

# Fiscal 2015

## Citizens' Guide to the Budget



Stephanie Rawlings-Blake, Mayor  
City of Baltimore, Maryland



Better  
Schools

Safer  
Streets

Stronger  
Neighborhoods

Growing  
Economy

Innovative  
Government

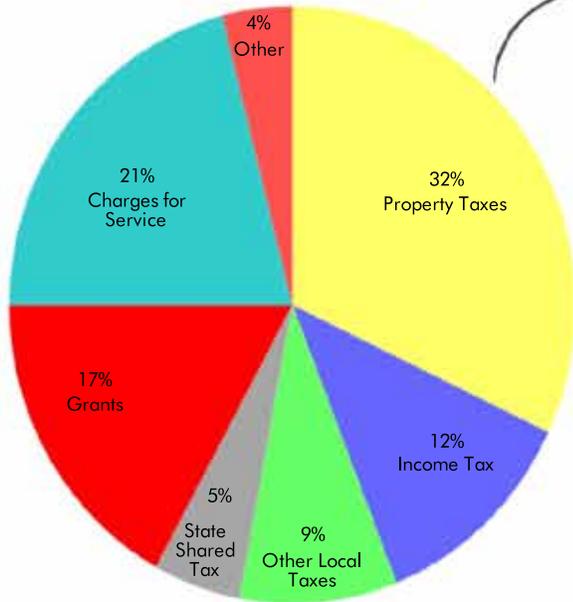
Cleaner & Healthier  
City

# Your City, Your Budget



## Where the Money Comes From

The City's Operating Budget supports the day-to-day services and activities that keep Baltimore running.



**Fiscal 2015 Budget**  
**\$2,465,570,701\***

The City's annual property tax rate is \$2.248 per \$100 of assessed property value. The effective rate for owner-occupied properties is \$2.138.



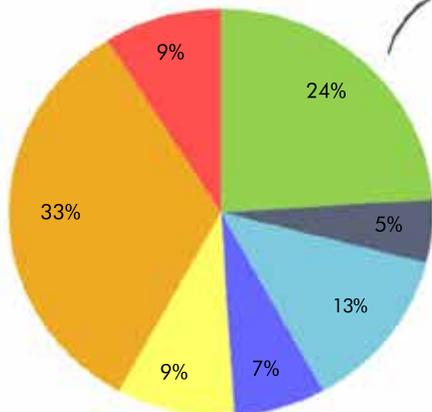
## Building a Better Baltimore

This year's Capital Budget provides funding to enhance and improve City parks, trails, community centers, bridges, bike/pedestrian pathways, school facilities and water and wastewater utility infrastructure.



**Fiscal 2015 Capital Budget**  
**\$898,137,000\***

## The Operating Budget by Priority Outcome



Baltimore's budget is built upon six Priority Outcomes that are pivotal to growing Baltimore by 10,000 families over the next 10 years. The other 9% of the Operating Budget is dedicated to funding obligations such as the City's debt service and retiree health benefits.



### Better Schools

Two City daycare centers will become year-round Head Start programs, combating summer learning loss for an additional 1,100 children.



### Stronger Neighborhoods

A new police staffing model will put more officers on the streets during peak crime hours.



### A Growing Economy

A \$10 million investment in the Mayor's Vacants to Value program will support whole-block demolition.



### Innovative Government

A Food Desert Strategy geared toward connecting urban farmers to convenience stores will provide more citizens with access to fresh fruits and vegetables.



### A Cleaner & Healthier City

Investment in two new Innovation Fund projects will modernize the Police Department's Crime Laboratory and launch initiatives to improve the City's efficiency and customer service.



### A Cleaner & Healthier City

The Mechanical Street Sweeping Program will cover 150,000 miles, an increase of more than 50%.

\* Numbers and Percentages may not add perfectly due to rounding

# Mayor's Message

Dear Citizen,

My administration has worked to turn Baltimore's narrative from a story of post-industrial decline to a story of growth.

We have set a goal to grow Baltimore by 10,000 families over the next decade through property tax reduction, safer streets, blight elimination and better schools.

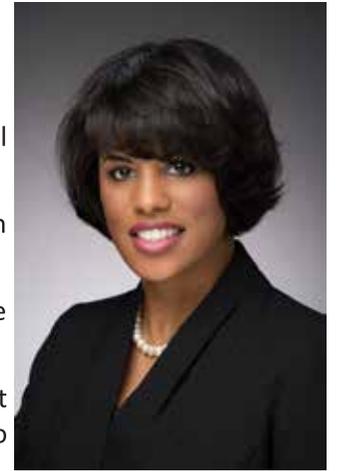
To grow a city, you have to both attract new residents while giving those already here more reasons to stay.

Last year, we implemented Change to Grow: A Ten-Year Financial Plan for Baltimore, a first of its kind, long-term fiscal roadmap. We couldn't afford to wait on a Detroit-like crisis to occur before taking action to put the city on sound financial footing.

Though we're still recovering from the Great Recession, I am keeping my commitment to reduce residential property taxes, 20 cents by 2020. In fact, my administration has made more progress in cutting property taxes than any in recent memory. To date, we have reduced the effective property tax rate by nearly 14 cents for owner-occupied homes. That means the average homeowner is seeing \$280 in annual savings on the property tax bill.

We have provided new funding for infrastructure investment, invested millions in blight elimination and education, raised employee pay, cut the structural deficit in half, and shrunk our unfunded pension and health care liabilities by more than \$300 million.

It's hard to find another city in America that has managed to accomplish even half of these things while recovering from the recession. We should be proud of what our city has accomplished in just a few years. And my Fiscal 2015 Budget will keep Baltimore moving forward on the right path and making the right investments to grow our city.



A handwritten signature in blue ink that reads "Stephanie Rawlings-Baskin". The signature is fluid and cursive.



# Outcome Budgeting

## Achieving Outcomes through the Budget Process

Baltimore's Fiscal 2015 budget is the City's fifth utilizing Outcome Budgeting. This process aligns resources with the results that matter most to Baltimore's citizens. Since Fiscal 2011, Outcome Budgeting has helped the City make strategic financial decisions to close \$400 million in cumulative budget shortfalls without resorting to across-the-board cuts or dipping into Fund Balance. Services demonstrating good results have been enhanced and low value services have been eliminated.

## Baltimore's Priority Outcomes

Baltimore's budget is built upon six Priority Outcomes that are pivotal to growing Baltimore by 10,000 families over the next 10 years. Within each of these Priority Outcomes are five goals that allow us to know how we are doing in working toward achieving the City's vision. This document is organized by outcome to give citizens a report card for how the City is performing, as well as an understanding of strategies the City will implement during Fiscal 2015 to achieve these outcomes.

## GROW BALTIMORE



### Better Schools

- ◆ Increase student achievement
- ◆ Increase reading proficiency
- ◆ Decrease the dropout rate
- ◆ Increase % of graduates who are college or career ready
- ◆ Increase Kindergarten readiness



### Safer Streets

- ◆ Increase citizen perception of safety in the city
- ◆ Improve fire response times
- ◆ Decrease violent crime
- ◆ Improve EMS response times
- ◆ Decrease property crime



### Stronger Neighborhoods

- ◆ Reduce blight in Baltimore
- ◆ Improve satisfaction with neighborhood services
- ◆ Improve conditions of private neighborhood properties
- ◆ Increase citizen engagement
- ◆ Improve quality of right-of-ways in neighborhoods



### A Growing Economy

- ◆ Increase number of residents with a job
- ◆ Increase retail activity
- ◆ Increase businesses in Baltimore
- ◆ Increase citizen perception of cultural activities
- ◆ Increase economic activity from tourism & entertainment



### Innovative Government

- ◆ Maintain a well-trained workforce
- ◆ Reduce space utilization costs
- ◆ Increase customer satisfaction
- ◆ Increase citizen access to City services
- ◆ Reduce the City's energy costs



### A Cleaner & Healthier City

- ◆ Decrease number of alcohol & drug-related ER visits
- ◆ Increase citizen satisfaction with City's cleanliness
- ◆ Decrease health inequalities
- ◆ Increase impervious surfaces treated for water pollutants
- ◆ Decrease infant mortality rate

# Change to Grow

## Baltimore's Ten-Year Financial Plan

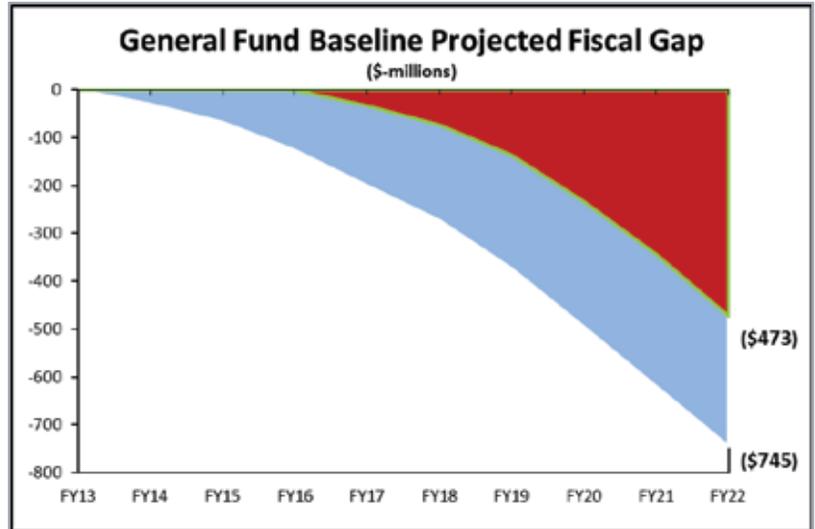
In February 2013, the Mayor released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Plan is a first-of-its-kind, long-term fiscal roadmap to help achieve the goal of growing Baltimore by 10,000 families over the next decade.

The Ten-Year Plan was developed from a baseline analysis of the City's finances over the next ten years, which showed a cumulative operating budget shortfall of \$745 million. Initiatives implemented in Fiscal 2014 have reduced this projected General Fund gap to \$473 million.

In alignment with the Ten-Year Plan, the Fiscal 2014 budget included a new fire shift schedule, reforms to the Employees' Retirement System, a 2% pay increase across all unions, billboard and taxi cab excise taxes, a health benefit redesign, and the continuation of the Targeted Homeowners Tax Credit (20 cents by 2020).

The table below shows key Ten-Year Plan initiatives built into the Fiscal 2015 budget. These initiatives are categorized based on the four cornerstones of the Plan: structural budget balance, infrastructure investments, addressing long-term liabilities, and tax competitiveness.

