

Bureau of the Budget and Management Research



Budgeting for a Better Baltimore

Budget Transparency and Community Involvement

JANUARY 25, 2019

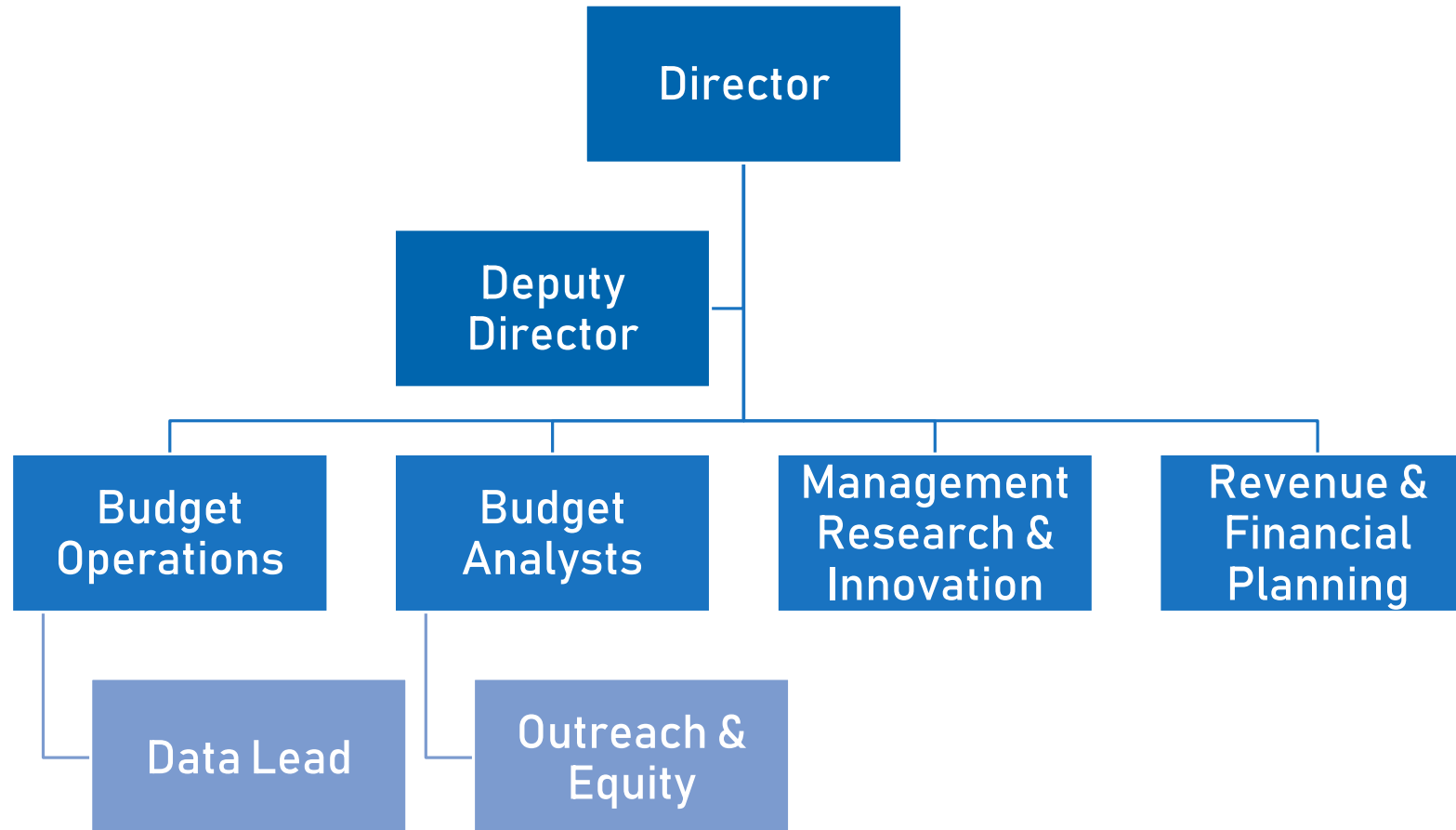
Overview

- BBMR: Mission, Organization, and Goals
- Engagement Framework
- Pre-2017 Outreach
- Current Outreach
- Future Outreach

BBMR Mission

The Bureau of the Budget and Management Research is an essential fiscal steward for the City of Baltimore. Our mission is to promote economy and efficiency in the use of City resources and help the Mayor and City agencies achieve positive outcomes for the citizens of Baltimore. We do this by planning for sustainability, exercising fiscal oversight, and performing analysis of resource management and service performance. We value integrity, learning and innovating, excellent customer service, and team spirit.

