

CITY OF BALTIMORE
ORDINANCE 24-291
Council Bill 23-0372

Introduced by: Councilmember Conway, President Mosby, Councilmembers Porter, Bullock, Middleton, Dorsey, Torrence, Ramos

Introduced and read first time: April 3, 2023

Assigned to: Public Safety and Government Operations Committee

Committee Report: Favorable, with Amendments

Council action: Adopted

Read second time: October 30, 2023

AN ORDINANCE CONCERNING

Office of CitiStat CitiStat Program – Establishment and Administration

FOR the purpose of establishing the ~~Office of CitiStat~~ CitiStat Program; defining certain terms; providing for the appointment and confirmation of the Director of the ~~Office Program~~; establishing the power and duties of the ~~Office Program~~; providing for a staff and budget for the ~~Office Program~~; establishing a data-driven officer for each principal agency of the ~~Office Program~~; and providing for a special effective date.

BY adding

Article 1 - Mayor, City Council, and Municipal Agencies
Sections 59-1 through 59-5, to be under the new subtitle designation,
“Subtitle 59. ~~Office of CitiStat~~ CitiStat Program”
Baltimore City Code
(Edition 2000)

SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE, That the Laws of Baltimore City read as follows:

Baltimore City Code

Article 1. Mayor, City Council, and Municipal Agencies

Subtitle 59. ~~OFFICE OF CITISTAT~~ CITISTAT PROGRAM

§ 59-1. DEFINITIONS.

(A) *IN GENERAL.*

IN THIS SUBTITLE, THE FOLLOWING TERMS HAVE THE MEANINGS INDICATED.

EXPLANATION: CAPITALS indicate matter added to existing law.
{Brackets} indicate matter deleted from existing law.
Underlining indicates matter added to the bill by amendment.
~~Strike-out~~ indicates matter stricken from the bill by amendment or deleted from existing law by amendment.

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1 (B) *ANALYSIS*.

2 "ANALYSIS" MEANS THE ACT OF STUDYING OR EXAMINING SOMETHING IN DETAIL.

3 (C) *ANALYTICS*.

4 "ANALYTICS" MEANS THE SYSTEMATIC COMPUTATIONAL ANALYSIS OF DATA OR
5 STATISTICS.

6 (D) *CITiSTAT MEETING*.

7 "CITiSTAT MEETING" MEANS A MONTHLY MEETING BETWEEN THE ~~OFFICE OF CITiSTAT~~
8 CITiSTAT PROGRAM AND A PRINCIPAL AGENCY WHEREIN THE ATTENDING PRINCIPAL
9 AGENCY REPORTS DATA AND STATISTICS THAT MAY BE USED TO INFORM PERFORMANCE
10 MEASURES AND POLICY INITIATIVES.

11 (E) *CITiSTAT PROCESS*.

12 "CITiSTAT PROCESS" MEANS A SYSTEM OF APPLYING INSIGHT GAINED FROM DATA
13 ANALYTICS AND ANALYSIS TO MANAGEMENT DECISIONS WITHIN A PRINCIPAL AGENCY.

14 (F) *CONTINUOUS IMPROVEMENT PROCESSES*

15 "CONTINUOUS IMPROVEMENT PROCESSES" MEANS AN ONGOING EFFORT TO BETTER
16 PRINCIPAL AGENCY SERVICES AND PROCEDURES.

17 (G) *DIRECTOR*.

18 "DIRECTOR" MEANS THE DIRECTOR OF THE BALTIMORE CITY ~~OFFICE OF CITiSTAT~~
19 CITiSTAT PROGRAM.

20 (H) *DATA-DRIVEN OFFICER*.

21 "DATA-DRIVEN OFFICER" MEANS A PERSON USING DATA AND ANALYSIS TO DRIVE
22 PERFORMANCE IN A PRINCIPAL AGENCY.

23 (I) *DATA-DRIVEN PROGRAM*.

24 "DATA-DRIVEN PROGRAM" MEANS A COMPREHENSIVE DATA ANALYSIS AND
25 PERFORMANCE MANAGEMENT PROGRAM FOR THE CITY THAT INCLUDES:

26 (1) PERFORMANCE MANAGEMENT AGREEMENTS;

27 (2) THE CITiSTAT PROCESS; AND

28 (3) AN INNOVATION LAB.