<http://bbmr.baltimorecity.gov/TenYearFinancialPlan.aspx>



### Key 10-Year Plan Initiatives in the Fiscal 2015 Budget

#### Structural Budget Balance

<b>Reduce Accident-Time Payouts</b>	Reducing injury leave pay to the State required percentage of 66.7% of salary up to the Maryland Weekly Wage limit.
<b>Parking Management</b>	Expanding the City's EZ Park meter program, as well as other parking programs, and implementing ProjectSpace to provide reserved on-street parking for people with disabilities at metered spaces.
<b>Streamline the Workforce</b>	Eliminating 16 prolonged vacancies within the Department of Public Works, Department of Transportation, and Department of Health.
<b>Leave Reform</b>	Reducing annual vacation cash-out and eliminating carry-over and accrual of personal leave days.
<b>Restructure MAPS</b>	Funding for new pay schedules to help with recruitment of new employees and retention of skilled employees.
<b>Pay-for-Performance</b>	Implementing an employee performance program that evaluates and awards employee performance on the basis of achieving strategic City goals.

#### Infrastructure Investments

<b>PAYGO Capital Funding</b>	Infusing \$24 million, well above the \$8 million baseline, into the budget for infrastructure improvements.
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#### Addressing Long-Term Liabilities

<b>Retiree Pharmacy Coverage</b>	Restructuring retiree pharmacy benefits as the Affordable Care Act closes the Medicare Part D "donut hole" by 2020.
<b>Budget Stabilization Reserve</b>	Increasing the annual contribution to the City's "rainy day" fund.

#### Tax Competitiveness

<b>Targeted Homeowners Tax Credit</b>	Continuing the Mayor's Targeted Homeowners Tax Credit by reducing the effective rate by 2.5 cents per \$100 of assessed value for owner-occupied residential properties (11.8 cent reduction since 2012).
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# What is the City Budget?

## Operating vs. Capital Budget

The budget is a plan of revenue and expenditures for a given year. The City's total Fiscal 2015 budget is \$3.4 billion, which is divided into two major categories: Operating and Capital. The Operating Budget currently represents 73.3% of the total City budget. This portion of the budget supports the day-to-day activities that keep Baltimore running.

The Capital Budget includes projects for physical improvements that cost more than \$50,000, as well as equipment and items of repair and maintenance that cost more than \$100,000. The Capital Budget represents the first year of the six-year Capital Improvement Program recommended by the Planning Commission. The Capital Budget currently represents 26.7% of the total City budget, and is funded by a combination of local revenues, user charges, grants and debt financing.



All Funds Shown in Millions

This chart shows the 10 year history of the City's Operating and Capital Budgets. The operating budget grew an average of 3% per year from 2006-2015, and increased 2.4% from Fiscal 2014 to Fiscal 2015.

The Capital Budget varies significantly from year to year. For Fiscal 2015, the total \$898.1 million capital budget includes \$421.4 million in revenue bonds for water, wastewater and stormwater system improvements

## Budgetary Funds

The City's budget is comprised of several budgetary funds. Each is made up of distinct revenues and expenses that must be separately identified, planned and accounted for by law or for management purposes.

### General Fund

This is the City's largest and most important fund. It contains all local taxes paid by residents, businesses and visitors. Policy makers have the most management discretion over the General Fund and use it for service improvements and changes to the tax burden.

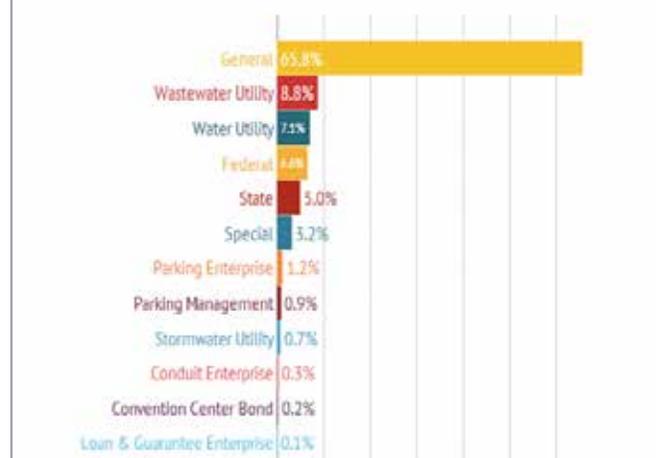
### Enterprise Funds

These funds are used for operations where the costs of providing services are financed or recovered primarily through user fees or other dedicated revenues. Enterprise funds include: Conduit, Loan and Guarantee, Parking, Water, Wastewater and Stormwater utility funds.

### Grant Funds

These funds are used to budget and account for all activities that have legally restricted uses. They are supported by the Federal, State and other special or private grant funds.

## Fiscal 2015 Budget by Fund



# Passing the Budget

## Key Players in Budget Process

### Mayor

The Mayor is the City's Chief Executive Officer and is elected by citizens to a four-year team. This office is responsible for:

- Overseeing the operations of City agencies
- Appointing executives and City officials
- Proposing the annual budget to the Board of Estimates

### Citizens

The budget is a reflection of citizens' priorities for Baltimore. Throughout the budget process citizens are looked to for ongoing consultation. During the budget process the City engages citizens by:

- Soliciting advice regarding priorities during the planning process through workshops and online budget forums
- Attending Taxpayer Nights held by the Board of Estimates and City Council to provide comments on the recommended budget
- Engaging City Council members and agency leadership regarding ideas to improve service delivery

### Board of Estimates

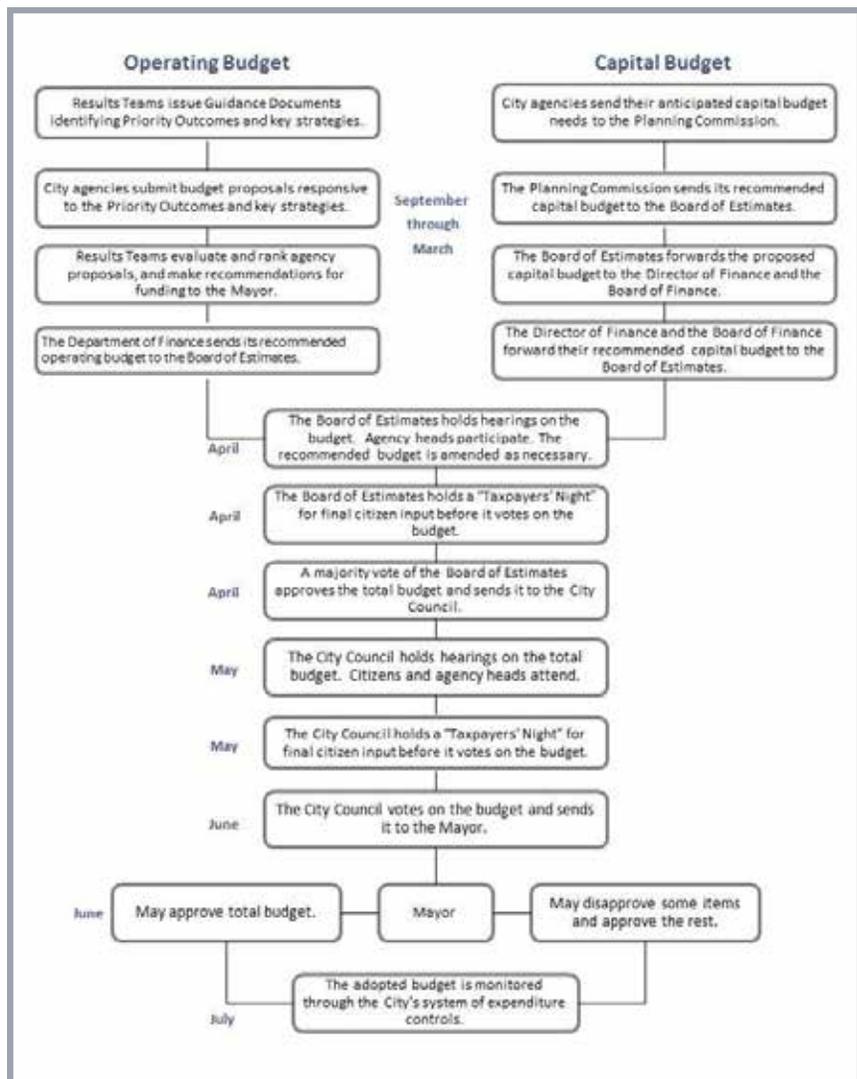
The Board of Estimates is composed of the Mayor, City Council President, Comptroller, and two designees appointed by the Mayor. The Board of Estimates is responsible for:

- Proposing the annual budget to the City Council
- Proposing modifications to the Adopted Budget throughout the year
- Setting fiscal policy

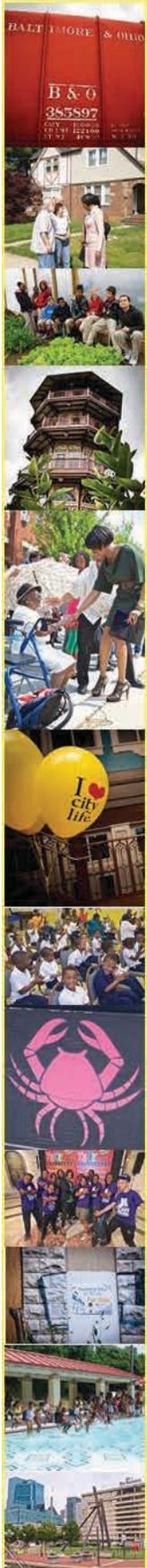
### City Council

The City council is the City's legislative body made up of 14 members elected from districts and a President elected at-large. The City Council is responsible for:

- Studying, discussing and passing the City's budget
- Setting the property tax rate
- The Council may only reduce the Board of Estimate's recommended spending levels, it cannot add to them
- Authorizing modifications to the Adopted Budget throughout the year



# Where the Money Comes From

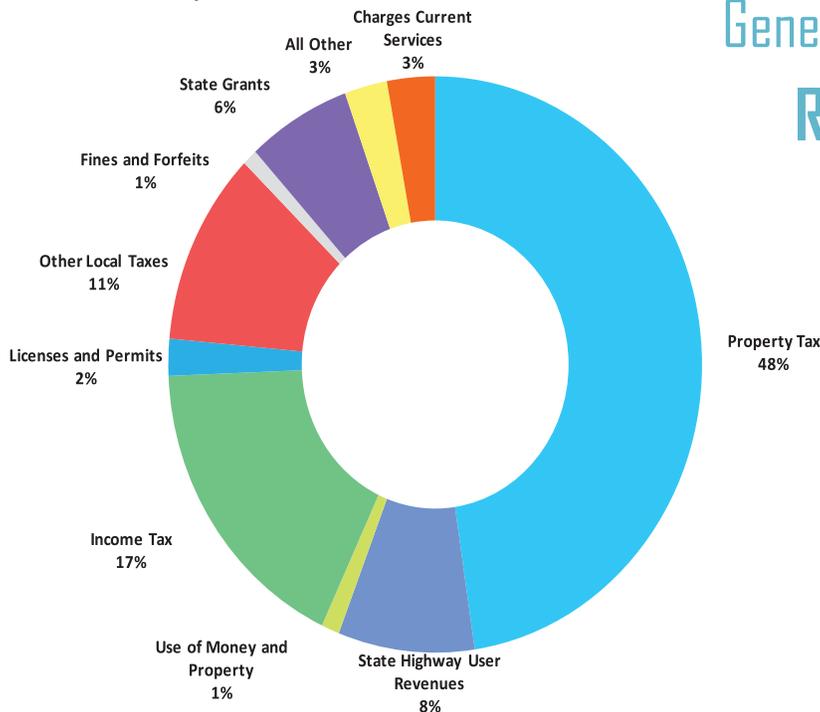


## The Taxes You Pay

City residents and visitors pay a variety of taxes and fees to support the services that keep our City running. This chart shows the types of fees levied in Baltimore City and the rate for each fee.

