



GOVERNOR'S OFFICE OF
MINORITY AFFAIRS

SMALL BUSINESS RESERVE PROGRAM (SBR)

FY 2007 ANNUAL REPORT

(July 1, 2006 to June 30, 2007)

*Martin O'Malley, Governor
Anthony G. Brown, Lt. Governor*

Luwanda W. Jenkins, Special Secretary

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GOVERNOR'S OFFICE OF
MINORITY AFFAIRS

MARTIN O'MALLEY
Governor

ANTHONY G. BROWN
Lieutenant Governor

LUWANDA W. JENKINS
Special Secretary

Message from the Special Secretary:

Maryland is home to over 450,000 small, women, and minority-owned firms who collectively represent one of the largest talent pools of its kind in the country. Increasing inclusion opportunities is a major priority for the O'Malley-Brown Administration, and Maryland's small and minority firms are ready, able, and willing to participate in all forms of state contracting and procurement activity.

I am pleased to provide the results of the Small Business Reserve (SBR) Program for fiscal year 2007. As you read through this report, several themes will emerge. The central theme of "*steady progress*" is evident by the yearly growth in overall volume of contract payments going to participating small businesses. Since the inception of the program in FY '05, dollars paid to SBR firms have risen from \$49 million, to the current level of \$121 million in FY '07.

The supporting theme of "*work in progress*" speaks to various challenges that exist with regard to operational aspects of the program. These challenges are critical to the program's ongoing success for the 22 participating State agencies that play a significant role in creating gateways of opportunity for small businesses, all of whom participate as direct, prime contractors on important state contracts.

And finally, the theme of *future progress*; marks the beginning of a planning effort for the continuation of the Small Business Reserve Program which was initially developed as a pilot program with a June, 2007 sunset date. The Governor's Office of Minority Affairs, in partnership with the Maryland Board of Public Works, the Maryland Department of General Services, and a committee of private sector industry and business representatives, charted a course to evaluate the SBR program and prepare for legislative action to extend the SBR program for future years.

The mission and vision of the Governor's Office of Minority Affairs is to create a culture within state government where doing business with small, women, and minority-owned firms are part of the status quo. Maryland's Small Business Reserve Program, is an innovative approach which is making a difference and creating access to business opportunities for Maryland's thriving small and minority business community.

We will continue to strengthen our commitment to their success through initiatives like the SBR program which promote inclusion efforts that will enhance our vision of *One Maryland*, where all citizens have an equal opportunity to share in the State's prosperity.

Sincerely,

Luwanda Jenkins
Special Secretary

SMALL BUSINESS RESERVE PROGRAM (SRBP) Fiscal Year 2007 Program Status/Results

Background

The Small Business Reserve Program (SBRP) in State Procurement Law requires that at least 10 percent of the total fiscal year procurement expenditures of the twenty-two SBR agencies be made to small businesses at the prime contract level. Sections 14-501 – 14-505, State Finance and Procurement Article, Maryland Code Chapter 75, Laws of 2004. The SBRP went into effect on October 1, 2004. The Board of Public Works promulgated SBRP regulations that provide procedural and administrative guidance to the 22 SBR agencies. The enabling legislation called for the SBRP to sunset on September 30, 2007. Legislation passed during the 2007 legislative session, extended the SBRP through September, 2010.

Small businesses who meet the SBR business size criteria as defined under law must self-register for the program through the Department of General Services (DGS). Once registered, firms must renew yearly and must notify DGS immediately when there is any change in the firm's size/structure/ownership status.

Program History

A. SBR Vendor Registration

The initial SBR legislation required DGS to develop and maintain an SBR database and to manage all functions related to SBRP vendor registration. DGS is also responsible for ensuring that all self-registering vendors are legitimately qualified to participate in the program. As part of the quality control process, DGS must verify a specific vendor's eligibility to participate in the SBRP upon request from an agency procurement official, or when sources from the private/business community provide sufficient credible information to DGS to trigger an investigation.

During the summer of 2004, DGS utilized the services of a private contractor to create the SBR database. The database is currently managed by DGS's Office Procurement and Logistics. Small businesses needing assistance with the registration process have access to a SBR Help Desk via a toll-free phone line during regular business hours.

B. SBR Program Implementation

The Governor's Office of Minority Affairs (GOMA) was given responsibility for overseeing the implementation of the SBRP in April, 2006. GOMA's focus since then has been two-fold: 1) provide agencies with the training, information and technical assistance necessary to successfully implement the program, and, 2) monitor agencies' procurement activity to ensure that the SBRP is utilized to the fullest extent possible and all SBR reporting requirements are met.

