230	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1230 - 1300	STIMULUS SPEND	Planning	Law	BLLC	Circuit Court
1300 - 1330	STIMULUS SPEND	Planning	Law	BLLC	Circuit Court
1330 - 1400	STIMULUS SPEND	Planning	Law	MOED	SAO
1400 - 1430	STIMULUS SPEND	Planning / CHAP	Comptroller	MOED	SAO
1430 - 1500	MOPI	DHCD	Comptroller	MIMA	SAO
1500 - 1530	MOPI	DHCD	Comptroller	BCRP	SAO
1530 - 1600	BCIT	DHCD	OIG	BCRP	MONSE
1600 - 1630	BCIT	DHCD	OIG	BCRP	MONSE
1630 - 1700	BCIT	DHCD	DGS	BCRP	SHERIFF
1700 - 1730	BCIT / BDE / CDO	DHCD	DGS	BCRP	SHERIFF
1730 - 1800	DINNER	DINNER	DINNER	DINNER	DINNER
1800 - 1830	DHR / OLC	BMZA	DPW	BCPSS	BPD
1830 - 1900	DHR / OLC	BMZA	DPW	BCPSS	BPD
1900 - 1930	Health	DOT	DPW	BCPSS	BPD
1930 - 2000	Health	DOT	DPW	BCPSS	BPD
2000 - 2030	Health	DOT	DPW	BCPSS	BPD
2030 - 2100	Health	DOT	DPW	BCPSS	BPD
2100 - 2130	Health	DOT	DPW	BCPSS	BPD
2130 - 2200	Health	DOT	DPW	BCPSS	BPD

AGENCY & DEPARTMENT ACRONYMS: BCFD – Baltimore City Fire Department; BCIT – Baltimore City Information Technology; BCPSS – Baltimore City Public School System; BCRP – Baltimore City Recreation and Parks; BDC – Baltimore Development Corporation; BDE – Broadband and Digital Equity; BLLC – Board of Liquor License Commissioners; BMZA – Board of Municipal and Zoning Appeals; BOPA – Baltimore Office of Promotion and the Arts; BPD – Baltimore Police Department; CC – Convention Center; CDO – Chief Data Officer; CHAP – Committee on Historical and Architectural Preservation; Charm TV – Mayor's Office of Cable and Communications; MIMA DGS – Department of General Services; DHCD – Department of Housing and Community Development; DHR – Department of Human Resources; DOT – Department of Transportation; DPW – Department of Public Works; ECB – Environmental Control Board; FLOB – Family League of Baltimore; MIMA – Mayor's Office of Immigrant Affairs; MOAAME – Mayor's Office of African American Male Engagement; MOCFS – Mayor's Office of Children and Family Success; MOED – Mayor's Office of Employment Development; MOHS – Mayor's Office of Homeless Services; MOMWOSBD – Mayor's Office of Minority and Women Owned Small Business Development; MONSE – Mayor's Office of Neighborhood Safety and Engagement; MOPI – Mayor's Office of Performance and Innovation; OE&CR – Office of Equity and Civil Rights; OEM – Office of Emergency Management; OIG – Office of the

Chairman, Ways & Means Committee
Chairman, Legislative Investigations Committee
Chairman, Biennial Audits Oversight Commission



City Hall, Room 509
100 N Holliday Street
Baltimore, MD 21202

Eric T. Costello
Baltimore City Council, 11th District

Inspector General; OLC – Office of the Labor Commissioner; PABC – Parking Authority of Baltimore City; SAO – State’s Attorney’s Office; and VB – Visit Baltimore.