Revenue Type	Rate
Property Tax	\$2.248 per \$100 of Assessed Property Value
Income Tax	3.20% of Taxable Income
Telephone Tax	\$4 per land and wireless line and \$0.4 for each Centrex line
Energy Taxes	Per Unit Consumed - Rate Varies by Type of Energy
Recordation Tax	\$5 per \$500 of the Consideration Value Subject to Recordation
Transfer Tax	1.5% of the Consideration Value Subject to Transfer
Admissions & Amusement	10% on the Gross Amount Paid for Various Admissions such as Sport Events
Parking Tax	20% of the Gross Amount Paid for Occupying a Parking Space
Billboard Tax	\$15 per square foot of electronic outdoor advertising displaying more than one image per day and \$5 per square foot for any other outdoor advertising display
Taxicab Excise Tax	25¢ per trip for each passenger transported within the City, from the City to a point outside the City and from a point outside the City to the City
Stormwater Fee	Quarterly fee payment is based on impervious area square footage of residential and commercial customers

## Where the Money Comes From



## General Fund by REVENUE SOURCE

Most of the local fees and taxes that are collected by the City make up Baltimore's General Fund. This is the City's largest fund and the one that decision makers have the most discretion over in determining how to allocate resources. These funds support core City services that you are most familiar with.

## Did you Know?

The FY15 budget includes \$10M in Local Impact Aid from the newly-constructed Horseshoe Casino. The dollars will be allocated to projects recommended by community members.

# How the Money is Used

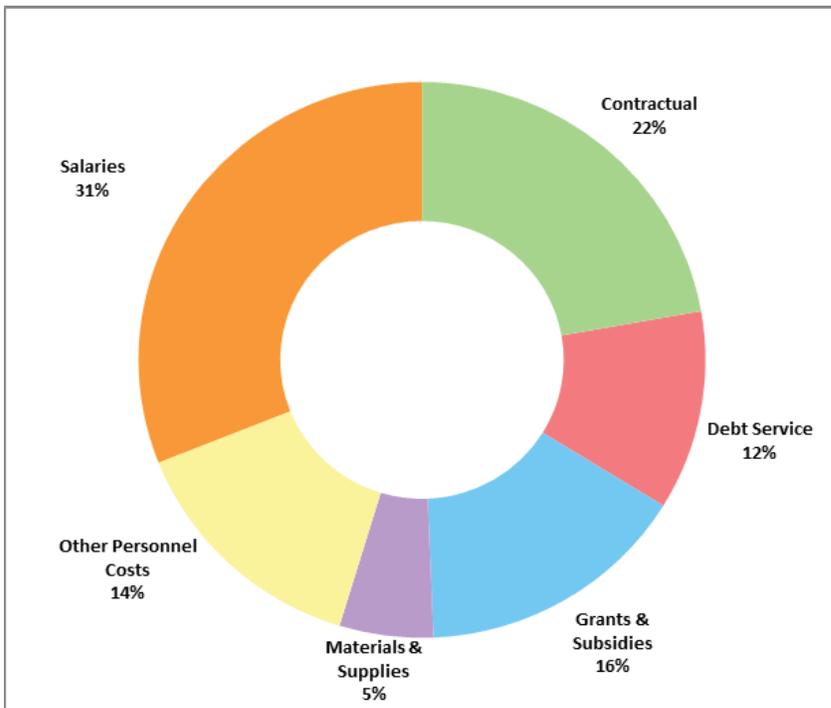
## General Fund by Priority Outcome

The City's General Fund is the largest of 13 budgeted funds. It represents 66.3% of the total Fiscal 2015 budget.



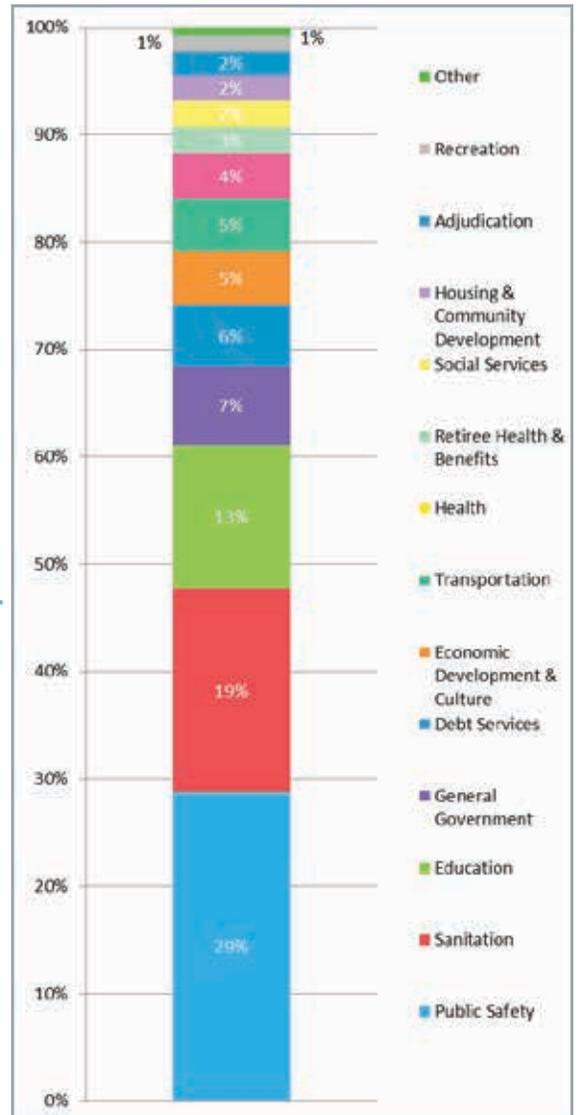
These outcomes support the Mayor's vision to Grow Baltimore. Each City service falls under one of these outcomes. The Other category includes debt service payments, contingent funds, and miscellaneous expenses associated with operating the City.

## General Fund by OBJECT



Objects are categories of spending within the budget. The largest categories of spending are City of Baltimore employee salaries and other personnel costs, which include health and retirement benefits.

## General Fund by FUNCTION



# Fiscal Report Card

## INDICATOR 1: Budget Stabilization Fund

This indicator provides a measure regarding the level of the City's contingency fund. In 2008 the City established a goal to reserve 8% of the City's General Fund revenue towards this fund. The balance of the fund has varied between 5 and 6%.



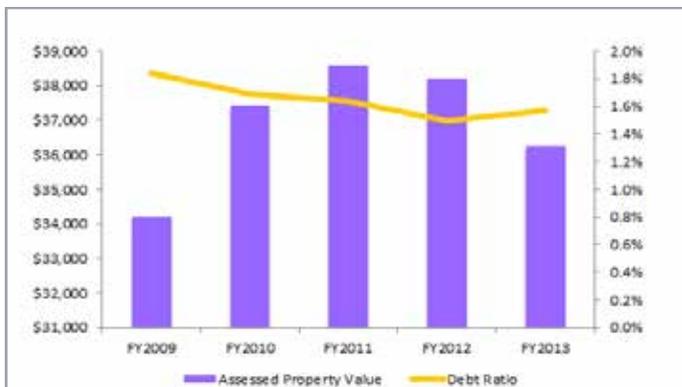
## INDICATOR 2: General Fund Balance

Fund balance figures include General and Motor Vehicle Funds. The fund balance is comprised of several categories - including the Budget Stabilization Reserve ("Rainy Day" funds) and items assigned for specific use (including encumbrances and landfill reserves).



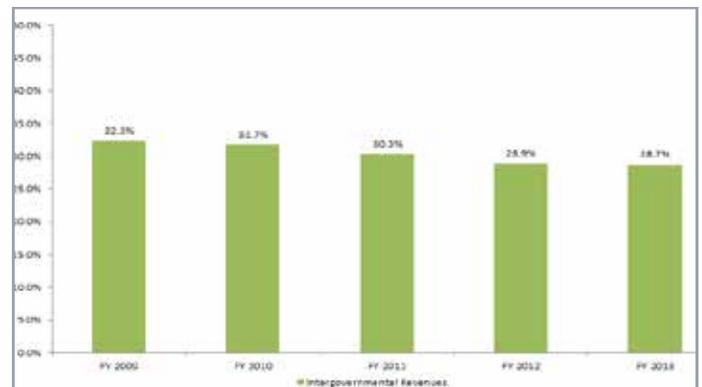
## INDICATOR 3: Debt Ratio

The Debt Ratio is a measure of the City's debt obligations, showing full faith and credit versus assessed property value. The Debt Ratio remained relatively consistent during Fiscal 2013 despite a decrease in assessed property value.



## INDICATOR 4: Intergovernmental Revenue

This indicator provides a measure of the extent to which the City relies on external funds to pay for City services. Intergovernmental revenues have declined from 32% to 29% since 2009. During this time loss of state highway user revenue was partially offset by federal stimulus funding.



## INDICATOR 5: Revenue Per Capita

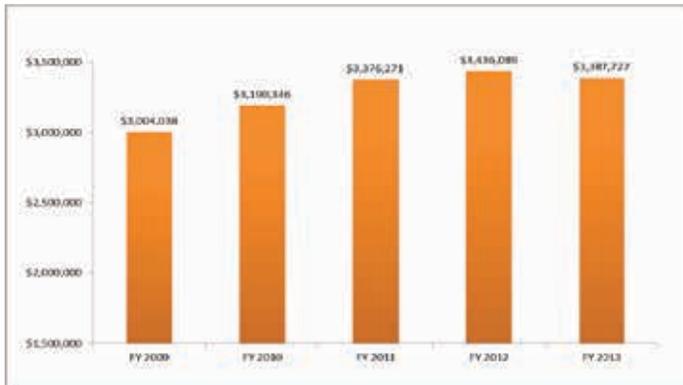
Baltimore's population has decreased slightly since 2008, however revenue per capita has remained fairly stable at around \$3,100 per resident. Baltimore's population fell slightly from 2012 to 2013.



As a part of Baltimore's 10-Year Financial Plan, these indicators are tracked to monitor the City's fiscal health.

