The Greater Baltimore Committee and the Presidents' Roundtable

"MANAGING FOR SUCCESS"
Review Team of the Baltimore City Public School System's Fiscal Management Practices and Budget Process

Presented to Mayor O'Malley July 15, 2003

Letter from GBC President Donald C. Fry and Presidents' Roundtable Vice President Kenneth Banks

I. Introduction

II. Scope of Work

III. Methodology

IV. Project Overview and Key Findings

V. Findings of the Review Team by Issue Category

A. Accountability and Leadership Issues
B. Budget Processes
C. Role of the Board of School Commissioners in the Budget Process

VI. Appendices

A. Letter from Mayor Martin O'Malley to Messrs. Fry and Williamson
B. Letter from State Schools Superintendent Dr. Nancy Grasmick
C. Current list of encumbrances and restrictive grants
D. List of Review Team
E. Review of Baltimore City Public Schools Financial Management Document List