Organizational Chart



Our Values and Goals

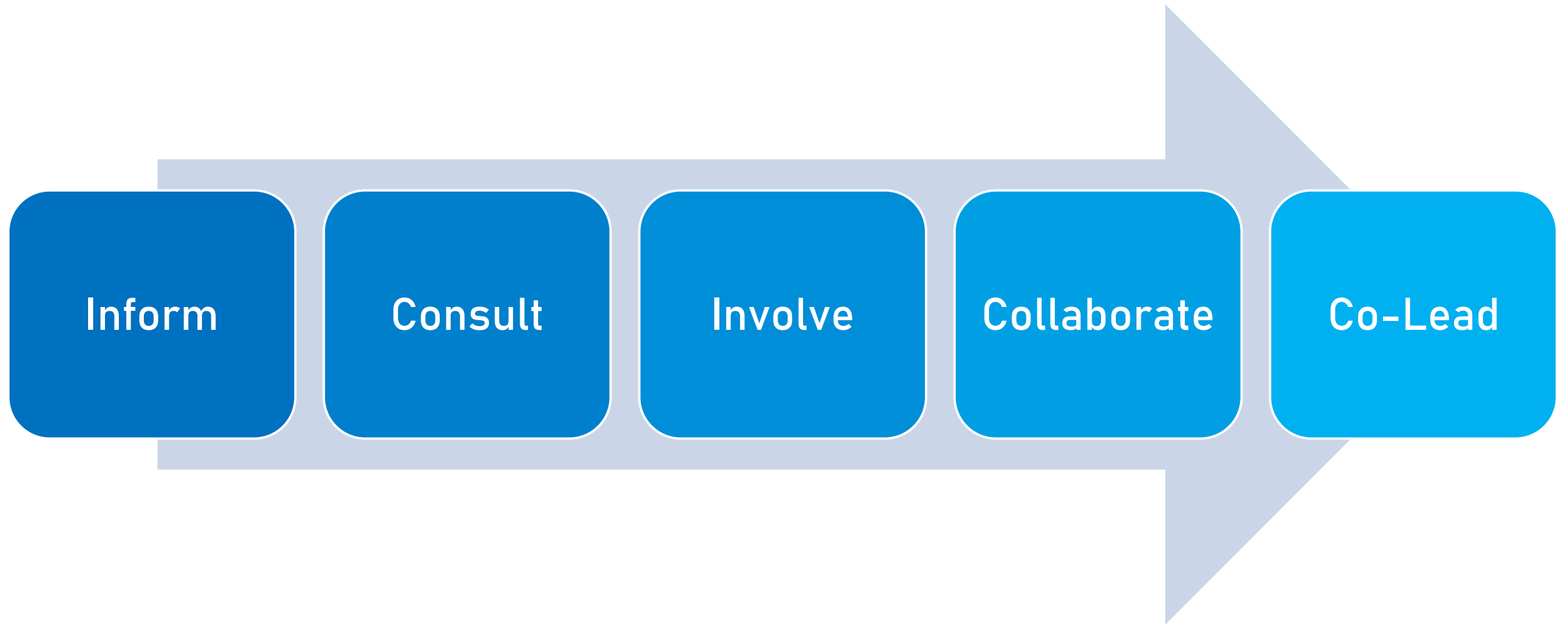
Prioritizing community engagement and outreach, as well as transparency and accountability with two new positions

Assessing resident participation since FY2016


- Performance Measure: # of residents engaged in the annual budget planning process
- Numbers from public events, community survey, online budget exercises, and online engagement

**Our efforts have doubled resident
engagement from FY14 to FY18**

Engagement Framework



Outreach Overview



| | |
|--------------------|---|
| Inform | <ul style="list-style-type: none">▪ Community Guide to the Budget▪ Community Presentations▪ Online Engagement |
| Consult | <ul style="list-style-type: none">▪ Online Engagement▪ Community Survey▪ Taxpayers' Night |
| Involve | <ul style="list-style-type: none">▪ Results Teams |
| Collaborate | <ul style="list-style-type: none">▪ Baltimore Children and Youth Fund |
| Empower | <ul style="list-style-type: none">▪ In Baltimore's Future... |
| | |
| | |
| | |
| | |

Inform

Public Participation Goal

- To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Promise to the Public

- We will keep you informed.