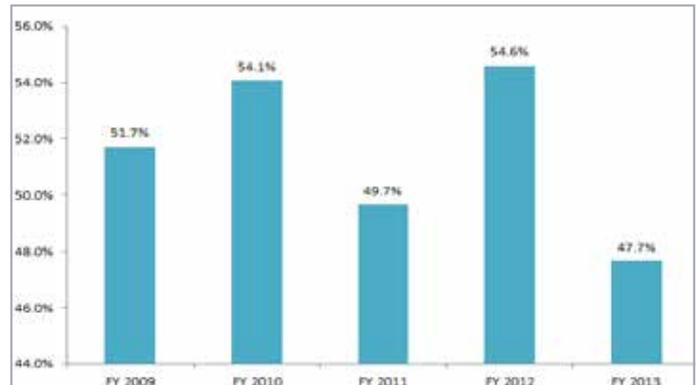
## INDICATOR 6: One-Cent Yield

The one-cent yield is the amount of revenue generated by each \$0.01 of the property tax. This calculation also includes any property tax credits given to residents. Since 2008 property values have declined, as has the value of Homestead Tax Credits.



## INDICATOR 7: Property Tax Ratio

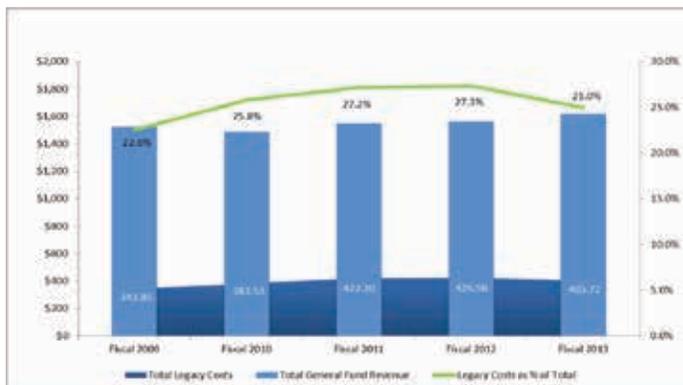
This indicator is a measure of the City's reliance on a single revenue source. It is a best practice to diversify annual revenue streams. In the past property tax has supported nearly 50% of the City's General Fund budget. The large increase in 2010 was related to a one-time adjustment for prior year tax recognition.



## INDICATOR 8: Legacy Costs

Legacy costs have steadily consumed an increasing share of the City's General Fund. Reforms outlined in the Ten-Year Financial Plan are geared towards reducing these costs. Legacy costs include:

- Pensions - Retirement systems for sworn and civilian employees
- Retiree Health-Medical and prescription drug benefits for City and City Schools retirees
- Debt Service-Payments for the principal and interest on municipal debt.
- Workers Compensation-Claims for injured workers



## INDICATOR 9: Unfunded Liabilities

This indicator is a measure of the solvency of the City's pension and other retiree benefit funds. This includes the Fire and Police Employee Retirement System (FPRES), Employee Retirement System (ERS), and retiree health. FPERS and ERS unfunded pension liabilities grew from Fiscal 2008 to 2012, and the funded ratio of those funds declined. During the same time unfunded retiree health liabilities decreased and the overall funded ratio improved.



	Moody's Investor Services	Standard & Poor's
2009	Aa3	AA-
2010	Aa2	AA-
2011	Aa2	AA-
2012	Aa2	AA-
2013	Aa2	AA-
2014	Aa2	AA

## INDICATOR 10: Bond Rating

The City has consistently maintained a strong bond rating. In June 2014 Standard & Poor upgraded the City's bond rating from AA- to AA. The bond rating is a measure of the City's credit as it pertains to the City's ability to make debt service payments. The strong rating reflects the city's sound financial position, characterized by recently-enhanced fiscal policies, healthy fund balance levels, and sustained operating stability through several economic cycles.

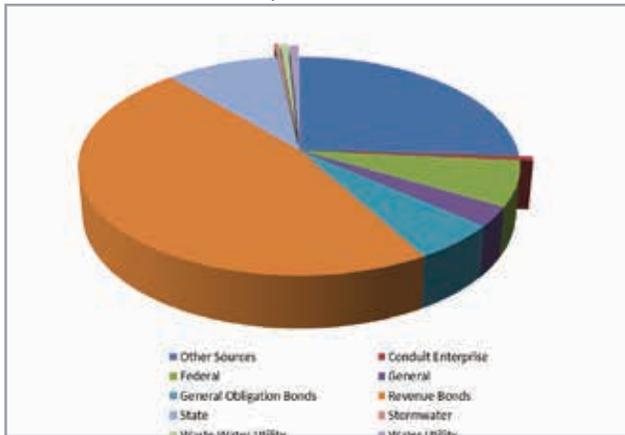
# Capital Budget

## What's in the City's Capital Plan?

The City's Capital Improvement Plan is funded through State and Federal grants, General Obligation (GO) Bonds, General Fund revenues, revenue bond proceeds and County payments (i.e., neighboring counties' share of water and wastewater utility improvements). The City embraces a Pay-As-You-Go capital funding policy, which annually finances a portion of capital improvements from current revenues of the General Fund and Water and Waste Water Utility Funds.

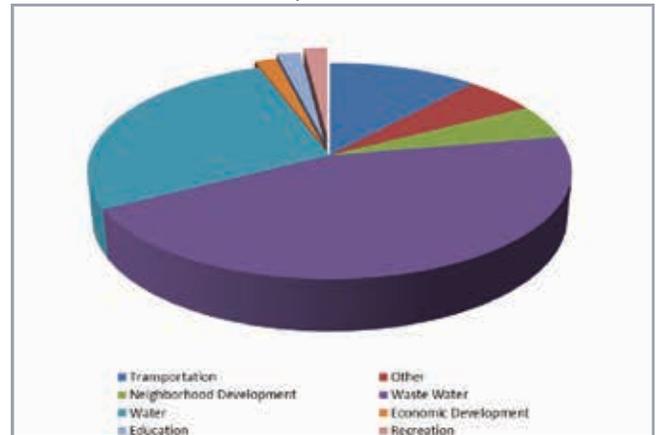
### Fiscal 2015 Capital Budget - Where the Money Comes From

Total: \$898 Million



### Fiscal 2015 Capital Budget - How the Money is Spent

Total \$898 Million



## Featured Projects

### Recreation & Parks

- \$850k for Herring Run Trail Enhancements
- \$5.4m for Cahill Community Center
- \$2.0m for Cherry Hill Indoor Pool

### City Schools

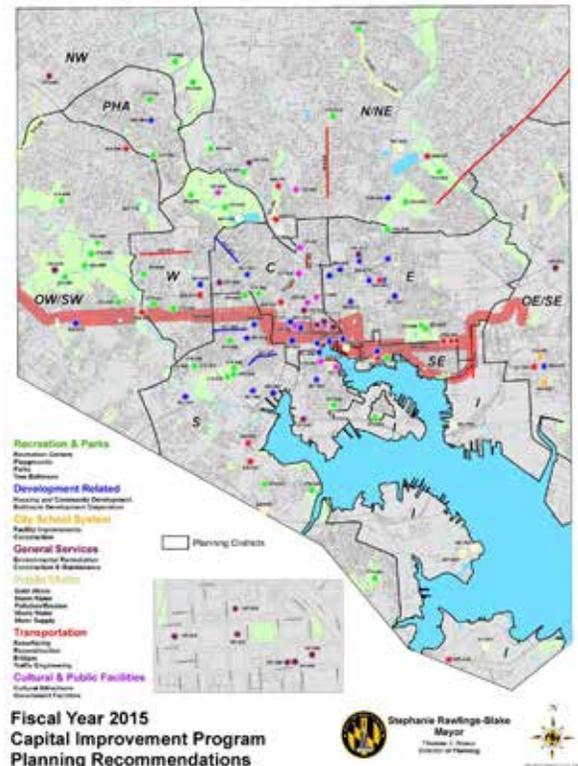
- \$13M for facility replacement and renovation
- \$4M for construction of Graceland Park-O'Donnel Heights and Holabird Schools

### Transportation

- \$1.0m for Remington Avenue Bridge
- \$3.4m for Citywide Bike & Pedestrian Improvements

### Utilities

- \$112M Druid Lake Finished Water Tanks
- \$127M Ashburton Lake Finished Water Tanks
- \$240M New Headworks at Back River WWTP
- \$30 Million Electrical Distribution System Improvements at Back River Wastewater Treatment Plant

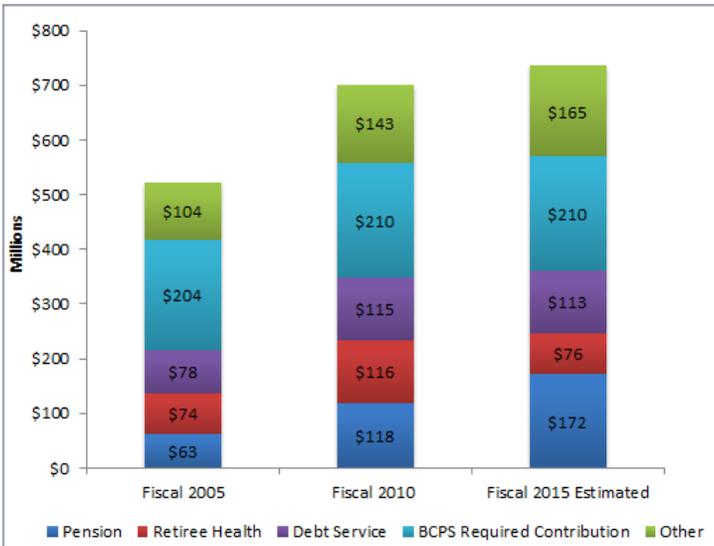


# Fixed Costs

## Fixed Costs & Trends

In general, "fixed costs" are costs that the City is required to pay by law or contract and cannot be easily reduced in the short-term. Some of the City's fixed costs are pension, retiree health, debt service and an annual contribution to Baltimore City Public Schools.

Fixed costs have grown dramatically in recent years. In Fiscal 2005, fixed costs totaled \$522 million and accounted for 39% of the City's General Fund revenue. By Fiscal 2010, fixed costs had increased to \$714 million and accounted for 47% of General Fund revenue. Since a series of reforms Fiscal 2010, fixed costs have held steady at about 47% of General Fund revenue.



## Did you Know?

Standard & Poor's raised Baltimore's bond rating to AA, showing confidence in the City's economic recovery, as well as its strong financial planning and management.