A SBR Agency Workgroup was formed by GOMA in April, 2006 to provide a forum for the 22 SBR agencies to work through some of the program start-up challenges and to develop/exchange best practices.

In order to meet the 10 percent SBR target, a sufficient number of procurements must be set aside, i.e., designated for SBR award only, so that payments to SBR contractors during the fiscal year are at a level that meets or exceeds the 10 percent requirement.

It should be noted that: 1) the SBR law does not require a small business to be registered for the program at the time of bid/proposal submission; registration may occur any time prior to final contract award, and, 2) the implementation regulations promulgated by the BPW allow agencies to count "incidental SBR expenditures" towards the 10 percent SBR target amount.

"Incidental SBR expenditures" refer to contract payments made to SBR vendors where the initial procurement/purchase was not set aside for SBR participation, however, a small business was able to successfully compete for and win the contract. Payments made to SBR vendors where the initial procurement/purchase was identified as SBR up front as part of the written bid documents are referred to as "designated SBR expenditures".

Under legislation passed during the 2006 legislative session, SBR agencies are required each year to develop a SBR strategic plan which is the equivalent of a procurement forecast that identifies:

- 1) all procurements the agency plans to execute in the upcoming fiscal year;
- 2) the subset of all procurements that will be designated for SBR participation;
- 3) the projected total procurement expenditures for the upcoming fiscal year;
- 4) the projected SBR target amount (10 percent of projected total expenditures), and,
- 5) the methodology the agency will use during the FY to monitor SBR achievement.

The agency SBR strategic plans must be submitted to GOMA within 60 days of final approval of the state budget by the legislature. The first sets of SBR strategic plans, those for FY 07, were received by GOMA during the last quarter of FY 06. Strategic plans for FY 08 were received by GOMA during the last quarter of FY 07.

Agencies are also required to submit an annual SBR report that summarizes the agency's actual SBR activity over the previous fiscal year. The annual report is due to GOMA not later than September 30th each year.

FY2007 Activities

During FY 07, GOMA focused much of its efforts on agency-specific training in response to a high SBR staff turnover rate. Other agency-wide training on SBR strategic planning and reporting was provided via the SBR User Workgroup.

In January, 2007, GOMA requested mid-year SBR status reports from the 22 SBR agencies. The status reports were compared to the previously submitted FY 07 strategic plans to determine the impact of the SBR strategic planning process on agencies' SBR performance. As part of the mid-year report, agencies were also asked to complete a SBR questionnaire in order to obtain additional information regarding agencies' efforts to integrate the SBRP into their procurement/purchasing decision-making process.

In April, 2007, GOMA requested FY 08 SBR strategic plans from each agency.

Measurements and Outcomes

GOMA used FMIS SBR standard report #067 and View Direct Report #A30CPC12 to validate data reported by agencies using FMIS. MDOT and USM, neither of whom use stateside FMIS, were asked to submit copies of reports from their respective financial systems to document the accuracy of their submissions. Those agencies whose reports were inconsistent with FMIS were notified regarding the discrepancy and each was given an opportunity to submit corrected data. Agencies who failed to respond to the notification were informed that GOMA would substitute the FMIS expenditure totals for those submitted by the agency.

- The average SBR achievement for FY 07 is 6.02 percent. This virtually duplicates the FY 06 average of 6.19 percent. Some agencies made marked improvements from FY 06 to FY 07 (DHCD, DNR, STO and MSU), while others saw a drastic decline in SBR performance in FY 07 (Lottery, Stadium Authority and MDE). However, the two largest SBR agencies in terms of procurement volume, MDOT and USM, saw little change in their SBR achievement from FY 06 to FY 07. MDOT and USM account for over 50 percent of total procurement expenditures reported, and close to two-thirds of the SBR expenditures reported (See Chart 1, and Tables #1 and 2).
- Aggregate payments of \$121,915,299 were made directly to SBR firms during FY 07. This amount represents a 27 percent increase in overall SBR spending from FY 06 to FY 07. A comparison of aggregate SBR payments from FY 05 through FY 07 is shown in Chart 2. There is also a marked increase in aggregate SBR payments under contracts that were designated for SBR up front. These fairly steady increases in aggregate SBR payments indicates that agencies have increased awareness of the SBRP among purchasing staff and may be setting aside increasing numbers of procurements for the SBRP.
- Although some SBR agencies have had some measure of success in implementing the SBRP during FY 07, the unusually high rate of SBR staff turnover between January and June, 2007 seems to have impacted the continuity of SBR efforts and final outcomes for several agencies. This is evidenced by the number of agencies whose final FY 07 SBR achievement decreased, sometimes drastically, from mid-year to the end of the fiscal year (See Table #3). GOMA received numerous requests for SBR orientation/training during this timeframe. Staff transitions also caused delayed receipt of annual reports and strategic plans from a number of agencies.
- Four of the twenty-two SBR agencies met or exceeded the 10 percent SBR requirement in FY 07. This compares to nine out of twenty-two in FY 06. Seven of the nine agencies who reached the 10 percent in FY 06, fell below the 10 percent threshold in FY 07. Two of the four compliant agencies also met the 10 percent in FY 06 (See Table #2).