Examples

- Fact sheets
- Websites
- Presentations

Consult

Public Participation Goal

- To obtain public feedback on analysis, alternatives, and/or decisions.

Promise to the Public

- We will you keep informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

Examples

- Surveys
- Public meetings
- Public comment

Involve

Public Participation Goal

- To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Promise to the Public

- We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Examples

- Workshops

Collaborate

Public Participation Goal

- To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Promise to the Public

- We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

Examples

- Citizen advisory committees
- Participatory decision-making

Empower

Public Participation Goal

- To place final decision-making in the hands of the public.

Promise to the Public

- We will implement what you decide.

Examples

- Citizen juries
- Ballots
- Delegated decisions

Pre-2017 Outreach

Community Presentations



Meet agency leaders.

Discuss community needs.

Make decisions based on values.

Impact City spending for Fiscal 2016.

Balance Baltimore.



Free Parking in the Health Department lot



Accessible via MTA Lines 7,13,21,54,91
Pennsylvania & North Avenue



Accessible via Metro, Penn/North Station stop



Light refreshments will be served

February 14, 2015

9:30 to Noon

**Enoch Pratt Free Library
Pennsylvania Avenue Branch**

1531 West North Avenue
Baltimore, MD 21217

■ Budget 101

- Community groups and organizations can request presentations
- Overview of City's budget, how funds are received and spent, and how residents can be involved in the process

■ Budget Workshops

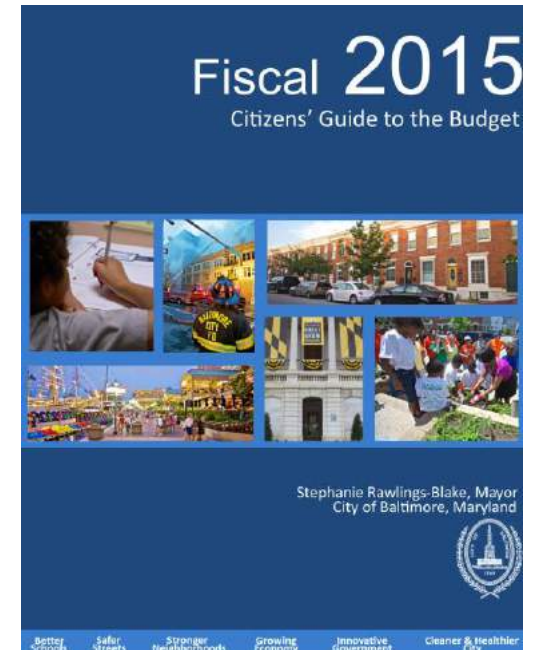
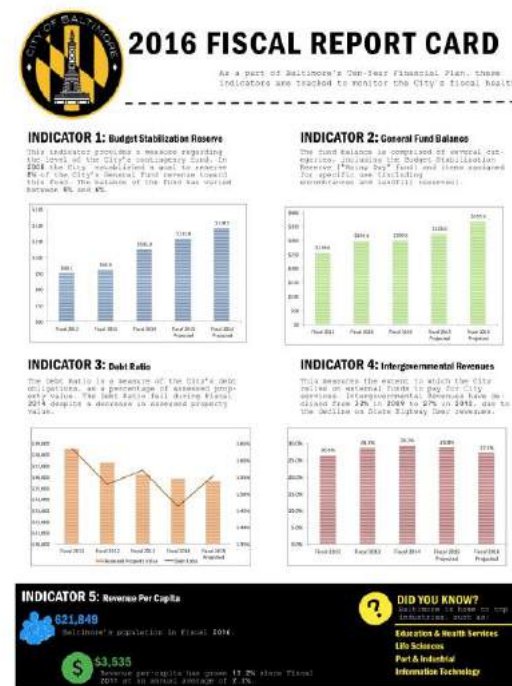
- Residents struggle with real service-level decisions to balance the budget within participant chosen outcomes