29 (J) *DATA SCIENCE*.

30 "DATA SCIENCE" MEANS THE STUDY OF DATA WITH THE INTENTION OF EXTRAPOLATING
31 KNOWLEDGE OR INSIGHTS.

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(K) *INNOVATION LAB.*

“INNOVATION LAB” MEANS A TEAM OF PEOPLE FOCUSED ON ADDRESSING ISSUES IDENTIFIED THROUGH THE CITISTAT PROCESS.

~~(L) OFFICE.~~

“OFFICE” MEANS THE BALTIMORE CITY OFFICE OF CITISTAT.

(L) ~~(M)~~ *CITIStat MEETING.*

“CITIStat MEETING” MEANS A MONTHLY MEETING BETWEEN THE ~~OFFICE~~ PROGRAM AND A PRINCIPAL AGENCY WHEREIN THE ATTENDING PRINCIPAL AGENCY REPORTS RELEVANT DATA AND STATISTICS THAT MAY BE USED TO INFORM PERFORMANCE MEASURES AND POLICY INITIATIVES.

(M) ~~(N)~~ *CITIStat MEMORANDUM.*

“CITIStat MEMORANDUM” MEANS A MEMORANDUM DETAILING THE KEY ISSUES RELEVANT TO A CITIStat MEETING THAT INCLUDES:

(1) DATA;

(2) ANY FOLLOW-UP RESPONSES FROM A PREVIOUS CITIStat MEETING.

(N) ~~(O)~~ *PERFORMANCE.*

“PERFORMANCE” MEANS THE ACTION OR PROCESS OF ACCOMPLISHING A PRINCIPAL AGENCY ACTION, TASK, OR FUNCTION.

(O) *PERFORMANCE MANAGEMENT.*

“PERFORMANCE MANAGEMENT” MEANS THE PROCESS OF SUPPORTING OR IMPROVING CITY AGENCY PERFORMANCE THROUGH THE USE OF TOOLS INCLUDING:

(1) ASSESSMENTS;

(2) EMPLOYEE COUNSELING; AND

(3) CONTINUOUS FEEDBACK.

(P) PERFORMANCE MANAGEMENT ~~AGREEMENT~~ PLAN.

“PERFORMANCE MANAGEMENT ~~AGREEMENT~~ PLAN” MEANS AN AGREEMENT BETWEEN A PRINCIPAL AGENCY AND THE ~~OFFICE~~ PROGRAM THAT ESTABLISHES OUTCOMES AND PERFORMANCE EXPECTATIONS FOR THE AGENCY.

(Q) *PRINCIPAL AGENCY.*

“PRINCIPAL AGENCY” MEANS ANY OF THE FOLLOWING CITY EXECUTIVE DEPARTMENTS:

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(1) FIRE DEPARTMENT;

(2) DEPARTMENT OF FINANCE;

(3) DEPARTMENT OF GENERAL SERVICES;

(4) HEALTH DEPARTMENT;

(5) DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT;

~~(6) DEPARTMENT OF PLANNING;~~

~~(6) (7)~~ POLICE DEPARTMENT;

~~(7) (8)~~ DEPARTMENT OF PUBLIC WORKS;

~~(8) (9)~~ DEPARTMENT OF RECREATION AND PARKS; AND

~~(9) (10)~~ DEPARTMENT OF TRANSPORTATION.

(R) *PROCESS EVALUATION.*

“PROCESS EVALUATION” MEANS AN ASSESSMENT OF WHETHER PRINCIPAL AGENCY PROGRAM ACTIVITIES HAVE BEEN IMPLEMENTED AS INTENDED AND WHETHER CERTAIN RESULTS WERE ACHIEVED.

~~(S)~~ PROGRAM.

“PROGRAM” MEANS THE BALTIMORE CITY CITISTAT PROGRAM.

~~(T) (S)~~ *PROGRAM MANAGEMENT.*

“PROGRAM MANAGEMENT” MEANS THE OVERSIGHT OF A PROGRAM’S PROCESS AND PROGRESS TOWARD AN ESTABLISHED GOAL.