Several agencies pointed to budget cuts that eliminated some procurements projected for SBR as the reason for the decline. Others predicted the drastic drop in FY 07 SBR performance as part of their FY 07 strategic plan, based on the need to re-bid large

contracts not eligible for SBR in FY 07. For some agencies, it appears that loss or lack of trained SBR staff led to the decline.

- Agencies are required to include expenditures such as utilities and purchases made from certain statewide contracts as part of their FY total procurement spend. Many of the 22 agencies expressed concerns over this requirement. In order to determine the impact of including such expenditures, GOMA gave agencies the opportunity to submit two reports for FY 07. The first report, Report A, required the agency to calculate SBR performance in compliance with the current SBR reporting guidelines. The second report, Report B, allowed agencies to calculate SBR performance after removing utilities payments, statewide contract purchases, and any other procurement payments that the agency believed should not be included.

Of the 11 USM campuses, only 5 submitted Report B. For those 5, eliminating the payments at issue caused slight increases in SBR percentages; however, they had no impact on compliance with the 10 percent SBR requirement.

Submission of Report B resulted in an additional 5 non-USM agencies reaching the 10 percent SBR requirement (see Table #4). However, the overall impact on SBR performance across all agencies for Report B was minimal, with the achievement increasing only slightly to 7.28 percent.

Challenges to Increased SBR Achievement

Some of the challenges facing SBR agencies during FY 06 were eliminated in FY 07 as a result of: 1) the partial integration of the SBR vendor database with EMarylandMarketplace, and, 2) modifications to FMIS SBR standard reports that allowed for more accurate SBR data capture. However some challenges remain outstanding and other new issues impacting agencies' ability to achieve the 10 percent SBR mandate have been identified.

The following summarizes the unresolved challenges still facing SBR agencies during FY 08, and the actions being taken to overcome them:

1. **Remaining Challenge:** The SBR database continues to have limited practical functionality for those needing to access its contents.

Background: Although problems with the SBR database were identified almost immediately in 2005, resources have not been made available to enhance the features and functionality of the database. As mentioned above, the SBR database was partially integrated into EMM during the fourth quarter of FY 07. However, the effectiveness of the database integration is limited by the fact that SBR firms who are not registered on EMM may not have their profiles automatically migrated to EMM. Apparent legal constraints prevent the automatic migration of SBR firms' profiles without their express approval. Therefore, in order to identify firms currently registered for the SBR program, agencies must still rely on the legacy SBR database with its limited functionality.

Recommendation: Resources need to be made available to DGS to either upgrade the functionality of the existing SBR database, or to fully integrate the SBR database into EMarylandMarketplace.

2. **Remaining Challenge:** Insufficient monitoring of the self-registration process has resulted in a number of non-eligible firms being incorrectly represented and counted as SBR vendors.

Background: It was anticipated by the Legislature that the self-registration process would make the SBRP more user-friendly and accessible to small businesses. It was also thought that the small business community would make the state aware of registered firms who were not qualified to participate. Although self-enforcement has happened to some extent, there is strong indication that a number of firms currently in the database are not legitimately qualified to participate in the program. Some of these firms have been awarded contracts under the program. As stated above, DGS is responsible for taking measures to ensure the integrity of the self-registration process; however, they admittedly are unable to manage this function due to the lack of resources.

Recommendation: DGS should immediately publish the SBR certification regulations that will provide guidance to procurement staff regarding steps that should be taken to verify SBR qualification before awarding a contract. Until such time that the state is able to put better human and/or technological resources in place to permanently address this issue, procurement officers should be required to verify a firm's SBR eligibility/qualification before a contract award is finalized.