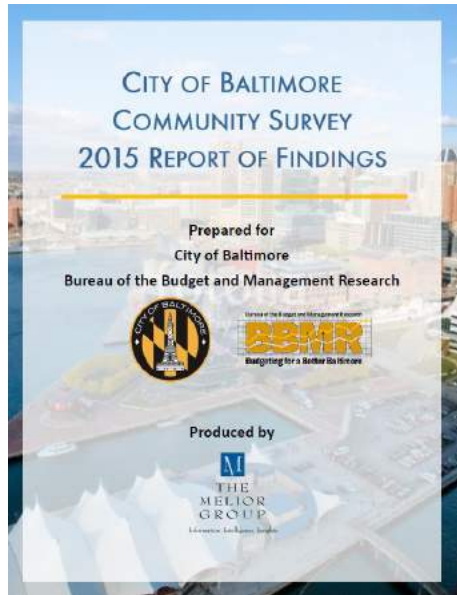
Community Budget 101

Publications

- Breaking down barriers to understanding the budget
- Community Guide to the Budget
 - Our Accomplishments
 - Our Performance
 - Overview of Revenue & Expenditures
 - Our Challenges & Our Investments
- Expenditure & Revenue Reports
 - Agency Detail
 - Executive Summary of the Budget
 - Summary of the Adopted Budget
 - Fiscal Report Card



Community Survey



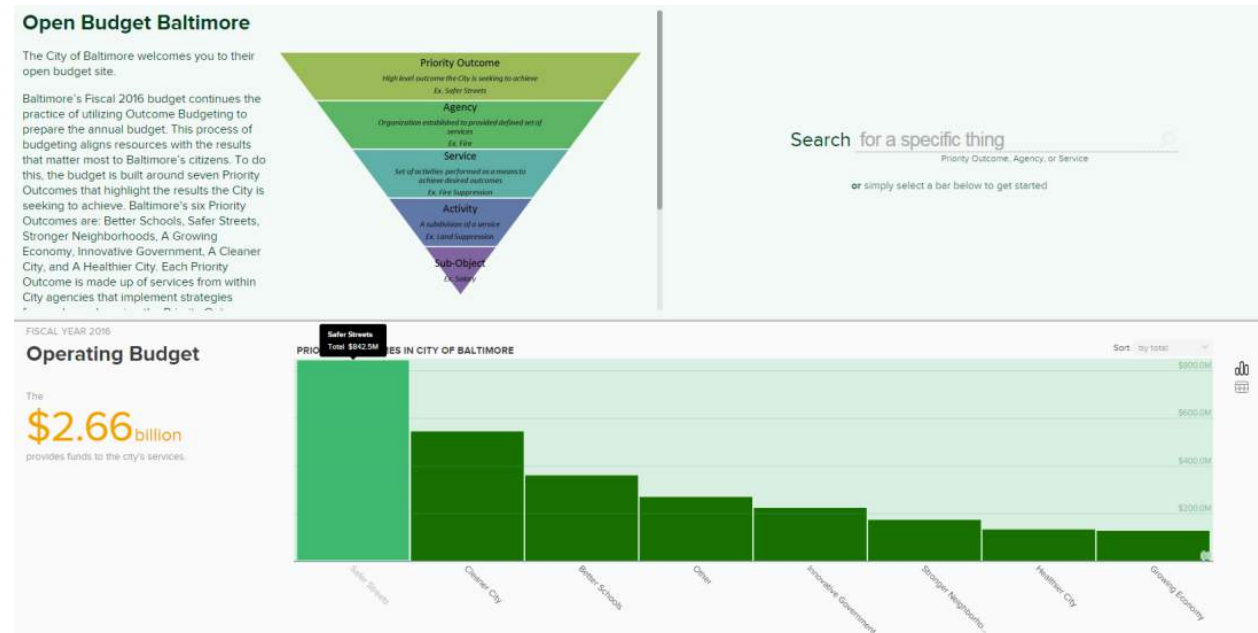
Residents are most satisfied with the following services:



- BBMR has managed an annual, random sample Community Survey since 2009
- Asking residents:
 - Which services they consider most important
 - How satisfied they are with specific City services
 - What factors contribute to their quality of life
 - How likely they are to continue living in Baltimore, and factors influencing that decision
- Results feed into Agency Performance Measures

Online Engagement

- **Balanced Baltimore**
 - Online activity for residents to balance Baltimore's budget based on outcomes and services
- **Open Budget**
 - Financial transparency platform for residents to dive deeper



Results Teams



- Through outcome budgeting, residents and City employees review agency funding proposals on Results Teams, based on the priority outcomes.
- These teams present to Mayor and Senior Team on which programs and services should have funding levels increased or reduced.

