


FROM	NAME & TITLE	Robert Cename, Budget Director <i>R. Cename</i>	CITY of BALTIMORE MEMO	
	AGENCY NAME & ADDRESS	Bureau of the Budget and Management Research Room 432, City Hall		
	SUBJECT	City Council Bill 21-0082R – Investigative Hearing-What is the State of Stat?		

DATE:

TO

The Honorable President and
Members of the City Council
City Hall, Room 400

March 15, 2022

The Department of Finance is herein reporting on City Council Bill 21-0082R, Investigative Hearing-What is the State of Stat?, the purpose of which is to invite various City officials and agencies to brief the City Council on the role of CitiStat and the use of data for process and performance improvement.

Baltimore’s CitiStat program began in 2000 under former Mayor Martin O’Malley. CitiStat was modeled on the New York City Police Department CompStat program, with the goal of reviewing agency performance data to track progress on achieving certain goals and improving services. Performance management meetings are either agency-focused or topic-focused, centered on a Mayoral priority, and include multiple agencies. Over various mayoral administrations, CitiStat has evolved to focus on different priority issues. In addition, the office managing CitiStat has expanded to include projects related to open data, process management, and managing the Data Fellows program.

Performance data has also been central to the City’s budget process for over a decade. In Fiscal 2011, Baltimore implemented an innovative process called Outcome Budgeting, which required agencies to make service-level budget proposals that justify investments in strategies geared towards achieving citywide outcomes and goals. Previously, the City used a traditional agency-centric budget process where funding was allocated to agencies based on available resources and prior-year spending patterns. Although this process kept the City’s budget in balance from a financial perspective, it was unclear which agency functions were most important to residents and which were demonstrating results. Similar to CitiStat, Outcome Budgeting has evolved significantly over the past decade, but the underlying principle remains the same: to not only keep Baltimore’s budget sustainably balanced, but also to get the best use of City resources by devoting resources to services that achieve the best results for our residents.

As part of the budget process, agencies work with the Bureau of the Budget and Management Research (BBMR) and the Mayor’s Office of Performance and Innovation (OPI) to develop performance measures for each service. Internally, performance measures allow the City to assess the service’s performance over time, and to make corrections if necessary. Externally, performance measures allow the agency to communicate the value that residents receive for their tax dollars. Service-level performance measures were first developed in Fiscal 2011 for larger agencies and in Fiscal 2012 for small and medium-sized agencies. In Fiscal 2018, the City launched a comprehensive review of all service-based performance measures across agencies. All performance measures, including past year actuals and the next budget year’s target, are reflected annually in the Agency Detail budget publication.

The Department of Finance will attend the hearing for this Resolution and respond to any inquiries.

cc: Henry Raymond
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