3. **Remaining Challenge:** Procurement staff continue to be reluctant to designate projects up front for SBR participation.

Background: Agencies receive credit for payments to SBR firms whether they do/do not initially set aside the project for SBR award. This provision exists under the current set of regulations guiding the implementation of the program. This allowance undermines the intent of the program, which is to allow small businesses to compete against their peers for appropriately sized projects. Purchasing staff have no incentive to designate a project for SBR, particularly when they perceive a risk of poor or no competition if they do so. The net result is that the number of designated SBR awards is far outweighed by the number of incidental SBR awards, particularly for awards above the small procurement threshold.

Recommendation: GOMA and the Board of Public Works will explore various options, including possible changes to the regulations that would provide incentives to procurement staff to set aside more projects for SBR participation.

Legislation

The Small Business Reserve Program was designed to be a pilot with a June, 2007 sunset date. During the 2007 legislative session, the SBRP legislation was amended to extend the program through September 30, 2010.

During FY 07, GOMA participated in a SBR workgroup convened for the purpose of studying the current SBR business size thresholds to determine whether and to what extent the thresholds should be increased. The workgroup was co-chaired by GOMA Special Secretary Luwanda Jenkins and Major Riddick, Jr., a private-sector business person.

The findings of the workgroup will be used as the basis for recommending changes to the existing SBR law.