Current Outreach

Continued Efforts

Community Presentations

Publications

- Economic Indicators Report

Community Survey



Online Engagement

- Open Town Hall
 - Online platform to crowdsource public input on budget decisions around priority outcomes/areas
- Social Media
 - Updates on events and publications



Baltimore Budget
@baltimorebudget

#Budget4Baltimore: "We need a library in our community" #TaxpayersNight "Consult with our students!"



7:59 PM - 4 Apr 2018



If the City's budget was \$100 how would you allocate it?



Baltimore Priority Outcomes

Choose the top 5 indicators to help the Budget Office determine where you'd like to see Baltimore prioritize funding in Fiscal 2017.

Introduction

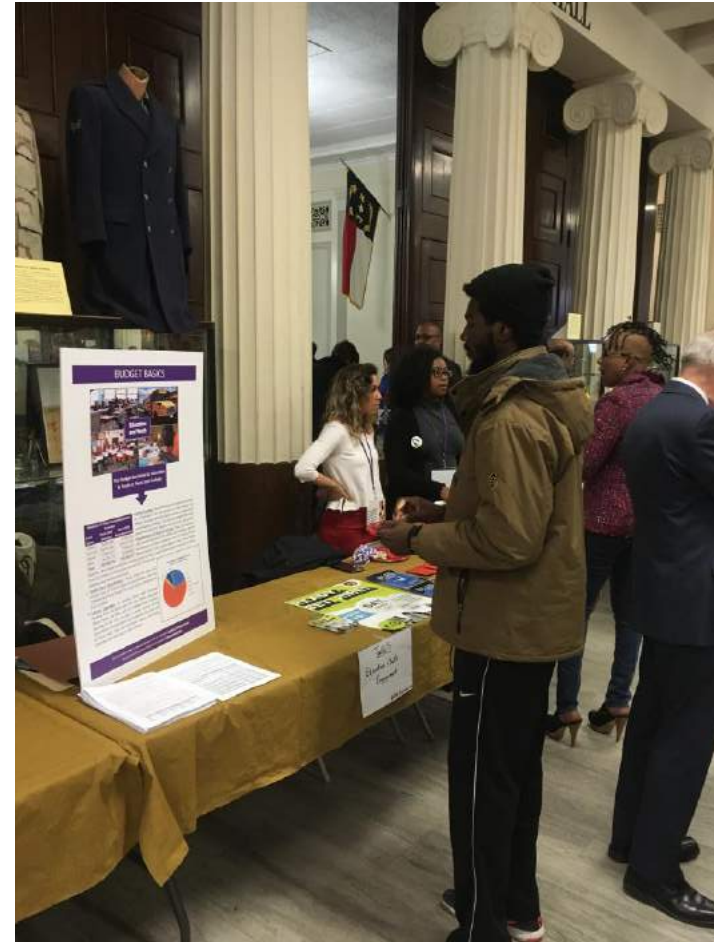
Feedback

Your Budget

Outcome

Taxpayers' Night

- Residents provide comment on the preliminary budget among the Board of Estimates
 - Baltimore City Council also holds a Taxpayers' Night before voting on the budget
- Transformed charter-mandated hearing into an engaging event
 - Posters explaining outcomes and budget in more detail
 - Tables with more information on outcomes, agencies, and funds



BUDGET BASICS

Welcome to Taxpayers' Night!

This is your opportunity to learn about the draft 2019 Budget before you give your input before the Board of Estimates.