Day Five (5) – June 7th

ABOUT AGENCIES, FUNDS, AND/OR ORGANIZATIONS

SEE ATTACHED IN THE FOLLOWING ORDER:

- Fire
- Office of Emergency Management
- Circuit Court
- State's Attorney's Office
- Office of Neighborhood Safety & Engagement
- Sheriff's Department
- Police Department

BALTIMORE CITY FIRE DEPARTMENT

- We are a ISO Class 1 department serving a geographic area of 92 square miles with a daytime population exceeding 1,000,000 and a residential population of more than 620,000. More than 1,600 members are assigned across Community Risk Reduction, Safety and Member Services, and Emergency Operations management branches. These members respond to more than 235,000 calls for service per year utilizing 35 engine companies, 17 ladder companies, 24 first-line medic units, 5 critical alert medic units, 1 heavy rescue and other specialty units.

We also provide the City of Baltimore with emergency medical services, fire suppression, basic and technical rescue, emergency communications, disaster preparedness planning and response, hazardous materials mitigation, community fire risk reduction, community recruitment, community outreach, public education, and marine fire rescue programs.

The Fire department is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of the residents, businesses and visitors we serve. If you do not find what you need on our site, please feel free to contact us by phone, email or social media to address your concerns.

About Us

Our Mission

The Baltimore City Office of Emergency Management (OEM) will maintain the highest level of preparedness to protect Baltimore's citizens, workers, visitors, and environment from the impact of natural and man-made disasters. OEM will prepare the City for emergencies, prepare the public for emergencies, and coordinate interagency response and recovery. To achieve this mission, OEM will implement a comprehensive program of disaster mitigation, preparedness, response and recovery.

Our Vision

- Well-prepared households and businesses
- Resilient communities
- Integrated, efficient, and rapid response and recovery

The Circuit Court for Baltimore City is a State trial court of general jurisdiction. The Circuit Court is the only court in Baltimore City that conducts jury trials. The Court's docket is divided into four Divisions: Family, Juvenile, Criminal and Civil with judges assigned to Family, Juvenile, or General Trial. The Family Division hears cases pertaining to divorce, custody and child support. The Juvenile Division handles delinquency cases, child in need of assistance cases, and those involving the termination of parental rights. Cases in the Civil Division cover a broad spectrum, such as motor torts, medical malpractice cases, lead paint cases, asbestos litigation, and cases involving business and commercial matters, as well as appeals from District Court, Orphans' Court and administrative agencies. Criminal Division cases include all felonies, misdemeanor cases where a jury trial has been requested, and appeals from District Court. Additional information regarding each of these Divisions, including important administrative announcements, is available through the page for that Division.

The Office of the State's Attorney for Baltimore City

ABOUT THE OFFICE OF THE STATE'S ATTORNEY FOR BALTIMORE CITY

The Office of the State's Attorney for Baltimore City (BCSAO) is responsible for the prosecution of all crimes that occur in Baltimore City. Employing over 200 attorneys and an additional 200 administrative and support staff, the BCSAO is the largest local prosecutorial office in the state of Maryland and prosecutes over 40,000 cases each year.

Uncompromisingly committed to accountability, professionalism, and transparency—the BCSAO is working towards a future where community trust in the criminal justice system is restored; violent offenders are held accountable, and communities feel safe.

Thereby, the BCSAO prosecutors and staff are committed to the mission and vision of the office and apply one standard of justice to every aspect of their work.

MISSION

The mission of the Office of the State's Attorney for Baltimore City is to safeguard communities in Baltimore City through the effective prosecution of crime.

Justice is the only barometer of success for our office, which is why our prosecutors are sworn to aggressively pursue “justice over convictions” in every case. Justice is doing what is fair and appropriate in each case, taking into account the nature of the crime, its impact upon the victim, and the circumstances of the defendant. Sometimes justice requires a conviction and lengthy prison sentence, but other times justice requires dropping all charges, or diverting a defendant out of the criminal justice system to drug rehabilitation, education or job training.

When the evidence exists—justice also requires us to exonerate those that have been falsely accused or wrongly convicted.