Chart 1: Agency SBR Spending for Fiscal Year 2007

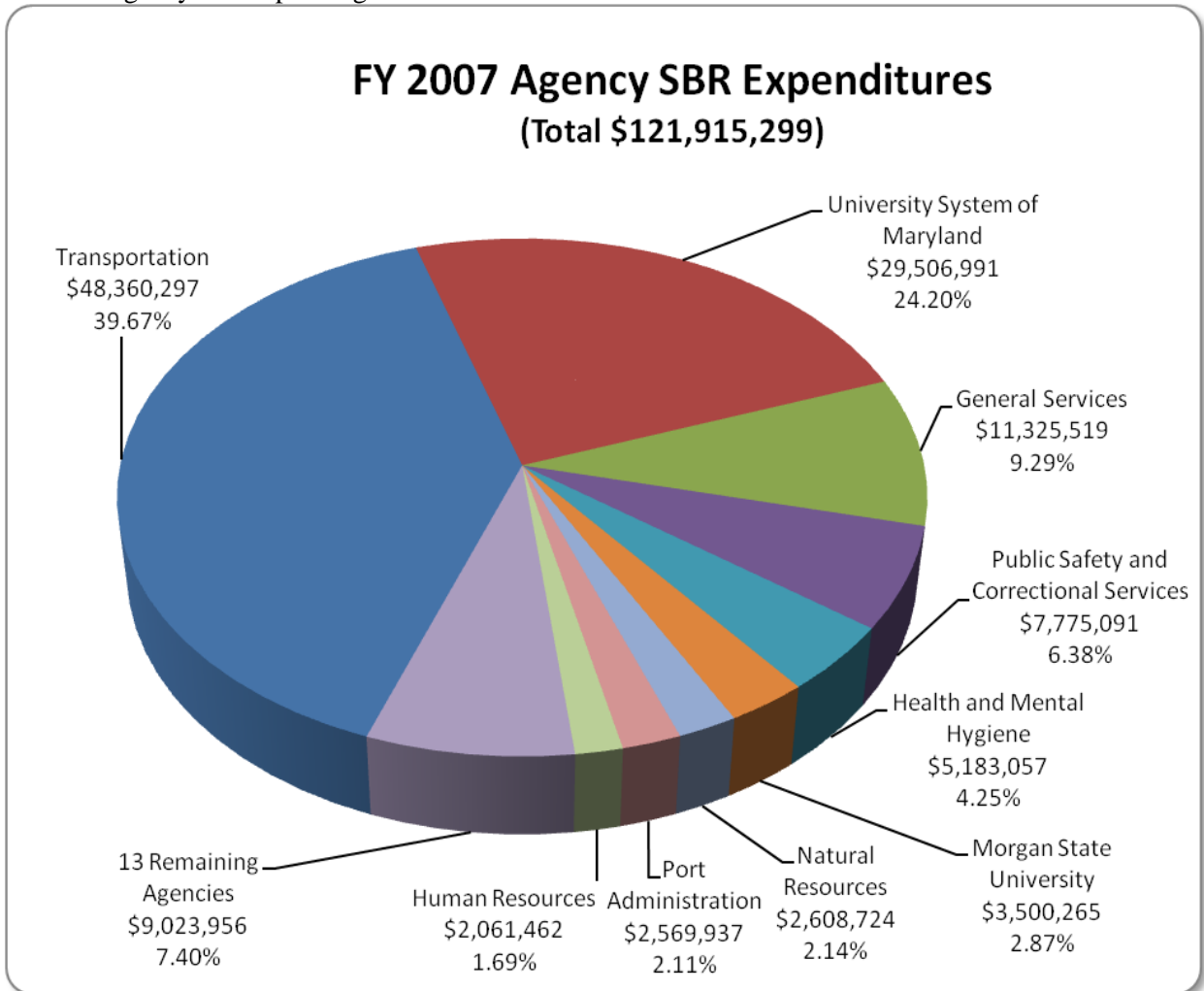


Table 1: Fiscal Year 2007 SBR Achievement sorted by SBR Expenditures

Agency Name	Total Procurement Expenditures	SBR Expenditures	SBR %
Transportation	\$578,793,864	\$48,360,297	8.36%
University System of Maryland	\$547,712,186	\$29,506,991	5.39%
<i>University of MD, College Park</i>	<i>\$193,500,371</i>	<i>\$17,297,461</i>	<i>8.94%</i>
<i>Towson University</i>	<i>\$39,556,806</i>	<i>\$3,074,846</i>	<i>7.77%</i>
<i>University of MD, Baltimore</i>	<i>\$182,891,917</i>	<i>\$2,647,316</i>	<i>1.45%</i>
<i>Salisbury State University</i>	<i>\$18,324,432</i>	<i>\$1,589,066</i>	<i>8.67%</i>
<i>University of MD, Eastern Shore</i>	<i>\$8,727,419</i>	<i>\$978,051</i>	<i>11.21%</i>
<i>Coppin State University</i>	<i>\$8,462,971</i>	<i>\$961,524</i>	<i>11.36%</i>
<i>University of MD, University College</i>	<i>\$15,845,836</i>	<i>\$930,740</i>	<i>5.87%</i>
<i>University of MD, Baltimore County</i>	<i>\$47,355,753</i>	<i>\$708,166</i>	<i>1.50%</i>
<i>Bowie State University</i>	<i>\$11,189,071</i>	<i>\$642,724</i>	<i>5.74%</i>
<i>Frostburg State University</i>	<i>\$9,179,284</i>	<i>\$362,352</i>	<i>3.95%</i>
<i>University of Baltimore</i>	<i>\$12,678,326</i>	<i>\$314,745</i>	<i>2.48%</i>
General Services	\$158,759,364	\$11,325,519	7.13%
Public Safety and Correctional Services	\$128,336,264	\$7,775,091	6.06%
Health and Mental Hygiene	\$132,112,031	\$5,183,057	3.92%
Morgan State University	\$28,839,894	\$3,500,265	12.14%
Natural Resources	\$25,223,295	\$2,608,724	10.34%
Port Administration	\$63,726,315	\$2,569,937	4.03%
Human Resources	\$75,138,069	\$2,061,462	2.74%
Police	\$24,210,634	\$1,942,274	8.02%
Stadium Authority	\$25,398,250	\$1,642,129	6.47%
Education	\$87,663,628	\$1,462,537	1.67%
Budget and Management	\$11,123,593	\$1,042,336	9.37%
Juvenile Services	\$68,168,457	\$536,940	0.79%
Housing and Community Development	\$3,753,523	\$482,581	12.86%
Labor, Licensing, and Regulation	\$13,889,253	\$448,820	3.23%
Treasurer's Office	\$620,615	\$369,855	59.59%
Environment	\$5,851,225	\$294,453	5.03%
Business and Economic Development	\$8,629,974	\$269,955	3.13%
Retirement Agency	\$3,646,401	\$261,030	7.16%
Lottery	\$33,142,971	\$198,471	0.60%
Insurance Administration	\$1,235,448	\$72,575	5.87%
Total SBR Agencies	\$2,025,975,254	\$121,915,299	6.02%

Table 2: Comparison of SBR Spending for Fiscal Years 2006 and 2007, Sorted by Agency