The Fiscal 2019 Budget was built around Mayor Pugh's Five Pillars and reflects priority investments in her Violence Reduction initiative. This poster provides a high-level overview of the Fiscal 2019 Budget Plan.

| Fiscal 2019 | Recommended Amount | Change from Fiscal 2018 | Percent Change from Fiscal 2018 |
|----------------|----------------------|-------------------------|---------------------------------|
| Operating Plan | \$2.8 billion | +\$56.3 million | +2.0% |
| Capital Plan | \$628.4 million | -\$499.6 million | -44.7% |
| Total | \$3.4 billion | -\$443.3 million | -11.4% |

Mayor Pugh's Five Pillars



Baltimore's budget is created using a model known as **Outcome Budgeting**, an innovative process that aligns City resources with desired results.

Under this process, we organize the budget around the City's priority outcomes – the results that matter most to citizens.

Budgeting by outcome allows us to:

- Address fiscal constraints
- Measure performance
- Reward innovation
- Enhance the transparency of the budget process

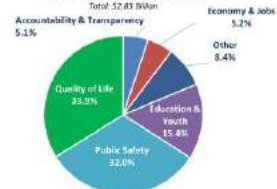
Our ultimate goal is to combine strategic planning, performance management, and Outcome Budgeting in a comprehensive program for good governance.

The Mayor's Office of Sustainable Solutions (MOSS) CitySMART Division works closely with the Bureau of the Budget and Management Research (BBMR) to hold agencies accountable for tracking performance and demonstrating alignment with strategic goals.

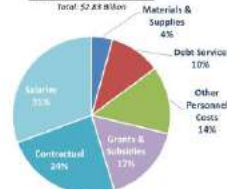
In Fiscal 2018, the new MOSS-CitySMART team launched a comprehensive review of all service-level performance measures citywide. The review will be completed by the end of Fiscal 2019.



Operating Budget by Outcome



How the Money is Used



For more information on the City budget, visit our website at budget.baltimorecity.gov. You can also follow us on Twitter or Facebook at [@baltimorebudget](https://twitter.com/baltimorebudget).

BUDGET BASICS



Key budget decisions for Education & Youth in Fiscal 2019 include:

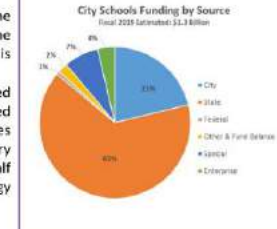
| Fund Name | Fiscal 2018 Adopted | Fiscal 2019 Recommended |
|--------------|---------------------|-------------------------|
| Federal | 35,804,680 | 34,956,762 |
| General | 358,851,663 | 359,937,638 |
| Special | 19,604,817 | 21,943,954 |
| State | 18,707,576 | 18,489,983 |
| Total | 432,968,736 | 435,328,337 |

• **School Funding:** Fiscal 2019 marks the second installment of a three-year City commitment to help stabilize City Schools' finances, while the State considers changes to the school funding formulas. The City has pledged \$90 million above the Fiscal 2017 baseline over the three-year period.

• **Maintenance of Effort for Schools:** Total City support to City Schools exceeds \$370 million. City funding supports Maintenance of Effort payments, the 21st Century School Modernization fund, teacher pension costs, retiree health benefits, and school health and crossing guard services. Capital funding will increase by \$2 million, from \$17 million to \$19 million, to assist City Schools with building and maintenance issues.

• **Youth Fund Contribution:** Fiscal 2019 will mark the second year of Charter-required contributions into the Children and Youth Fund. The Fiscal 2019 contribution is \$12.3 million.

• **Library Upgrades:** In January 2018, with increased funding from the State and City, the Library expanded library hours by 30%, with all neighborhood branches opening at 10 a.m., six days a week. Central Library renovations are expected to be completed in the first half of 2019, with new and improved spaces, technology upgrades, and safer/up-to-date facilities.