VISION

The Office of the State's Attorney for Baltimore City, which is uncompromisingly committed to accountability, professionalism, and transparency—is working towards a future where community trust in the criminal justice system is restored; violent offenders are held accountable, and communities feel safe. We seek to cultivate an environment where success is measured not solely by the number of convictions obtained but how we engage communities and apply justice independent of one's sex, race, religion, sexual orientation or occupation.

Mission

Guided by the Mayor's vision for Baltimore and rooted in a holistic approach to neighborhood health and safety, the **Mayor's Office of Neighborhood Safety and Engagement (MONSE)** empowers community partners and city agencies to play a more active role in the co-production of public safety and prevention of violence through a trauma-responsive, healing-centered, and equity-based approach for the benefit of all Baltimoreans.

Guiding Values

In everything that it does, MONSE is committed to upholding its core values of being:

- Equity-based. Focused on promoting justice in reducing disproportionate negative impacts of current and future policies and practices.
- Healing-centered. Preventing violence must be paired with repairing harm.
- Trauma-informed. Based on understanding and integrating knowledge about the causes and consequences of trauma.
- Justice-oriented. Real justice is about more than punishment; it is also about restoration, renewal, and healing from past harms.
- Partnership-based. Just as violence is intersectional, so must the solutions, relying on cross-system partners and partnerships.
- Transparent. Strong partnerships require trust, and trust demands transparency and accountability.
- Data- and research-driven. Relying on data and the best available experimental and experiential evidence to guide decision making.
- Results-oriented. Devoted to delivering impact.

The Baltimore City Sheriff's Office

Most Wanted
Fugitives

Landlords &
Tenants

Newsroom

Community
Outreach

Enforcement Authority

Deputy Sheriffs have the same Law Enforcement authority as the Police Department. Since the Sheriff is elected by the citizenry, only Deputy Sheriffs have the authority to enforce Civil Law in addition to Criminal and Traffic Law.

Mission Statement

The Baltimore City Sheriff's Office shall constitutionally enforce both criminal and civil law. Through strength, courage, knowledge and dedication, we will keep our Circuit Court safe and free from threats and violence. We shall work relentlessly to bring to justice those who violate the law and inflict violence on others. In the spirit of service, and in keeping with our oath as Law Enforcement Officers, we will, without partiality or prejudice, treat people with fairness, equality, dignity and respect while remaining courteous at all times, consistent with maintaining the people's trust in a democratic society, all the while furthering the public safety mission of Baltimore City and the State of Maryland.

The Baltimore City Sheriff's Office is a comprehensive unit that provides services to the citizens of Baltimore City as follows:

- Service of Writs of Execution, Summonses, Subpoenas, and Writs of Possession.
- Service of Rent Court Orders and Evictions
- Execution of Arrest Warrants.
- Execution of Sheriff's Sales.
- Collection of Fines and Court Costs.
- Transportation of prisoners to place of incarceration.
- Maintaining order in the Circuit Court courtrooms.
- Custodial charge of prisoner during trial.
- Custodial charge of jurors during sequestration, including transportation to and from overnight accommodations.
- Execution of Domestic Violence and Peace Orders
- Criminal Patrol and Crime Suppression Details
- Traffic Enforcement.

About The Department

The BPD is the 8th largest municipal police force in the United States, staffed by nearly 3,100 civilians and sworn personnel. The department's jurisdiction covers Maryland's largest city, with a population of 614,000.

Mission

The Baltimore Police Department is dedicated to upholding the Constitution and enforcing laws in a fair, impartial, and ethical manner. We commit to creating and maintaining a culture of service that builds trust and legitimacy in all communities, values the sanctity of human life, and provides for the safety and well-being of all.

Police Commissioner

Michael S. Harrison was sworn in as the Baltimore Police Department's 41st Commissioner on March 12, 2019. Before coming to Baltimore, Commissioner Harrison served the New Orleans Police Department for nearly three decades. He joined the NOPD in 1991 and ascended steadily through the ranks. He served in supervisory assignments as an Assistant Commander and Commander of a patrol District and the Specialized Investigations Division of the Public Integrity Bureau. He was appointed to Superintendent in 2014 and led the Department for over four years.