Agency Name	FY 2006			FY 2007		
	Total Procurement Expenditures	SBR Expenditures	SBR %	Total Procurement Expenditures	SBR Expenditures	SBR %
Budget and Management	\$7,329,270	\$782,144	10.67%	\$11,123,593	\$1,042,336	9.37%
Business and Economic Development	\$48,217,847	\$5,609,452	11.63%	\$8,629,974	\$269,955	3.13%
Education	\$74,524,287	\$1,020,874	1.37%	\$87,663,628	\$1,462,537	1.67%
Environment	\$4,618,959	\$873,597	18.91%	\$5,851,225	\$294,453	5.03%
General Services	\$115,007,326	\$11,551,392	10.04%	\$158,759,364	\$11,325,519	7.13%
Health and Mental Hygiene	\$97,588,473	\$3,206,178	3.29%	\$132,112,031	\$5,183,057	3.92%
Housing and Community Development	\$3,181,059	\$316,869	9.96%	\$3,753,523	\$482,581	12.86%
Human Resources	\$25,165,465	\$942,988	3.75%	\$75,138,069	\$2,061,462	2.74%
Insurance Administration	\$1,026,797	\$90,064	8.77%	\$1,235,448	\$72,575	5.87%
Juvenile Services	\$46,153,404	\$564,974	1.22%	\$68,168,457	\$536,940	0.79%
Labor, Licensing, and Regulation	\$25,766,160	\$439,813	1.71%	\$13,889,253	\$448,820	3.23%
Lottery	\$4,262,273	\$437,651	10.27%	\$33,142,971	\$198,471	0.60%
Morgan State University	\$48,207,112	\$890,728	1.85%	\$28,839,894	\$3,500,265	12.14%
Natural Resources	\$13,543,176	\$1,017,651	7.51%	\$25,223,295	\$2,608,724	10.34%
Police	\$16,904,710	\$1,448,566	8.57%	\$24,210,634	\$1,942,274	8.02%
Port Administration	\$43,495,102	\$1,421,939	3.27%	\$63,726,315	\$2,569,937	4.03%
Public Safety and Correctional Services	\$61,017,826	\$4,760,860	7.80%	\$128,336,264	\$7,775,091	6.06%
Retirement Agency	\$1,374,237	\$176,187	12.82%	\$3,646,401	\$261,030	7.16%
Stadium Authority	\$9,252,469	\$1,666,109	18.01%	\$25,398,250	\$1,642,129	6.47%
Transportation	\$458,184,938	\$34,494,653	7.53%	\$578,793,864	\$48,360,297	8.36%
Treasurer's Office	\$578,572	\$68,891	11.91%	\$620,615	\$369,855	59.59%
University System of Maryland	\$448,729,108	\$24,349,004	5.43%	\$547,712,186	\$29,506,991	5.39%
<i>Bowie State University</i>	\$7,536,996	\$714,898	9.49%	\$11,189,071	\$642,724	5.74%
<i>Coppin State University</i>	\$7,056,177	\$472,238	6.69%	\$8,462,971	\$961,524	11.36%
<i>Frostburg State University</i>	\$18,855,149	\$143,298	0.76%	\$9,179,284	\$362,352	3.95%
<i>Salisbury State University</i>	\$22,287,236	\$1,129,726	5.07%	\$18,324,432	\$1,589,066	8.67%
<i>Towson University</i>	\$37,397,246	\$1,631,461	4.36%	\$39,556,806	\$3,074,846	7.77%
<i>University of Baltimore</i>	\$11,272,777	\$657,572	5.83%	\$12,678,326	\$314,745	2.48%
<i>University of MD, Baltimore</i>	\$151,193,747	\$5,726,068	3.79%	\$182,891,917	\$2,647,316	1.45%
<i>University of MD, Baltimore County</i>	\$42,196,675	\$744,902	1.77%	\$47,355,753	\$708,166	1.50%
<i>University of MD, College Park</i>	\$127,892,013	\$11,818,442	9.24%	\$193,500,371	\$17,297,461	8.94%
<i>University of MD, Eastern Shore</i>	\$9,386,414	\$510,492	5.44%	\$8,727,419	\$978,051	11.21%
<i>University of MD, University College</i>	\$13,654,678	\$799,907	5.86%	\$15,845,836	\$930,740	5.87%
Total SBR Agencies	\$1,554,128,570	\$96,130,584	6.19%	\$2,025,975,254	\$121,915,299	6.02%

