



Department of Planning

Biennial Performance Audit Follow-up
for Fiscal Years Ended June 30, 2023
and 2022

Josh Pasch, City Auditor
December 10, 2024



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Honorable Bill Henry, Comptroller
and Other Members
of the Board of Estimates
City of Baltimore

EXECUTIVE SUMMARY

The Department of Audits conducted a *Biennial Performance Audit Follow-up of the Planning Commission and Department of Planning report*. The prior audit objective was to evaluate the Planning Commission's (PC) and Department of Planning's (DOP) capital budgeting processes to determine how the City of Baltimore (City) prioritizes capital projects and whether funds are distributed equitably. The prior audit report was issued on December 20, 2022.

To follow up on the implementation status of management's corrective action plans for the prior recommendations, we contacted the DOP and the Office of Equity and Civil Rights (OECR). According to these agencies, all findings and recommendations (see Table I on page 2) were not implemented due to the following reasons:

- (i) There was a change in OECR leadership and a key staff member;
- (ii) The OECR submitted a funding request to the Mayor's Office of Recovery Programs. The funding request was for Request for Information to identify a consultant and / or organization to work with the OECR on a comprehensive equity assessment and equity plan for the City;
- (iii) The DOP's action plans for the first two findings are contingent upon the OECR's City-wide implementation plan; and
- (iv) The DOP has not implemented its action plans for Finding III due to their competing priorities.

Mayor's goal 2.8 for Pillar 05 - [Responsible Stewardship of City Resources](#) states, "Fully implement Baltimore's equity law and analyze all operating budgets, capital budgets, and legislation through an equity lens." The OECR and DOP play key roles in guiding agencies in aligning agencies' goals with the Mayor's goals. Therefore, we will follow up again on the OECR's and DOP's management implementation status in Calendar Year 2026.

We wish to acknowledge DOP and OECR cooperation extended to us during our audit.

Respectfully,

Josh Pasch, CPA
City Auditor
City of Baltimore, Maryland
December 10, 2024

IMPLEMENTATION STATUS OF PRIOR AUDIT FINDINGS AND RECOMMENDATIONS

Table I

Summary of Implementation Status of Audit Findings and Recommendations from the Biennial Performance Audit Report for Fiscal Years Ending 2021 and 2020

No.	Finding	Agency	Recommendation	Agreed Implementation Date from Previous Audit Report	Management Self-Assessment
1.	The criterion used to evaluate capital improvement projects based upon equity requires improvement.	DOP	We recommend the PC and the Director of DOP revise the Evaluation Criteria and Scoring Guide to weigh equity outcomes in scoring each criteria and facilitate continuity throughout the City.	September 2023	Not Implemented
2.	The process to measure and report the distribution of capital projects based on equity is incomplete.	DOP	<p>We recommend the PC and Director of DOP:</p> <ul style="list-style-type: none"> • Establish a process to require agencies to submit an equity analysis for all capital projects that excluded a Community Statistical Area (CSA) through the Ordinance of Estimates and indicate the actual capital funding use (e.g. Agency selected equity projects, projects not based on equity and emergency projects); • Capture and report the results including transfers submitted by the agencies; and • Work with the Department of Finance to determine whether CSA / location information can be incorporated into the chart of accounts. In the interim, a monitoring 	September 2023	Not Implemented

Biennial Performance Audit Follow-up of the Planning Commission and Department of Planning - Capital Budgeting Processes

No.	Finding	Agency	Recommendation	Agreed Implementation Date from Previous Audit Report	Management Self-Assessment
			process should be established to validate whether capital projects are performed within the CSA' reported for budget and equity purposes.		
3.	The opportunity to strengthen City resident engagement in the capital budgeting process currently exists.	DOP	<p>We recommend that the PC and Director of DOP develop formal (written, approved, dated) City-wide policies and procedures that:</p> <ul style="list-style-type: none"> • Engage citizens across the City in the beginning of the capital budget process at agency level; and • Include the documenting and evaluation of recommendations from citizens based on equity. This is applicable to both agencies and DOP. 	September 2023	Not Implemented
4.	A city-wide equity plan to focus limited resources on underserved communities and assess outcomes does not exist.	OECR	We recommend the Director of OECR develop a City-wide plan that targets underserved communities and will close the related gaps.	Q4 2023 (Contingent on receiving funding)	Not Implemented