

**CITY OF BALTIMORE
COUNCIL BILL 23-0372
(First Reader)**

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

REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Finance, Mayor's Office
of Performance and Innovation

A BILL ENTITLED

1 AN ORDINANCE concerning

2 **Office of CitiStat – Establishment and Administration**

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

7 BY adding

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

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

15 **Baltimore City Code**

16 **Article 1. Mayor, City Council, and Municipal Agencies**

17 **Subtitle 59. OFFICE OF CITISTAT**

18 **§ 59-1. DEFINITIONS.**

19 (A) *IN GENERAL.*

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

21 (B) *ANALYSIS.*

22 “ANALYSIS” MEANS THE ACT OF STUDYING OR EXAMINING SOMETHING IN DETAIL.

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

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1 (C) *ANALYTICS*.

2 “ANALYTICS” MEANS THE SYSTEMATIC COMPUTATIONAL ANALYSIS OF DATA OR
3 STATISTICS.

4 (D) *CITISTAT MEETING*.

5 “CITISTAT MEETING” MEANS A MONTHLY MEETING BETWEEN THE OFFICE OF CITISTAT
6 AND A PRINCIPAL AGENCY WHEREIN THE ATTENDING PRINCIPAL AGENCY REPORTS DATA
7 AND STATISTICS THAT MAY BE USED TO INFORM PERFORMANCE MEASURES AND POLICY
8 INITIATIVES.

9 (E) *CITISTAT PROCESS*.

10 “CITISTAT PROCESS” MEANS A SYSTEM OF APPLYING INSIGHT GAINED FROM DATA
11 ANALYTICS AND ANALYSIS TO MANAGEMENT DECISIONS WITHIN A PRINCIPAL AGENCY.

12 (F) *CONTINUOUS IMPROVEMENT PROCESSES*

13 “CONTINUOUS IMPROVEMENT PROCESSES” MEANS AN ONGOING EFFORT TO BETTER
14 PRINCIPAL AGENCY SERVICES AND PROCEDURES.

15 (G) *DIRECTOR*.

16 “DIRECTOR” MEANS THE DIRECTOR OF THE BALTIMORE CITY OFFICE OF CITISTAT.

17 (H) *DATA-DRIVEN OFFICER*.

18 “DATA-DRIVEN OFFICER” MEANS A PERSON USING DATA AND ANALYSIS TO DRIVE
19 PERFORMANCE IN A PRINCIPAL AGENCY.

20 (I) *DATA-DRIVEN PROGRAM*.

21 “DATA-DRIVEN PROGRAM” MEANS A COMPREHENSIVE DATA ANALYSIS AND
22 PERFORMANCE MANAGEMENT PROGRAM FOR THE CITY THAT INCLUDES:

23 (1) PERFORMANCE MANAGEMENT AGREEMENTS;

24 (2) THE CITISTAT PROCESS; AND

25 (3) AN INNOVATION LAB.

26 (J) *DATA SCIENCE*.

27 “DATA SCIENCE” MEANS THE STUDY OF DATA WITH THE INTENTION OF EXTRAPOLATING
28 KNOWLEDGE OR INSIGHTS.

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1 (K) *INNOVATION LAB.*

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

4 (L) *OFFICE.*

5 “OFFICE” MEANS THE BALTIMORE CITY OFFICE OF CITISTAT.

6 (M) *CITISTAT MEETING.*

7 “CITISTAT MEETING” MEANS A MONTHLY MEETING BETWEEN THE OFFICE AND A
8 PRINCIPAL AGENCY WHEREIN THE ATTENDING PRINCIPAL AGENCY REPORTS RELEVANT
9 DATA AND STATISTICS THAT MAY BE USED TO INFORM PERFORMANCE MEASURES AND
10 POLICY INITIATIVES.

11 (N) *CITISTAT MEMORANDUM.*

12 “CITISTAT MEMORANDUM” MEANS A MEMORANDUM DETAILING THE KEY ISSUES
13 RELEVANT TO A CITISTAT MEETING THAT INCLUDES:

14 (1) DATA;

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

16 (O) *PERFORMANCE.*

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

19 (P) *PERFORMANCE MANAGEMENT AGREEMENT.*

20 “PERFORMANCE MANAGEMENT AGREEMENT” MEANS AN AGREEMENT BETWEEN A
21 PRINCIPAL AGENCY AND THE OFFICE THAT ESTABLISHES OUTCOMES AND PERFORMANCE
22 EXPECTATIONS FOR THE AGENCY.

23 (Q) *PRINCIPAL AGENCY.*

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

25 (1) FIRE DEPARTMENT;

26 (2) DEPARTMENT OF FINANCE;

27 (3) DEPARTMENT OF GENERAL SERVICES;

28 (4) HEALTH DEPARTMENT;

29 (5) DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT;

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- 1 (6) DEPARTMENT OF PLANNING;
- 2 (7) POLICE DEPARTMENT;
- 3 (8) DEPARTMENT OF PUBLIC WORKS;
- 4 (9) DEPARTMENT OF RECREATION AND PARKS; AND
- 5 (10) DEPARTMENT OF TRANSPORTATION.