Chart 2: SBR Payments Comparison, Fiscal Years 2005, 2006, and 2007

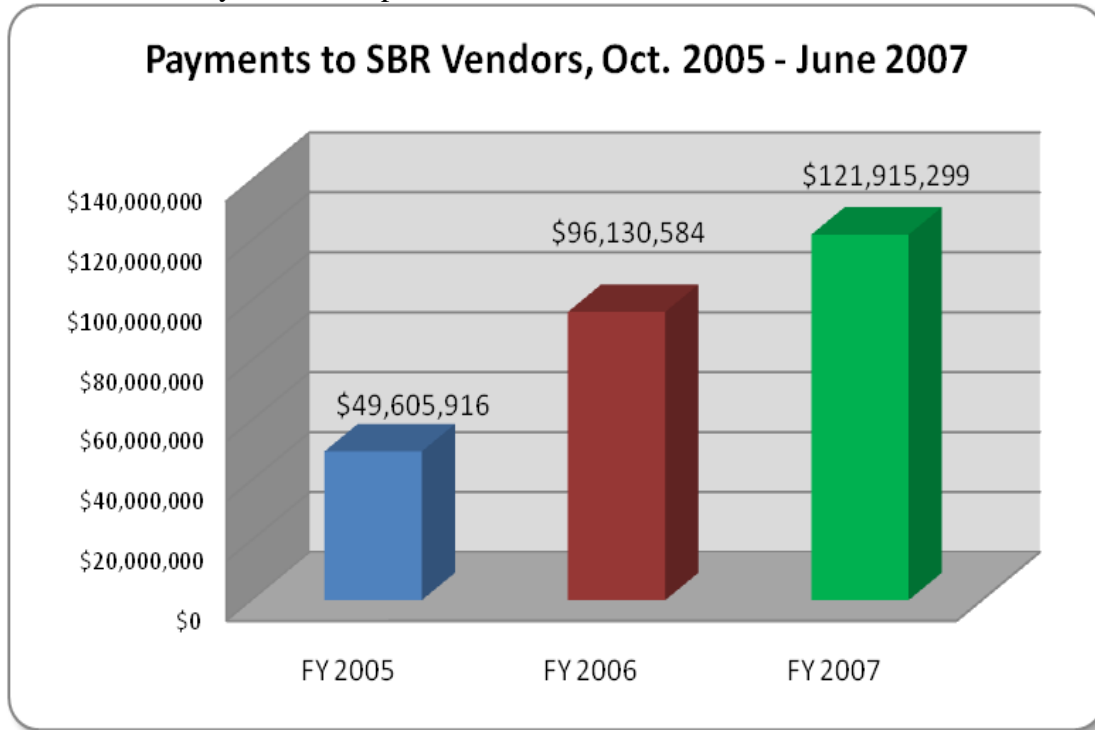


Table 3: Comparison of SBR Achievement, Mid-FY 07 to End FY 07

AGENCY NAME	FY 07 Agency Mid-Year SBR %	FY 07 Agency SBR %
Budget and Management	14.17%	9.37%
Business and Economic Development	4.12%	3.13%
Education	no mid-year data	1.67%
Environment	14.65%	5.03%
General Services	8.69%	7.13%
Health and Mental Hygiene	3.75%	3.92%
Housing and Community Development	16.42%	12.86%
Human Resources	2.12%	2.74%
Insurance Administration	no mid-year data	5.87%
Juvenile Services	5.98%	0.79%
Labor, Licensing, and Regulation	1.67%	3.23%
Lottery	81.00%	0.60%
Morgan State University	no mid-year data	12.14%
Natural Resources	14.14%	10.34%
Police	13.73%	8.02%
Port Administration	6.97%	4.03%
Public Safety and Correctional Services	6.50%	6.06%
Retirement Agency	5.55%	7.16%
Stadium Authority	9.99%	6.47%
Transportation	9.00%	8.36%
Treasurer's Office	100.00%	59.59%
University of MD, Baltimore	1.45%	1.45%
University of MD, University College	5.17%	5.87%
University of Baltimore	2.28%	2.48%
University of MD, Baltimore County	2.49%	1.50%
University of MD, College Park	10.45%	8.94%
Coppin State University	8.36%	11.36%
Salisbury State University	6.15%	8.67%
Bowie State University	8.17%	5.74%
University of MD, Eastern Shore	no mid-year data	11.21%
Frostburg State University	2.58%	3.95%
Towson University	6.33%	7.77%

