Memorandum

To: The Honorable President and Members of the Health, Environment, and Technology Committee

From: Dan Hymowitz, Director, Mayor's Office of Performance and Innovation

Subject: COUNCIL BILL 21-0082R - Investigative Hearing - What is the State of Stat?

Date: March 14, 2022

The Mayor's Office of Performance and Innovation (OPI) has reviewed Council Bill 21-0082R. We understand that this bill asks City government agencies to appear before the City Council to discuss the City's current approaches for collecting and using data to support agencies to improve the delivery of services for residents.

CitiStat (which is a part of OPI) is one critical part of a complementary set of current and forthcoming Baltimore City data and performance processes. Mayor Scott has committed to a re-energized CitiStat built around his own direct and consistent participation; a "back to basics" approach focused on agency accountability; and around bringing deeper analysis into Stat meetings which help to more clearly diagnose challenges and identify solutions.

This re-tooled CitiStat is one of the reasons that Baltimore City recently was able to earn "Silver" Status from What Works Cities (an organization which comprehensively reviews and assesses cities' use of data) recognizing Baltimore as a top city government for how we are using data.

CITISTAT AND BALTIMORE'S DATA AND PERFORMANCE PROCESSES
CitiStat is an integral part of a set of data and performance review processes that the City is currently operating or will be introducing in the near future.

Mayor's Action Plan

Mayor Scott committed publicly to a series of Goals that will include Key Performance Indicators (KPIs) and structured project management. Action implementation status updates will be collected monthly and KPI updates will be reviewed quarterly.

American Rescue Plan (ARPA) Reporting & Evaluation
The Mayor's Office of Recovery Programs will also review performance data, both as required by the U.S. Treasury Department and as part of rigorous program evaluation in collaboration with partners. This will mainly occur on a quarterly basis.

Agency Performance Plans
Beginning in 2023, agencies will set performance measures and targets in annual performance plans and then report on their progress. These plans and the subsequent updates about those plans will be available to the public.

Outcome Budgeting
Mayor Scott has re-initiated the outcome budgeting process, where performance data for each city service is reviewed to support budget decisions. This process is conducted annually.

"Stat" Meetings
In the context of this set of performance processes, CitiStat is distinct in the following ways:
- "Stat" processes are an accountability mechanism focused on Mayor Scott's top priorities.
- Stat meetings tend to be held more frequently (typically every other week or monthly) than these other processes. The purpose of this is to allow City leaders to identify service delivery challenges and to develop responses more quickly.
- In addition to reviewing progress towards measurable performance goals, Stat meetings bring in-depth data analysis to understand challenges and to allow for focused problem-solving conversations around those issues.

CITISTAT'S CURRENT APPROACH AND PORTFOLIO
There are a few different types of "Stats" that CitiStat is operating. "Major Stats" such as CleanStat and PoliceStat focus on the use of data to improve how the City operates several of its most critical functions. These biweekly meetings allow the City to bring consistent oversight, deep understanding, and problem-solving to those issues. CitiStat is also bringing data and the Stat approach into a number of other more targeted, key areas - such as an ongoing review of the timeliness of the City's payment of its vendors - to ensure we're bringing data-oriented management to those critical issues.

Figure 1 below provides an overview of current as well as several upcoming Stat processes that CitiStat is either leading or supporting as well as some Stats that agencies are operating.

In addition to these "Stats", OPI will be leading the development and introduction of a new performance management system which will be the City's most comprehensive framework and process for managing the City's service delivery to date. As part of this system, each City agency will set metrics and targets for its key services each year. Agencies will then report on their performance on these metrics and targets at least twice per year. The public will be able to follow this process through the start-of-year agency performance plans and the subsequent agency reports.

Figure 1
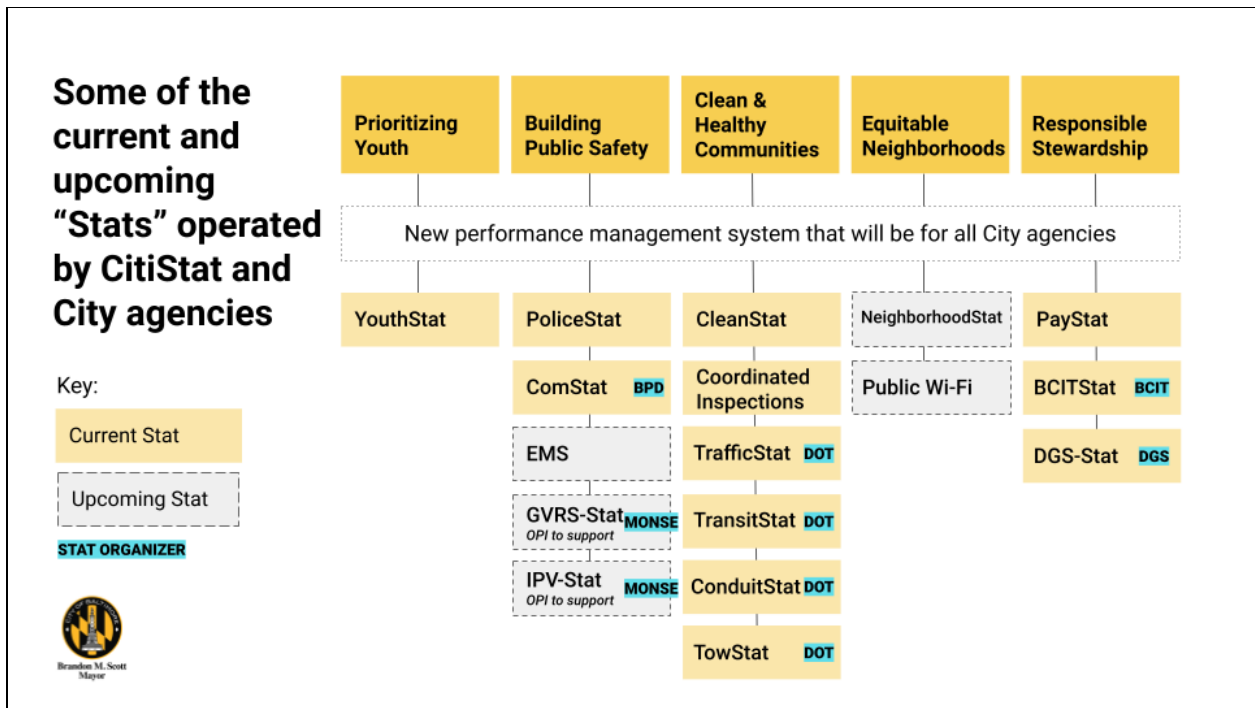
OPI is looking forward to discussing this information at the "State of Stat" hearing and to answering any further questions about this work that may be helpful.