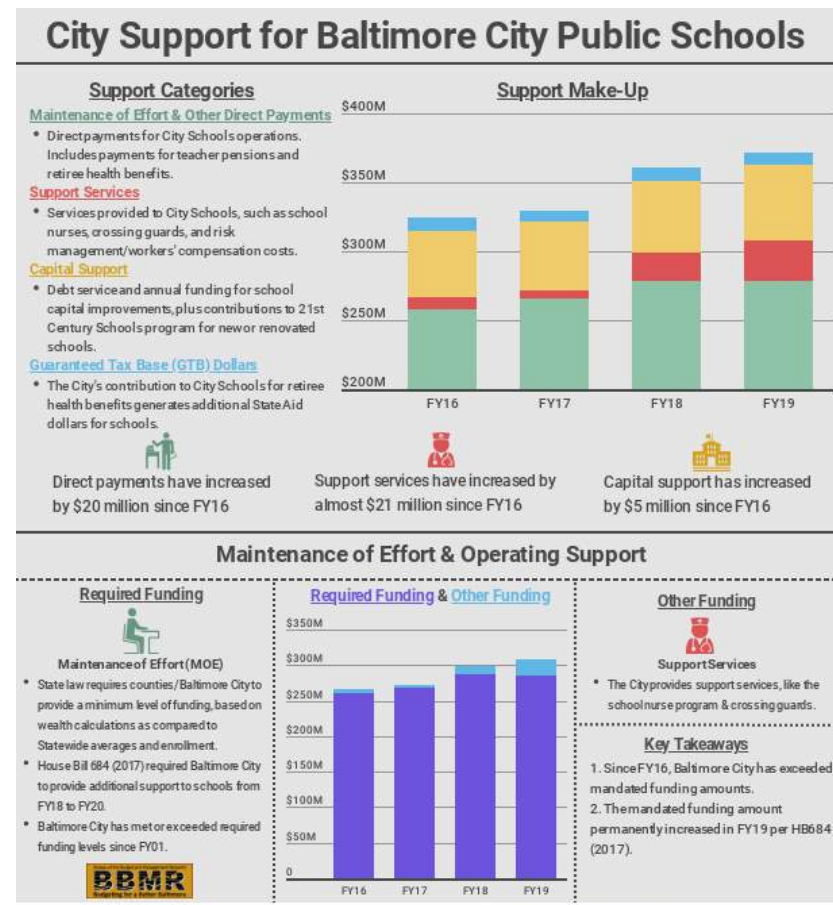


For more information on the City budget, visit our website at budget.baltimorecity.gov. You can also follow us on Twitter or Facebook at [@baltimorebudget](https://twitter.com/baltimorebudget).

Future Outreach

Online Engagement

- Increasing our presence
 - More active Facebook and Twitter accounts
 - Reached over 3,000 people in 2018 via Facebook posts
 - Reached over 50,000 people in 2018 via Twitter



We often get questions about how the City contributes to Baltimore City Public Schools. So, we put together a summary of the support the City provides and how it has changed over the past few years.

Learn more about how the City supports Schools in our Executive Summary and Agency Detail reports for Fiscal 2019 on our website, <http://bit.ly/2HqQg0X>.

Tag Photo Add Location Edit

Caroline Sturgis 8 Comments 2 Shares

Like Comment Share

Most Relevant

Shane Bryan Melissa Schober Have you seen this graphic?

Like Reply Message 5d

View 4 more replies

Baltimore City Bureau of the Budget Melissa Schober For those that are wondering: The purple column equals the green column above, plus a portion of red in FY18 and FY19 as part of HB684 funding, and does not include capital funding.

Write a comment...



Baltimore Budget @baltimorebudget · Jan 8

Budget process update: Budget season is in full swing! Analysts will be submitting summary memos of agency FY20 budget proposals to BBMR leadership this week. These memos will help inform BBMR's recommendations for the Mayor's FY20 budget. #budget4baltimore



Baltimore Budget @baltimorebudget · Jan 3

Someone recently asked us about Real Property tax credits, so we created this infographic to share information on the top five programs. You can learn more about the tax credits available through the City and apply online here bit.ly/2GAnVVr. #budget4baltimore



Baltimore Budget @baltimorebudget · 8 Nov 2018

Last year, we rebid our health care and prescription drug coverage contracts and ended up saving the City nearly \$35 million! Learn more about other ways we're increasing budget efficiency in our Fiscal 2019 Executive Summary bit.ly/2rue8f. #budget4baltimore #mybmore