Table 4: FY 2007 Comparison of Agency SBR Reports A and B

AGENCY NAME	Report A (current guidelines)			Report B (excluding utilities & statewide contracts)		
	Total Procurement Expenditures	SBR Procurement Expenditures	Agency SBR %	Total Procurement Expenditures	SBR Procurement Expenditures	Agency SBR %
Budget and Management	\$11,123,593	\$1,042,336	9.37%	\$5,902,687	\$1,042,336	17.66%
Business and Economic Development	\$8,629,974	\$269,955	3.13%	\$7,650,109	\$269,955	3.53%
Education	\$87,663,628	\$1,462,537	1.67%	\$87,663,628	\$1,462,537	1.67%
Environment	\$5,851,225	\$294,453	5.03%	\$2,932,203	\$257,370	8.78%
General Services	\$158,759,364	\$11,325,519	7.13%	\$158,759,364	\$11,325,519	7.13%
Health and Mental Hygiene	\$132,112,031	\$5,183,057	3.92%	\$110,820,171	\$5,183,057	4.68%
Housing and Community Development	\$3,753,523	\$482,581	12.86%	\$2,571,090	\$482,581	18.77%
Human Resources	\$75,138,069	\$2,061,462	2.74%	\$75,138,069	\$2,061,462	2.74%
Insurance Administration	\$1,235,448	\$72,575	5.87%	\$609,955	\$72,531	11.89%
Juvenile Services	\$68,168,457	\$536,940	0.79%	\$18,321,424	\$536,940	2.93%
Labor, Licensing, and Regulation	\$13,889,253	\$448,820	3.23%	\$13,889,253	\$448,820	3.23%
Lottery	\$33,142,971	\$198,471	0.60%	\$2,649,814	\$198,471	7.49%
Morgan State University	\$28,839,894	\$3,500,265	12.14%	\$19,534,240	\$3,386,470	17.34%
Natural Resources	\$25,223,295	\$2,608,724	10.34%	\$17,399,029	\$2,332,133	13.40%
Police	\$24,210,634	\$1,942,274	8.02%	\$17,355,247	\$1,942,274	11.19%
Port Administration	\$63,726,315	\$2,569,937	4.03%	\$35,554,662	\$2,428,270	6.83%
Public Safety and Correctional Services	\$128,336,264	\$7,775,091	6.06%	\$128,336,264	\$7,775,091	6.06%
Retirement Agency	\$3,646,401	\$261,030	7.16%	\$927,018	\$160,715	17.34%
Stadium Authority	\$25,398,250	\$1,642,129	6.47%	\$16,006,408	\$1,642,129	10.26%
Transportation	\$578,793,864	\$48,360,297	8.36%	\$474,229,195	\$45,607,357	9.62%
Treasurer's Office	\$620,615	\$369,855	59.59%	\$549,049	\$369,855	67.36%
University System of Maryland	\$547,712,186	\$29,506,991	5.39%	\$430,328,302	\$29,448,968	6.84%
<i>Bowie State University</i>	\$11,189,071	\$642,724	5.74%	\$9,016,222	\$642,724	7.13%
<i>Coppin State University</i>	\$8,462,971	\$961,524	11.36%	\$8,462,971	\$961,524	11.36%
<i>Frostburg State University</i>	\$9,179,284	\$362,352	3.95%	\$9,179,284	\$362,352	3.95%
<i>Salisbury State University</i>	\$18,324,432	\$1,589,066	8.67%	\$18,324,432	\$1,589,066	8.67%
<i>Towson University</i>	\$39,556,806	\$3,074,846	7.77%	\$39,556,806	\$3,074,846	7.77%
<i>University of Baltimore</i>	\$12,678,326	\$314,745	2.48%	\$10,441,277	\$314,745	3.01%
<i>University of MD, Baltimore</i>	\$182,891,917	\$2,647,316	1.45%	\$87,799,922	\$2,647,316	3.02%
<i>University of MD, Baltimore County</i>	\$47,355,753	\$708,166	1.50%	\$31,956,341	\$650,143	2.03%
<i>University of MD, College Park</i>	\$193,500,371	\$17,297,461	8.94%	\$193,500,371	\$17,297,461	8.94%
<i>University of MD, Eastern Shore</i>	\$8,727,419	\$978,051	11.21%	\$8,727,419	\$978,051	11.21%
<i>University of MD, University College</i>	\$15,845,836	\$930,740	5.87%	\$13,363,257	\$930,740	6.96%
STATEWIDE TOTAL	\$2,025,975,254	\$121,915,299	6.02%	\$1,627,127,181	\$118,434,841	7.28%