Commissioner Harrison has been instrumental in the development, implementation and assessment of community policing programs that have led to demonstrably increased partnership and collaboration. Moreover, he is skilled at moving progressive law enforcement bills forward through legislature and effectuating evidence-based crime fighting strategies, many of which assisted in tangible crime reductions. [Read more about Commissioner Harrison.](#)

Organizational Chart

[Baltimore Police Department Organizational Chart](#)

Vision

Crime Reduction: Reducing and preventing crime in the City of Baltimore is a core mission for our department, but it cannot be done by the BPD alone. By working collaboratively with our City's residents, businesses, advocacy groups, non-profit organizations, faith leaders, elected officials, as well as with other city, state, and federal agencies, we can provide a multi-layer approach to solving underlying issues that lead to crime. BPD will develop effective deployment strategies that focus on those responsible for committing violent and property crimes and work with residents to address disorder problems that affect the quality of life in their neighborhood.

Community Engagement & Policing: While BPD is responsible for policing our community, it is also an integral part of it. We will only be successful in our crime reduction efforts by effectively engaging and listening to the needs of the people who live in the neighborhoods we protect. Working with and learning from our residents, our officers must focus toward fully understanding issues that impact our communities. We will work collaboratively with residents to create problem-solving strategies tailored to the challenges faced by specific neighborhoods and communities in our City.

Continuous Agency Improvement: BPD will improve policies and training, overhaul antiquated technology, and create accountability systems to provide better services to the community. Through these reforms, BPD will dramatically change its practices to ensure proper uses of force; constitutional stops, searches, and arrests; fair and impartial policing practices; and true community policing operations. BPD must embrace these reforms because the residents of the City of Baltimore deserve a world-class police force that inspires trust, ensures safety, and protects the constitutional rights of the people we serve.

Creating a Culture of Service and Accountability: With the reform efforts underway to improve how BPD operates, we must also instill a renewed sense of civic duty, honor, integrity, and a culture of accountability in our department. BPD will implement new performance management practices, better systems of tracking and measuring work performance, as well as new COMSTAT processes that actively challenge its Command Staff to provide strategies and solutions that are responsive to community needs.

Connectivity: BPD will adopt and embrace new technologies and new partnerships within and outside our agency. BPD must become more transparent and more connected, so that we break down information silos and focus our efforts in a coordinated and better organized manner.

Capacity Building: Leadership development within BPD is the key to our department's long term success. We will invest in better training, adopt improved systems of accountability, and improve how our department operates by hiring civilian professionals to manage administrative processes. We will also improve our recruitment, hiring, and retention efforts to ensure that we can increase our ranks to be able to fully respond to the needs of 21st century policing.

Communication: Effective communication has to be at the heart of everything we do in the Baltimore Police Department and we must effectively engage, actively listen, and work collaboratively with our residents to be successful. We will strive to improve and maintain effective lines of communication so that we can strengthen our relationships, build new relationships where there are none, and repair the relationships that were broken in the past.

Fallen Officers

Those Who Made the Ultimate Sacrifice and Those Who Continue to Serve

Law enforcement officers put their lives on the line for the safety and protection of others. While crime nationwide is at a historic low, that protection comes at a price. For the past decade, an average of 146 law enforcement officers has been killed in the line of duty each year, and more than 20,000 law enforcement officers throughout U.S. history have given their lives in service to their communities.

The Baltimore Police Department has suffered 136 line-of-duty deaths, dating back to 1808.

[Visit the Officer Down Memorial Page](#)

Collective Bargaining Agreements

Written, legally enforceable contract, between the City of Baltimore City Police Department and the Fraternal Order of Police, Unit 1 represented by Office of the Labor Commissioner.

- [Fraternal Order of Police Unit 1](#)
- [Fraternal Order of Police Unit 2](#)