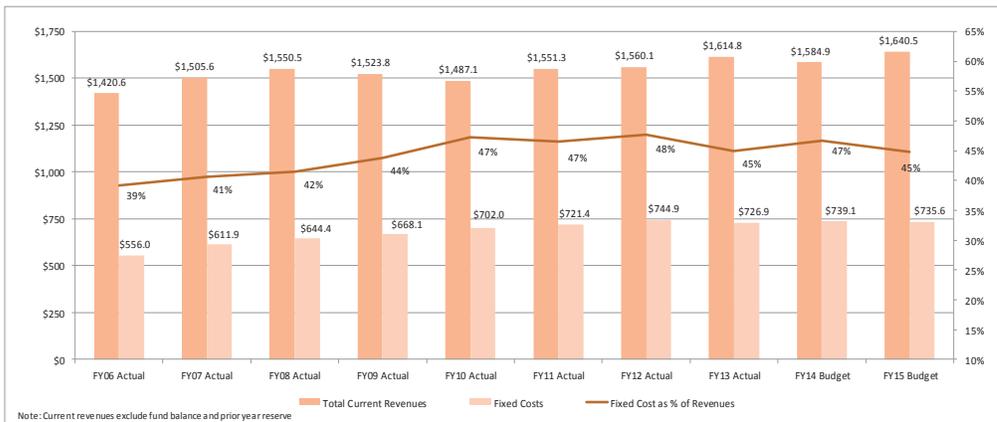
## Bending the PENSION CURVE



Figures in Millions

## Reducing FIXED COSTS

### General and Motor Vehicle Funds Trend-Current Revenue vs. Fixed Costs



The City has taken many steps to reduce its Fixed Costs, including a redesign of employee and retiree health benefit plans that is saving nearly \$100 million a year versus projected cost trends.

The City's pension contribution Systems increased more than threefold from Fiscal 2004 to Fiscal 2015. The increase in the pension contribution has forced the City to make reductions in other service areas. Reforms to both pension systems have begun to stabilize costs and will reduce the City's fiscal risk in the future.



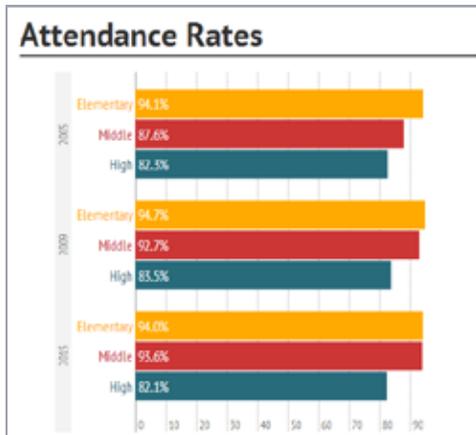
# Better Schools



The City's Priority Outcome to foster Better Schools represents a commitment in Baltimore's greatest asset, our youth. Services funded in this Priority Outcome seek to promote lifelong learning opportunities, high quality educational opportunities outside the classroom, and community engagement and partnerships that involve individuals and organizations in the City's educational process.

## Increase Student Attendance

Positive attendance leads to increased student achievement, higher graduation rates and career and college ready graduates. In Baltimore, high school student attendance declined from 83.5% in 2009 to 82.1% in 2013

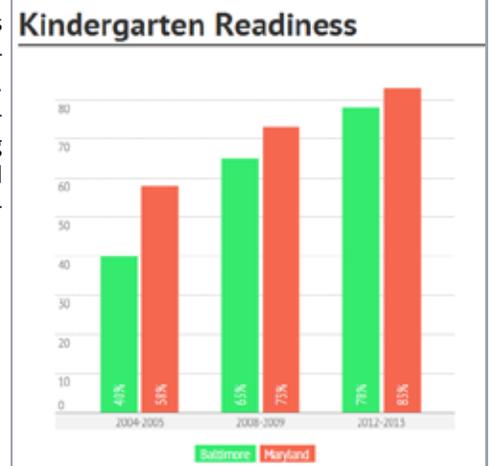


### To meet this goal in Fiscal 2015:

- School Health Services will operate 11 School-Based Health Centers and 192 health suites, with approximately 85% of students returning to class after visiting a health suite.
- Services provided by the Family League of Baltimore will seek to have 90% of students missing fewer than 20 days of school annually

## Increase Kindergarten Readiness

Kindergarten readiness is a key predictor long-term academic success. Baltimore City's students continue to lag behind the Maryland state average for Kindergarten readiness.

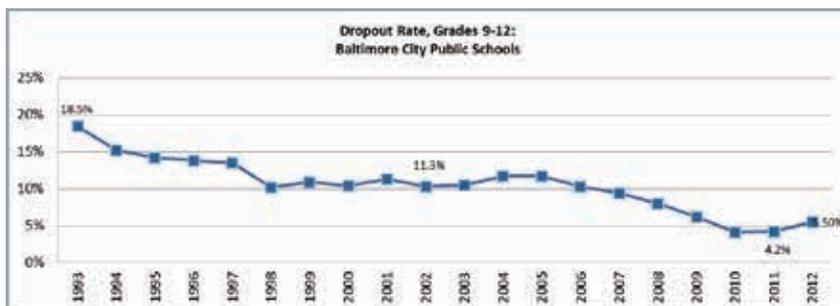


### To meet this goal in Fiscal 2015:

- The Library anticipates 54,000 children will take part in school readiness programming.
- Two Head Start and Early Childhood Centers will provide evidence based programs focused on ensuring students develop strong academic habits at a young age.

## Decrease the Dropout Rate

In 2012 Baltimore's dropout rate increased from 4.2% to 5.5%, the first increase since 2005.



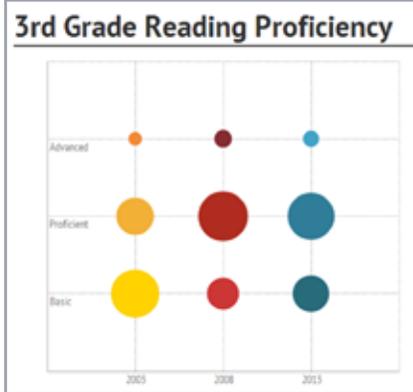
### To meet this goal in Fiscal 2015:

- The Family League of Baltimore will operate Community Resource Schools that focus on creating a smooth transition from 8th grade to 9th grade. The organization will leverage \$13.5 million to assist in these efforts.
- The Mayor's Office of Employment Development will provide tutoring and study skill training as part of comprehensive drop out prevention strategy; the service estimates 95% of participants will not become involved in the crime.



## Increase Reading Proficiency

Students' reading level in 3rd grade is a foundation for learning moving forward. In 2013 nearly 58% of Baltimore 3rd graders were reading at the proficient level, while 7% were at the advanced level.



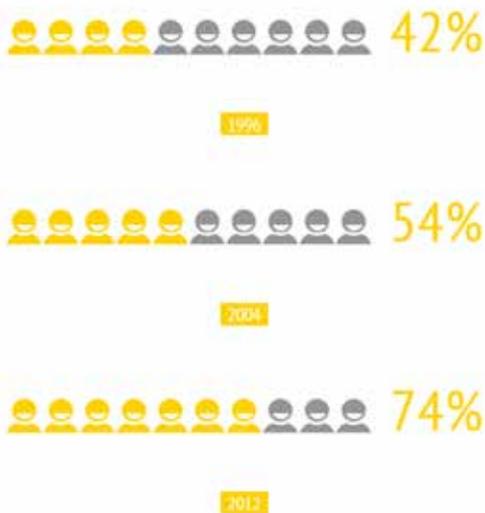
### To meet this goal in Fiscal 2015:

- The library will offer summer reading programs from June to August at all branch locations. The library anticipates engaging 50,000 students with these services, an increase of nearly 3,000 participants from Fiscal 2013.

## Increase Percent of Graduates who are College & Career Ready

Baltimore City's graduation rate in 2012 was 74% (a 2% increase from 2011). However, between 30 and 40% of students going on to college needed at least one remedial course to be properly prepared for college courses.

### Graduation Rates



### To meet this goal in Fiscal 2015:

- The Mayor's Office of Employment Development (MOED) will offer job training and college prep programs for area youth.
- MOED will also provide Career Navigators to offer career exploration services, such as: mock interviews, job searches, & job shadowing.

### Did you Know?

The Fiscal 2015 budget continues to support the Mayor's Better Schools Initiative by committing \$38M to school modernization efforts



# Safer Streets



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

## Increase Citizen Perception of Safety

Citizen perception of safety increased slightly from 2012. Perceptions of citizen safety during the day and night in their neighborhood each rose 3%.



Source: Baltimore Citizen Survey

### To meet this goal in Fiscal 2015

- The Police Department aims to reduce violent and property crimes from 61 per 1,000 residents in Fiscal 2013 to 58.
- The Police Department will train approximately 240 new recruits.
- The Police Department will enter a new contract with the Fraternal Order of Police, which includes the launch of a new staffing model to put more officers on patrol when crime rates are highest.



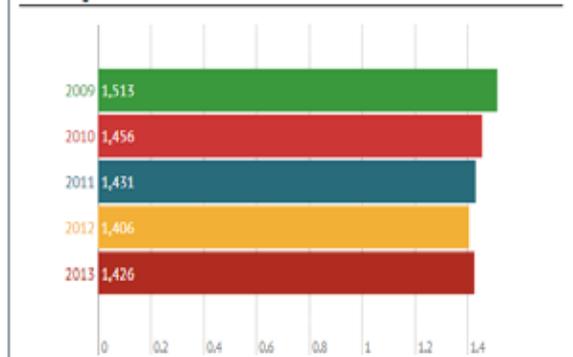
## Decrease Violent Crime

In 2013, 86% of citizens said violent crime was a serious or very serious problem. The violent crime rate had stayed about the same for the last three years.

### To meet this goal in Fiscal 2015:

- The Police Department's Violent Crime Impact Division will make 450 gun arrests and seize 650 guns in Fiscal 2015.
- The Health Department will continue Operation Safe Kids, a program aimed at preventing juveniles from committing violent crimes.
- The crime lab will establish the Baltimore Forensic Institute of Training and Innovation, allowing for better analysis of DNA samples with new technology.

### Violent Crimes Per 100,000 People



Source: Baltimore City Police Department



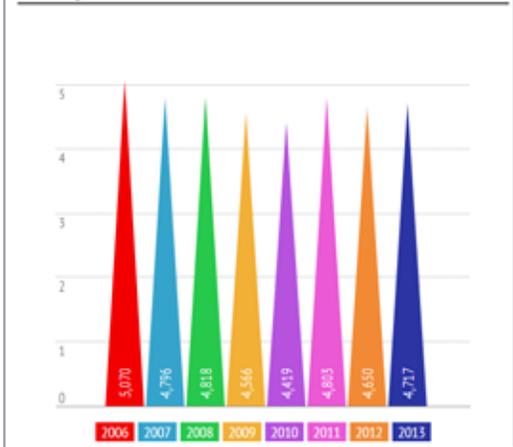
## Decrease Property Crime

Property crime consistently ranks as a top citizen concern among Baltimore residents. Although the number of property crimes increased slightly in 2013 from 2012, only 30% of respondents felt that property crime was getting worse – a decrease from 34% in 2012.