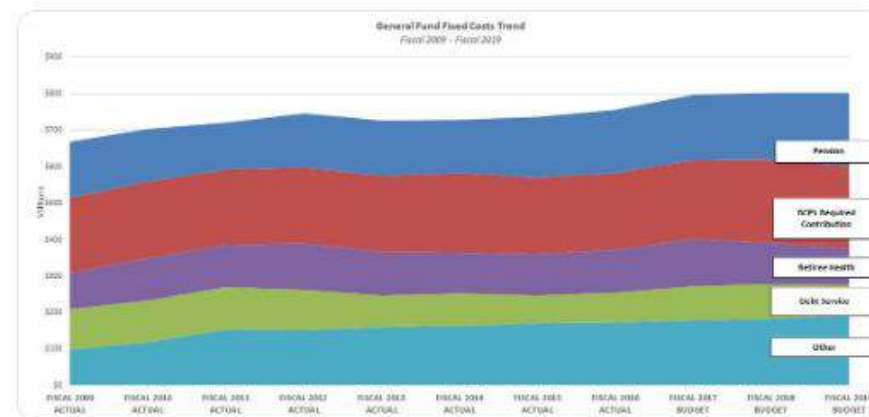
Budget Publications

The City prints enough copies of the book for City Council, the Budget Office and the Mayor's Senior Team. All budget documents are provided online in PDF form... bbmr.baltimorecity.gov



Baltimore Budget @baltimorebudget · 12 Nov 2018

Did you know "fixed costs" make up approximately 44% of the budget? These are expenses the City is required to pay by law or contract. Learn more about their impact on the budget in our Executive Summary bit.ly/2QTW1sk. #budget4baltimore #mybmore #fridayfunfact



Baltimore Budget @baltimorebudget · 1 Nov 2018

Besides developing and managing the City's budget, BBMR also evaluates the cost-effectiveness and revenue-generating potential of programs and services. Read our report on the Charm City Circulator from 2014 bit.ly/2DbDmAL. #budget4baltimore #mybmore #charmcirculator



Management Research

BBMR is not only tasked with putting forth and monitoring a budget for the City every year; it also has the job of closely evaluating City programs and services in order ... bbmr.baltimorecity.gov



Online Engagement



- Expanding online forums for public input
 - Balancing Act
 - OpenGov
- Increasing engagement and information
 - Developing and distributing infographics
 - Planning for AMA (Ask Me Anything) sessions

Infographics



CAPITAL VERSUS OPERATING

COMPARING BALTIMORE'S BUDGETS



The capital budget funds physical infrastructure.

This funding covers long-term projects, such as major renovations or replacements of infrastructure.

Capital funds cover projects like community center, road, and water system renovations and improvements.

The capital budget is funded by revenue funds, debt funds, and federal, state, and private funds.

The Department of Planning oversees the Capital Budget.

Learn more at planning.baltimorecity.gov



The operating budget funds the daily business of the City.

This funding covers City programs and services, as well as staff and supplies.

Operating funds cover services like bulk trash collection, traffic enforcement, and operation of pools and community centers.

The operating budget is funded by taxes, fees and fines, and federal, state, and private funds.

The Department of Finance oversees the Operating Budget.

Learn more at bbmr.baltimorecity.gov

Community Events and Presentations

- Expanding outreach
 - Festivals, farmers' markets, and other events
 - Providing information on the adopted budget and engaging residents in interactive activities
 - College Night
 - Budget Series
 - Similar to Department of Planning's new initiative, Planning Academy
- Expanding community presentations
 - Reaching out directly to community groups and youth-focused organizations
 - Targeted outreach using equity lens



Remsberg, Edwin. *Baltimore Office of Promotion & the Arts.*

Increasing Public Input

Through these efforts we will...

- Generate data on public spending preferences
- Share public's priorities with Mayor and Agency Directors
- Provide a clearer channel for resident input into the budget

Spending

Top Issues Decreased

1. Cultural & Economic Development: 5 submission(s)
2. Public Safety: 5 submission(s)
3. Housing & Community Development: 1 submission(s)

Top Issues Increased

1. Education: 13 submission(s)
2. Housing & Community Development: 10 submission(s)
3. Cultural & Economic Development: 9 submission(s)
4. Health & Social Services: 5 submission(s)
5. Public Safety: 4 submission(s)

Revenue

Top Issues Decreased

No issues were decreased.

Top Issues Increased

1. Miscellaneous Local Taxes: 1 submission(s)
2. Parking: 1 submission(s)
3. Other: 1 submission(s)

Bureau of the Budget and Management Research



Budgeting for a Better Baltimore

Questions?