6 (R) *PROCESS EVALUATION.*

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

10 (S) *PROGRAM MANAGEMENT.*

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

13 (T) *PUBLIC POLICY.*

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

17 **§ 59-2. OFFICE ESTABLISHED.**

18 THERE IS A BALTIMORE CITY OFFICE OF CITISTAT.

19 **§ 59-3. OFFICE ADMINISTRATION.**

20 (A) *DIRECTOR.*

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

22 (1) BE APPOINTED BY THE MAYOR IN ACCORDANCE WITH CITY CHARTER ARTICLE IV,
23 § 6; AND

24 (2) REPORT TO THE CITY ADMINISTRATOR.

25 (B) *QUALIFICATIONS.*

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

28 (1) DATA SCIENCE;

29
30 (2) CONTINUOUS IMPROVEMENT PROCESSES;

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- 1 (3) PROCESS EVALUATIONS;
- 2 (4) PROGRAM MANAGEMENT; OR
- 3 (5) PUBLIC POLICY.

4 (C) *STAFF*.

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

7 **§ 59-4. OFFICE POWERS AND DUTIES.**

8 (A) *IN GENERAL*.

9 THE OFFICE SHALL:

- 10 (1) REVIEW INVESTIGATIONS INTO MUNICIPAL PROCESSES AND POLICIES USING DATA
11 ANALYTICS, AND ANALYSIS;
- 12 (2) USE FINDINGS OF ANALYTICAL REVIEWS TO MAKE RECOMMENDATIONS RELATED TO
13 PROCESS IMPROVEMENT FOR CITY SERVICES;
- 14 (3) IN CONSULTATION WITH PRINCIPAL AGENCIES ESTABLISH AND IMPLEMENT DATA-
15 BASED PROCESS IMPROVEMENT SYSTEMS FOR VARIOUS CITY SERVICES;
- 16 (4) IN CONSULTATION WITH PRINCIPAL AGENCIES AND THE CITY ADMINISTRATOR
17 DRAFT ANNUAL PERFORMANCE MANAGEMENT AGREEMENTS THAT ESTABLISH
18 PRIORITIES, GOALS, AND MEASUREMENTS TO TRACK AND EVALUATE
19 PERFORMANCE;
- 20 (5) ALONG WITH THE BUREAU OF BUDGET AND MANAGEMENT RESEARCH, ENSURE
21 THAT MEASUREMENTS ESTABLISHED IN PERFORMANCE MANAGEMENT
22 AGREEMENTS ARE CONSIDERED WITHIN AGENCY BUDGET PERFORMANCE
23 MEASURES;
- 24 (6) IN CONSULTATION WITH THE CHIEF INFORMATION OFFICER OF BALTIMORE CITY
25 INFORMATION TECHNOLOGY AND RELEVANT PRINCIPAL AGENCIES ENSURE THAT
26 ACCURATE DATA ARE SHARED ON THE CITY’S OPEN DATA PORTAL;
- 27 (7) HAVE THE AUTHORITY TO REQUEST ALL RELEVANT DATA FROM A PRINCIPAL
28 AGENCY THAT HAVE BEEN COLLECTED OVER THE PREVIOUS 2 WEEKS OR AT ANY
29 OTHER TIME PERIOD;
- 30 (9) ESTABLISH NEW CITISTAT MEETINGS BETWEEN CITY, STATE, AND PRIVATE
31 ENTITIES AS NECESSARY; AND
- 32 (10) PERFORM SUCH OTHER FUNCTIONS AS MAY BE ASSIGNED BY THE OFFICE OF THE
33 CITY ADMINISTRATOR.

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1 (B) *REPORTING.*

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

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

8 (C) *MEETINGS.*

9
10 THE OFFICE SHALL:

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

21 **§ 59-5. PRINCIPAL AGENCY DUTIES.**

22 (A) *IN GENERAL.*

23 EACH PRINCIPAL AGENCY SHALL:

- 24 (1) ESTABLISH AN INTERNAL CITIStat PROCESS TO IMPROVE PRINCIPAL AGENCY
25 PERFORMANCE;
- 26 (2) MANAGE THE AGENCY’S ANNUAL PERFORMANCE MANAGEMENT AGREEMENT;
- 27 (3) DEVELOP AND IMPLEMENT PLANS TO ADDRESS GAPS IN MUNICIPAL SERVICE
28 DELIVERY OUTCOMES;
- 29 (4) REPORT TO THE OFFICE ANY RELEVANT DATA REQUESTED BY THE OFFICE; AND
- 30 (5) ASSIST THE OFFICE TO COMPLETE OTHER SUCH FUNCTIONS AS MAY BE ASSIGNED
31 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.