### To meet this goal in Fiscal 2015:

- Police Crime Investigation will assist Special Operations in closing burglaries. In Fiscal 2015 the service will seek to close 1,200 cases.

## Property Crimes Per 100,000 People



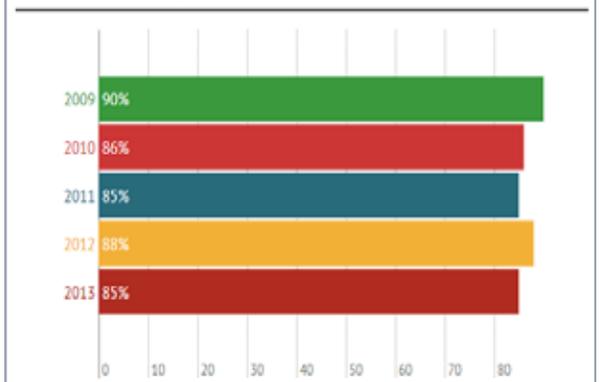
## Improve Fire Response Time

According to the 2013 Citizen Survey, fire related services are the most important service provided by the City. 67% of citizens rated the Baltimore City Fire Department's performance as Good or Excellent.

### To meet this goal in Fiscal 2015:

- The Fire Department will take steps to ensure that fire engines will arrive on the scene within five minutes of dispatch at least 92% of the time.
- The Fire Department will purchase new vehicles, including 8 medic units, 4 engines (including 1 foam engine), 2 air flex units, 2 ladder trucks, 1 rescue unit, 1 hazmat unit and 4 utility vehicles.
- The Fire Department will complete 18,000 building inspections to ensure buildings are meeting preventative fire code regulations.

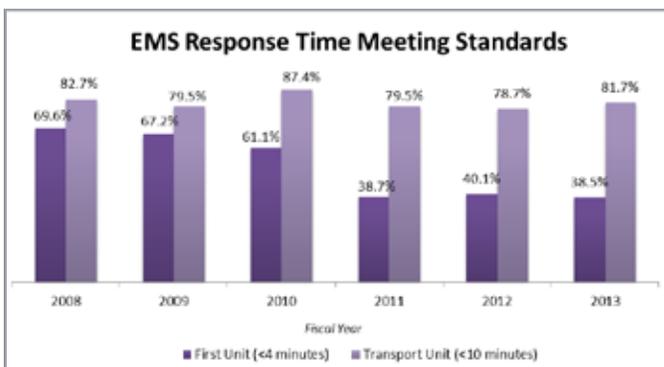
## Fire Response Times Meeting National Standards



Source: Baltimore City Fire Department

## Improve EMS Response Time

Baltimore citizens consistently rank EMS and ambulance services as high priority. Transport Unit response times, within 4 minutes, improved by 3% from Fiscal 2012 to Fiscal 2013.



Source: Baltimore City Fire Department

### To meet this goal in Fiscal 2015:

- The Fire Department will continue to process 90% of dispatch calls within one minute.
- The Fire Department will continue working to implement Automatic Vehicle Location (AVL) technology that will produce a more efficient data flow that will improve service delivery.
- In conjunction with the Health Department, the Fire Department will continue its work with Operation CARE, a joint effort to intervene with frequent 911 callers in an effort to reduce emergency calls



# Stronger Neighborhoods



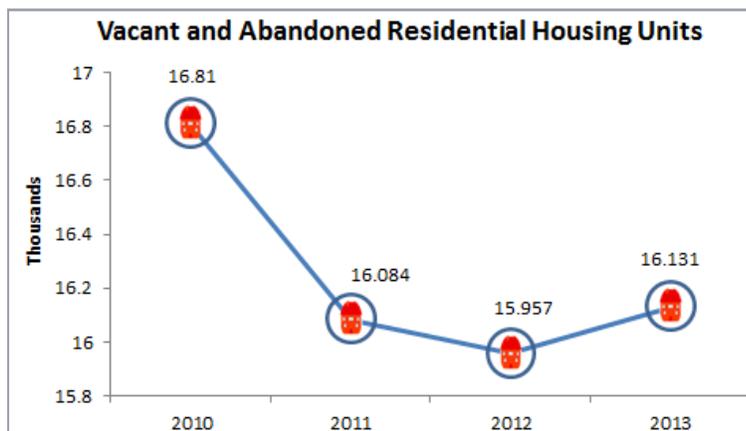
Strong neighborhoods are those with optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles. Strong neighborhoods offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

## Reduce Blight in Baltimore

About 83% of citizens consider vacant or abandoned buildings to be a serious or very serious problem, and reducing the number of vacant properties is a crucial component of the Ten-Year Financial Plan. The number of vacant properties has decreased by 4% since 2010.

### To advance this goal in Fiscal 2015:

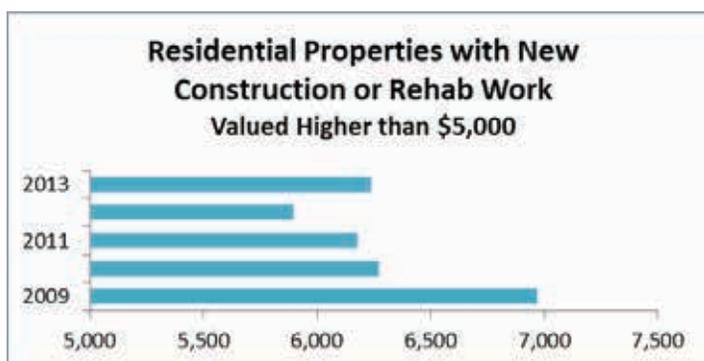
- The budget supports the Vacants to Value program and includes \$130,000 for a new Capital Creation Coordinator to support the transition of vacant property back to productive use. The program aims to sell 275 properties in Fiscal 2015, an increase from 257 in Fiscal 2013.
- The budget continues to support strategic Whole Block demolition for properties where renovation is no longer an option. There is \$1 million in capital funding and support for 16 positions that will carry out 180 acquisitions per year. Also, \$10 million for demolition in the Capital Budget, an increase from historic levels.
- The Department of Housing and Community Development will continue promoting creative reuse strategies for vacant lots through programs such as Adopt-A-Lot to promote urban greening and increase public safety.



Source: Baltimore Department of Housing and Community Development

## Improve Condition of Private Neighborhood Properties

About 60% of citizens consider poorly maintained homes and properties to be a serious or very serious problem. In 2013 the City issued 5.7% more permits for properties with new construction or rehabilitation work worth more than \$5,000 than in 2012, indicating a rebound from reduced investment in the wake of the housing crash.



Source: Baltimore Department of Housing and Community Development

### To advance this goal in Fiscal 2015:

- The budget includes Federal funding for a new position to help process applications for homeownership grants. In Fiscal 2015 Housing and Community Development will aim to assist 600 homeowners, an increase from 515 in Fiscal 2013.
- The Department of Housing and Community Development will seek to issue 36,000 total building permits in Fiscal 2015, an increase from 32,000 in Fiscal 2013.
- The Department will seek to weatherize 1,750 homes in Fiscal 2015, an increase from 743 in Fiscal 2013.



## Improve Quality of Neighborhood Right-of-Ways

The City maintains more than 5,400 lane miles of roadways and alleys. Citizens continue to cite street and sidewalk maintenance among the most important city services, but satisfaction has decreased by 5 percentage points since 2010.



Source: Baltimore Citizen Survey

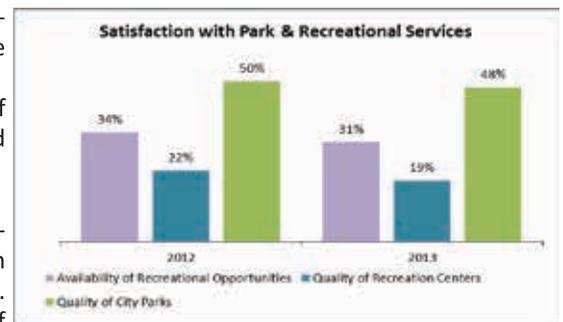
### To advance this goal in Fiscal 2015:

- In Fiscal 2015 at least 173 lane miles of City roadways will be repaved. Additionally, the budget includes \$820,000 for pothole repairs and anticipates 100% of potholes repaired within 48 hours.
- To help develop and promote Complete Streets, the Fiscal 2015 budget includes \$750,000 for administration of the BikeShare program.



## Improve Citizen Satisfaction with Parks & Recreation Facilities

Citizen perception of the availability and quality of city parks and recreational opportunities was consistent from 2012 to 2013. About 19% of all respondents rated the quality of recreation centers as good or excellent. About one-third of respondents cited no experience with recreation centers.



## Increase Civic Engagement

Baltimore's volunteer rate increased over the last year from 26.5 to 28.4%, passing



Source: Corporation for National and Community Service

the national average. However, it has continued to hover between 25 and 30% since 2004. Citizen engagement and volunteerism are key factors in developing strong neighborhoods where citizens are vested in the future of the community.

### To advance this goal in Fiscal 2015:

- The Department of Recreation and Parks will continue to promote community gardening plots around the City. In Fiscal 2015 they will rent out 900 plots, an increase from 861 in Fiscal 2014 and 661 in Fiscal 2012.
- The Power in Dirt initiative continues to support residents and communities who want to improve their neighborhoods through creative reuse of vacant lots. Since 2011, more than 1,100 lots have been adopted and used for projects such as urban farming or small parks.

### To advance this goal in Fiscal 2015:

- The budget includes more than \$12 million to support community recreation centers. As a part of the capital improvement plan, newly renovated Morrell Park Community Center will reopen this year and C.C. Jackson will begin a full remodel. Additionally, construction will begin on the new Cherry Hill and Cahill community centers.
- In Fiscal 2015 the City anticipates providing 325,000 youth experiences in after school/out-of-school programs, an increase from 312,659 in Fiscal 2013.
- The budget includes \$1.22 million in State Open Space funds to support playground and ball field maintenance, inmate contracts for park clean-up, and the Parks and People Foundation.



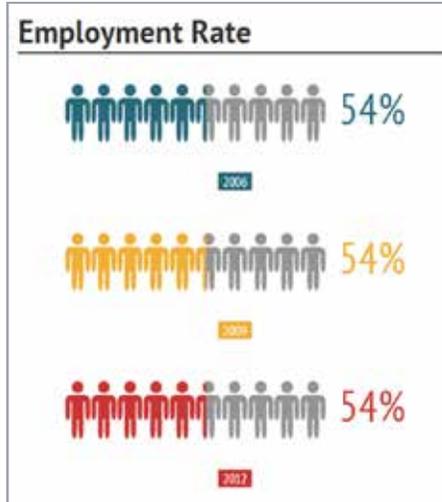
# A Growing Economy



Baltimore's citizens succeed the most when Baltimore's economy is strong and growing. This Priority Outcome seeks to strengthen and grow Baltimore's economy by working from the following tenets: a growing economy leverages public-private-non-profit partnerships; a growing economy respects and supports the diversity - ethnic, racial, socioeconomic, education level etc. - of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors - investment, key economic drivers, workforce, quality of life, and infrastructure.