~~(U) (T)~~ *PUBLIC POLICY.*

“PUBLIC POLICY” MEANS A SYSTEM OF LAWS, REGULATORY MEASURES, COURSES OF ACTION, AND FUNDING PRIORITIES RELATED TO A GIVEN TOPIC THAT ARE PROMULGATED BY A GOVERNMENTAL ENTITY OR ITS REPRESENTATIVES.

§ 59-2. ~~OFFICE~~ PROGRAM ESTABLISHED.

THERE IS A BALTIMORE CITY ~~OFFICE OF CITISTAT~~ CITISTAT PROGRAM.

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§ 59-3. OFFICE ADMINISTRATION.

(A) *DIRECTOR.*

THE ~~OFFICE~~ PROGRAM SHALL BE SUPERVISED AND DIRECTED BY A DIRECTOR WHO SHALL:

~~(1) BE APPOINTED BY THE MAYOR IN ACCORDANCE WITH CITY CHARTER ARTICLE IV,
§ 6; AND~~

~~(2) REPORT TO THE CITY ADMINISTRATOR.~~

(B) *QUALIFICATIONS.*

AT THE TIME OF APPOINTMENT, THE DIRECTOR SHALL: ~~HAVE EXPERIENCE IN 1 OF THE
FOLLOWING AREAS:~~

~~(1) DATA SCIENCE;~~

~~(2) CONTINUOUS IMPROVEMENT PROCESSES;~~

~~(3) PROCESS EVALUATIONS;~~

~~(4) PROGRAM MANAGEMENT; OR~~

~~(5) PUBLIC POLICY.~~

(1) HAVE AT LEAST 5 YEARS OF EXPERIENCE IN PERFORMANCE MANAGEMENT; AND

(2) HAVE EXPERIENCE IN 1 OF THE FOLLOWING AREAS:

(I) DATA SCIENCE;

(II) CONTINUOUS IMPROVEMENT PROCESSES;

(III) PROCESS EVALUATIONS;

(IV) PROGRAM MANAGEMENT; OR

(V) PUBLIC POLICY.

(C) *STAFF.*

THE DIRECTOR MAY EMPLOY A STAFF, AS PROVIDED FOR IN THE ORDINANCE OF
ESTIMATES.

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§ 59-4. OFFICE PROGRAM POWERS AND DUTIES.

(A) *IN GENERAL.*

THE OFFICE PROGRAM SHALL:

- (1) REVIEW INVESTIGATIONS INTO MUNICIPAL PROCESSES AND POLICIES USING DATA ANALYTICS, AND ANALYSIS;
- (2) USE FINDINGS OF ANALYTICAL REVIEWS TO MAKE RECOMMENDATIONS RELATED TO PROCESS IMPROVEMENT FOR CITY SERVICES;
- (3) IN CONSULTATION WITH PRINCIPAL AGENCIES ESTABLISH AND IMPLEMENT DATA-BASED PROCESS IMPROVEMENT SYSTEMS FOR VARIOUS CITY SERVICES;
- (4) IN CONSULTATION WITH PRINCIPAL AGENCIES AND THE CITY ADMINISTRATOR DRAFT ANNUAL PERFORMANCE MANAGEMENT AGREEMENTS PERFORMANCE MANAGEMENT PLANS THAT ESTABLISH PRIORITIES, GOALS, AND MEASUREMENTS TO TRACK AND EVALUATE PERFORMANCE;
- (5) ALONG WITH THE BUREAU OF BUDGET AND MANAGEMENT RESEARCH, ENSURE THAT MEASUREMENTS ESTABLISHED IN PERFORMANCE MANAGEMENT AGREEMENTS ARE ESTABLISH MEASUREMENTS THAT CAN BE CONSIDERED WITHIN AGENCY BUDGET PERFORMANCE MEASURES;
- (6) IN CONSULTATION WITH THE CHIEF INFORMATION OFFICER OF BALTIMORE CITY INFORMATION TECHNOLOGY AND RELEVANT PRINCIPAL AGENCIES ~~ENSURE THAT ACCURATE DATA ARE SHARED ON THE CITY'S OPEN DATA PORTAL~~ ASSIST IN PUBLISHING ACCURATE DATA ON THE CITY'S OPEN DATA PORTAL AS ALLOWED BY APPLICABLE LAWS;
- (7) HAVE THE AUTHORITY TO REQUEST ALL RELEVANT DATA ~~FROM A PRINCIPAL AGENCY THAT HAVE BEEN COLLECTED OVER THE PREVIOUS 2 WEEKS OR AT ANY OTHER TIME PERIOD; AND~~
- (9) ESTABLISH NEW CITISTAT MEETINGS ~~BETWEEN CITY, STATE, AND PRIVATE ENTITIES AS NECESSARY; AND~~
- ~~(10) PERFORM SUCH OTHER FUNCTIONS AS MAY BE ASSIGNED BY THE OFFICE OF THE CITY ADMINISTRATOR.~~

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(B) REPORTING.