## Increase the Number of Residents with a Job

Though growing slowly, employment of individuals 16 and older in the city has returned to pre-recession rate of 54%. In the 2013 Citizen Survey, 18% of residents rated job availability as good or excellent, consistent with recent years.



Source: American Community Survey

To meet this goal in Fiscal 2015:

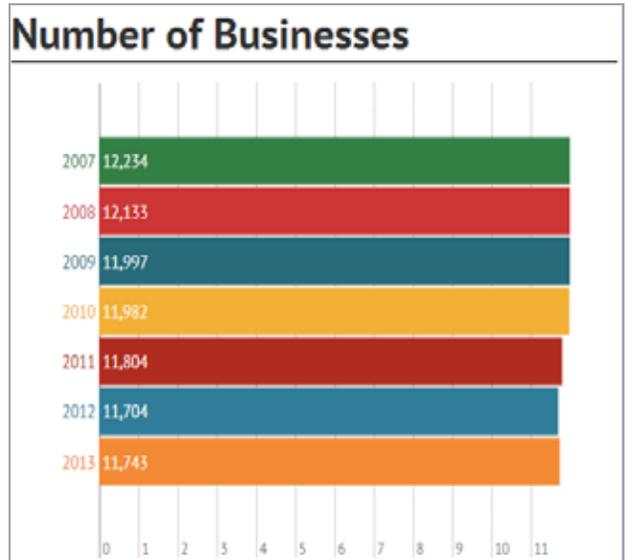
- Career One-Stop Centers and Job Hubs will provide a full range of employment services, including technical training and computer certifications, to 33,000 city residents.
- New funding for a Local Hiring Coordination activity will help city contractors and vendors meet the new Local Hiring Law designed to increase residents' employment.
- The Youth Works program will employ 5,300 city youth for six-weeks during the summer. The program also received enhancement funding for the Hire One program, which encourages employers to retain or hire youth as part- or full-time employees during the non-summer months.

## Increase the Number of Businesses in Baltimore

The number of businesses in Baltimore remains below pre-recession levels, but increased by 39 between 2012 and 2013.

To meet this goal in Fiscal 2015:

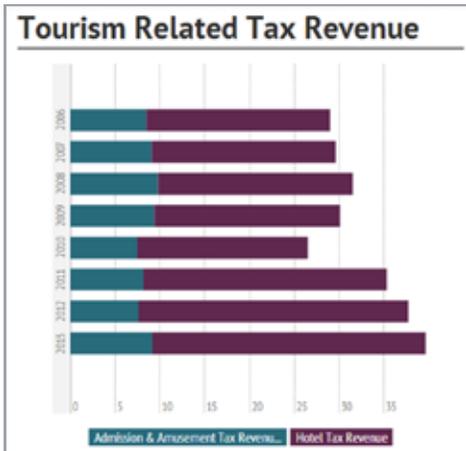
- The Baltimore Development Corporation will continue to work with new and expanding companies to attract or retain 1,785 jobs in Baltimore.
- The Small Business Resource Center (SBRC) will continue to provide business development services to entrepreneurs and existing small businesses through seminars, one-on-one counseling sessions, outreach events, and targeted programming. The SBRC will support 300 newly created small businesses in Fiscal 2015.
- The Emerging Technology Center will support 50 new high-tech and bio-tech businesses in Fiscal 2015, which will produce an estimated 560 new jobs.



Source: City of Baltimore Department of Finance



## Increase Economic Activity from Tourism and Entertainment



Source: City of Baltimore Department of Finance

Admission and amusement tax revenues continue to rebound from the recession, increasing \$1.7 million since 2010; the Hotel Tax Rate increased in Fiscal 2011. Hotel tax revenues increased from \$30 million in Fiscal 2012 to \$30.5 million in Fiscal 2013.

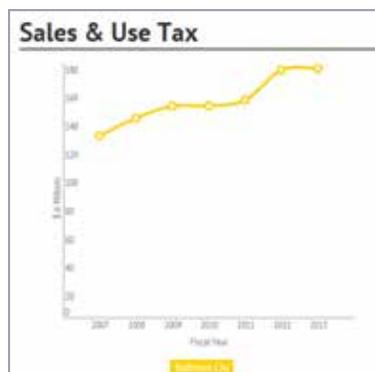
To meet this goal in Fiscal 2015:

- The budget supports a range of cultural and historical agencies throughout Baltimore, including the Baltimore Office of Promotion and the Arts, the Bromo Seltzer Arts Tower, the Baltimore Arena, and the Baltimore Public Markets and Lexington Market.
- The Baltimore Development Corporation will support coordination and planning for the Inner Harbor, ensuring proper upkeep so visitors and residents have a positive experience. The budget supports 49 initiatives promoting the Inner Harbor will be supported.



## Increase Retail Activity

State sales tax revenues remained consistent from Fiscal 2012 to 2013 and continue to grow from 2008. In Fiscal 2012, the state increased the sales tax on alcohol.



Source: Maryland Comptroller's Office

To meet this goal in Fiscal 2015:

- The Baltimore Development Corporation operates the Main Streets program and Façade Improvement Grant to support local merchants and bring national retailers to Baltimore. In Fiscal 2015, these programs will create 350 jobs.
- The Planning Department is implementing the Food Desert Retail Strategy, expanding and retaining grocery stores, training workers for grocery stores, supporting food entrepreneurship, and providing technical assistance for healthy corner and liquor stores.

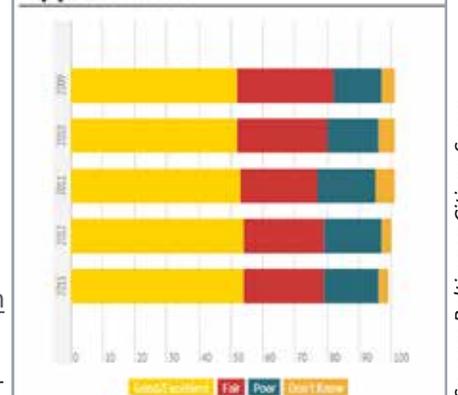
## Increase Cultural Opportunities

Residents continue to have a positive view of cultural activities in the city, with more than half of those surveyed saying the number of activities is good or excellent.

To meet this goal in Fiscal 2015:

- The budget continues to provide funding for Baltimore's arts and cultural institutions, including the Walters Art Museum, the Baltimore Museum of Art, the Baltimore Symphony Orchestra, and the Maryland Zoo in Baltimore. These four institutions are the cornerstone of the City's commitment to arts and culture.
- The Department of Transportation will provide operational support to 250 fairs, festivals, and other special events throughout the city.
- The City will provide \$250,000 in funding for the art's mini-grant program.

### Perception of Cultural Opportunities



Source: Baltimore Citizen Survey

# Innovative Government



The capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies' ability to deliver services to the public. An innovative government is one that adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs. Innovative governments utilize technology and best practices to streamline processes that directly impact employee and citizen satisfaction. Finally, an innovative government constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.

## Maintain a Well-Trained Workforce

A truly Innovative Government is comprised of a highly trained workforce focused on superior service delivery.

A highly trained workforce is one that:

- Provides comprehensive training to supervisors and managers
- Increases the number of employees receiving certification in their field
- Reduces workplace injuries

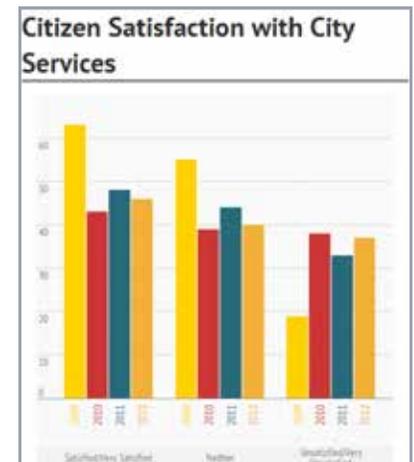
Citywide tracking indicators for this Priority Goal are currently under development.

### To meet this goal in Fiscal 2015:

- COB University within the Department of Human Resources will develop an online learning platform and consolidate class offerings for City employees; this model will allow the service to be self-sustaining.
- The Office of the Inspector General will offer trainings to City workers regarding the Office's services aimed at reducing government fraud and waste.
- The City is preparing three levels of Lean Government training - beginner, intermediate, and advanced - for employees to take in order to build a culture of efficiency and innovative thinking.

## Increase Customer Satisfaction

The percentage of citizens that were unsatisfied/very unsatisfied remained consistent between 2012 and 2013. The percentage of 311 Service Requests closed on time increased from 87% in 2012 to 91.7% in 2013.



Source: Baltimore Citizen Survey

### To meet this goal in Fiscal 2015:

- The 311 call center will continue to answer 89% of 311 calls within 20 seconds.
- In Fall 2014, the City will offer a water/sewer line insurance plan to property owners in Baltimore City.
- The Bureau of the Budget will conduct management research studies providing recommendations regarding potential strategies to improve service delivery and reduce costs.

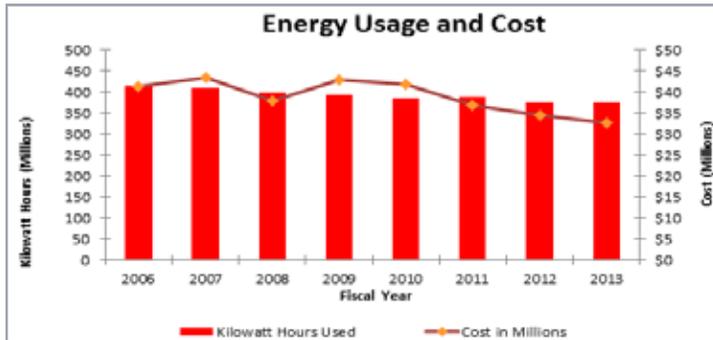


## Did you Know?

The City of Baltimore is the first to offer a Community Supported Agriculture share to employees as part of their annual health and wellness reimbursement.

## Reduce the City's Energy Costs

The City has launched a number of campaigns to reduce overall usage, including converting street lights to LED technology. The City has experienced a gradual reduction in energy usage from 2006 through 2013.



### To meet this goal in Fiscal 2015:

- The Department of General Services will continue to implement the Fleet Modernization Plan that will improve fuel efficiency of vehicles.
- The Office of Energy will continue to oversee energy efficient contracts to reduce energy consumption at City facilities. This effort will include installation of smart meters allowing offices to monitor usage and reduce energy consumption

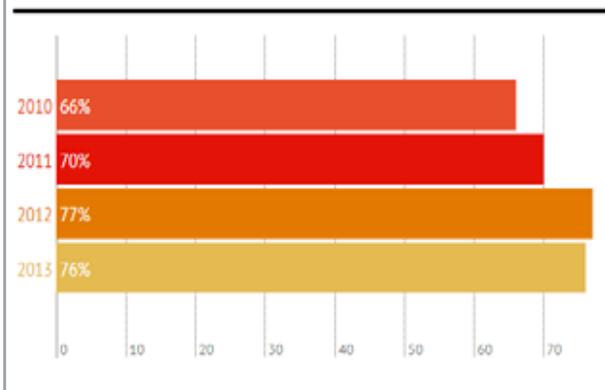
## Increase Percent of Vendors Paid on Time

Prompt payment to vendors fosters positive relationships with vendors and reduces the cost of business for the city. Prompt payment also provides proper cash management and budget control for the City. Vendor payments are to be made within 30 days of delivery of goods or services. Vendor payments made within 30 days decreased slightly from 77% in 2012 to 76% in 2013.

### To meet this goal in Fiscal 2015:

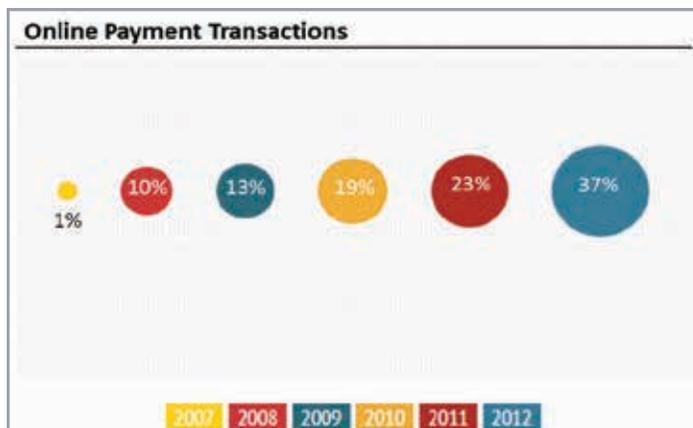
- Agencies will be held accountable by CitiStat for timely payments of invoices and bills.
- Vendor payments made within 30 days will increase from 76% in Fiscal 2013 to 85% in Fiscal 2015.
- Additional policy revisions will be made to ensure prompt vendor payments.

### % of Vendors Paid on Time



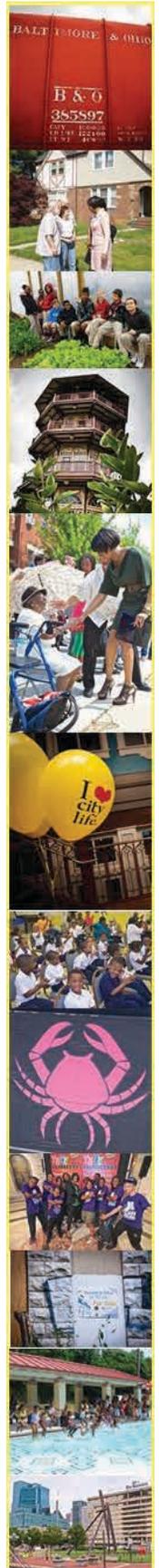
## Increase Citizens' Access to Services

Online transactions have nearly doubled since 2010. Online payment transactions increased from 37% in 2012 to 40% in 2013.



### To meet this goal in Fiscal 2015:

- The City will continue to develop smart phone and online applications to increase the online accessibility of city services.
- The City will continue to develop and add applications to allow online payments for new and existing City services and fees.
- The Office of CitiStat will continue to monitor the performance of City agencies to increase efficiency and ensure high quality of service delivery.



# A Cleaner and Healthier City



A Cleaner and Healthier City reaches all aspects of public health, including the physical (clean water, clean air, and safe buildings) and service aspects (drug treatment, health education, and clinical assistance). Key steps to advance this Priority Outcome include outreach and education efforts regarding personal responsibility for improving public health, reducing litter, and increasing recycling.

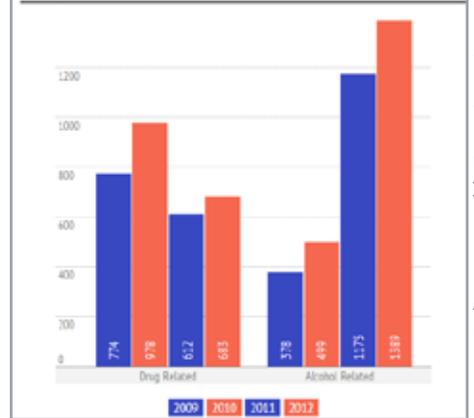
## Decrease the Number of Alcohol and Drug-Related ER Visits

Drug and alcohol related ER visits have continued to rise since 2009. According to the Mayor's Plan to End Homelessness, 50% of the City's chronically homeless suffer from addiction and mental health issues.

To advance this goal in Fiscal 2015:

- The budget provides support for Baltimore Substance Abuse Systems (BSAS), the organization that operates as the local substance abuse authority for Baltimore City.
- The Health Department will provide transitional housing for clients receiving recovery treatment.
- A 135-bed overflow shelter at 4601 E. Monument Street opened to replace the former Guilford Ave. facility and has the ability to serve an additional 50 clients.

**Alcohol & Drug-Related Incidents Per 100,000 of the Population**

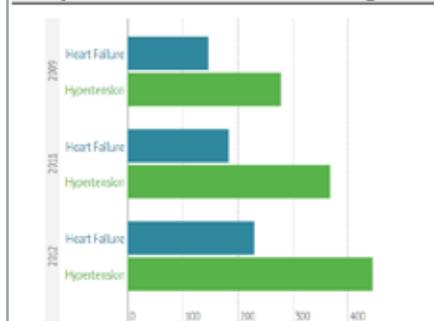


Source: Baltimore Health Department

## Decrease Health Inequalities

Both hypertension and heart failure rates have been on the rise since 2009. Promoting general wellness among Baltimore residents is key in reducing these rates.

**ER Visits for Heart Failure and Hypertension Per 100,000 People Under 75 Years of Age**



Source: Baltimore Health Department

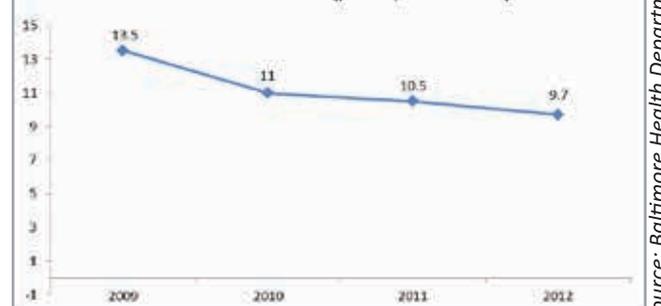
To advance this goal in Fiscal 2015:

- The Health Department will provide hypertension screening for males. The service anticipates screening 1,200 males for hypertension in Fiscal 2015.
- The Health Department will launch the Cardiovascular Disparities Initiative program, which expects to serve 1,200 individuals in Fiscal 2015.
- The City will launch a smoking cessation education program in community-based settings for at-risk groups. The initiative expects to see a 20% quit rate in Fiscal 2015.

## Decrease Infant Mortality

Infant mortality rates have trended downward since 2009. A declining infant mortality rate is a reflection of improving quality of life in Baltimore City.

**Number of Infant Deaths (per 100,000 Live Births)**



Source: Baltimore Health Department

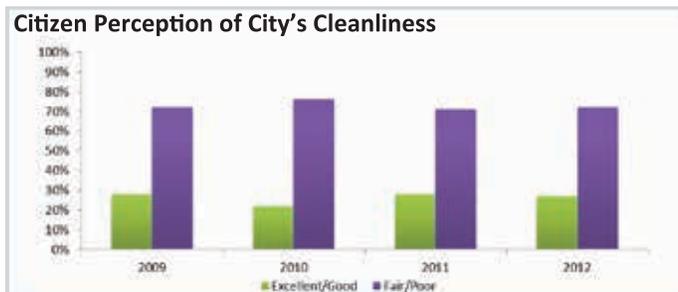
To advance this goal in Fiscal 2015:

- The agency will utilize professional case management to conduct home visitation services with at-risk mothers.
- Continued implementation of the Pre- and Post-Natal Home Visiting program, implemented by the Family League of Baltimore City. This model has been proven to improve birth outcomes, increase intervals between pregnancies, support maternal self-sufficiency, and reduce child abuse.



## Increase Citizen Satisfaction with City's Cleanliness

The percentage of citizens rating the City's cleanliness as good or excellent was about 25% in 2013. Services related to cleanliness are among the most important City services when ranked by residents.



Source: Baltimore Citizen Survey

### To advance this goal in Fiscal 2015:

- Environmental Health Services will begin using handheld device technology to conduct inspections and reviews of food service facilities.
- Every city street will be cleaned at least monthly through a proactive approach to mechanical street sweeping.
- The City will launch a pilot municipal trash program in two neighborhoods aimed at improving the efficiency of the service and reducing the rat population.



## Did you Know?

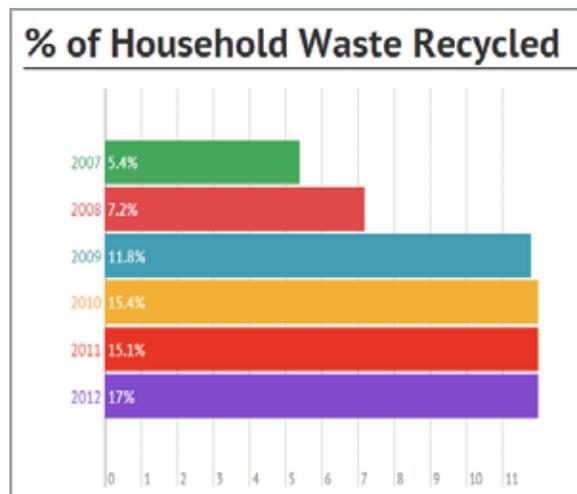
In Fiscal 2013, the Mechanical Street Sweeping program swept nearly 98,000 miles of public rights-of-way, clearing debris from roadways and storm drains. The Department of Public Works anticipates that this will increase to 150,000 miles in Fiscal 2015.

## Increase Recycling Rates

Household recycling rates have steadily increased since 2007. By diverting material from landfills, Baltimore is reducing costs, while decreasing the City's environmental footprint and generating revenue.

### To advance this goal in Fiscal 2015:

- Public Works will promote a recycling campaign targeting condominiums and businesses to increase awareness and recycling among residents and Baltimore City Public Schools.
- Reengineered recycling routes will increase efficiency and increase the recycling rate.
- Public Works will pick up household waste and recycling from more than 210,000 households, 290 multi-family dwellings, and commercial business customers.



Source: Baltimore Department of Public Works



# Get Involved



## YOUR CITY, YOUR BUDGET



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