ON OR BEFORE JANUARY 31 OF EACH YEAR, THE ~~OFFICE~~ PROGRAM SHALL ISSUE A REPORT TO THE MAYOR AND CITY COUNCIL ON:

- (1) THE PERFORMANCE OF EACH PRINCIPAL AGENCY THAT PARTICIPATED IN THE CITIStat PROCESS OVER THE PREVIOUS YEAR; AND
- (2) IDENTIFIED AREAS FOR IMPROVEMENT AND RECOMMENDATIONS FOR EACH PRINCIPAL AGENCY IN THE COMING CALENDAR YEAR.

(C) MEETINGS.

THE ~~OFFICE~~ PROGRAM SHALL:

- (1) DEVELOP ~~AND IMPLEMENT~~ AN ANNUAL SCHEDULE TO HOLD A CITIStat MEETING AT LEAST ONCE PER MONTH WITH EACH PRINCIPAL AGENCY;
- (2) PRODUCE ~~AND DISTRIBUTE~~ AN AGENCY MEMORANDUM 48 HOURS PRIOR TO A PRINCIPAL AGENCY CITIStat MEETING THAT CONTAINS ALL RELEVANT DATA AND OTHER INFORMATION FOR THAT MEETING; AND
- (3) PRODUCE ~~AND DISTRIBUTE~~ A CITIStat MEMORANDUM WITHIN 2 DAYS AFTER A MEETING THAT INCLUDES:
 - (I) ALL REQUESTS AND COMMITMENTS MADE BY THE AGENCY; AND
 - (II) ANY ADDITIONAL DATA OR MATERIALS REQUIRED BY THE NEXT CITIStat MEETING.

§ 59-5. PRINCIPAL AGENCY DUTIES.

(A) IN GENERAL.

EACH PRINCIPAL AGENCY SHALL:

- (1) ESTABLISH AN INTERNAL CITIStat PROCESS TO IMPROVE PRINCIPAL AGENCY PERFORMANCE;
- (2) ~~MANAGE~~ MONITOR PROGRESS ON THE AGENCY'S ANNUAL PERFORMANCE MANAGEMENT ~~AGREEMENT~~ PLAN;
- (3) DEVELOP ~~AND IMPLEMENT~~ PLANS TO ADDRESS GAPS IN MUNICIPAL SERVICE DELIVERY OUTCOMES; AND
- (4) REPORT TO THE ~~OFFICE~~ PROGRAM ANY RELEVANT DATA REQUESTED BY THE OFFICE; ~~AND~~
- (5) ~~ASSIST THE OFFICE TO COMPLETE OTHER SUCH FUNCTIONS AS MAY BE ASSIGNED BY THE CITY ADMINISTRATOR.~~

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1 **(B) DATA DRIVEN OFFICER.**

2 EACH PRINCIPAL AGENCY SHALL IDENTIFY A DATA-DRIVEN OFFICER WHO SHALL REPORT
3 DIRECTLY TO THE HEAD OF THE AGENCY AND BE RESPONSIBLE FOR MANAGING THAT
4 AGENCY'S CITISTAT PROCESS.

5 **SECTION 2. AND BE IT FURTHER ORDAINED,** That this Ordinance takes effect 180 days
6 day after the date it is enacted.


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Certified as duly passed this 20 day of November, 2023



President, Baltimore City Council

Certified as duly delivered to His Honor, the Mayor,
this 20 day of November, 2023



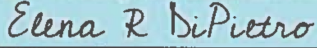
Chief Clerk

Approved this 17th day of January, 2024



Mayor, Baltimore City

Approved for Form and Legal Sufficiency
This 21st Day of November, 2023



Chief Solicitor