

**CITY OF BALTIMORE  
COUNCIL BILL 15-0214R  
(Resolution)**

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Introduced by: Councilmember Clarke, President Young, Councilmembers Curran, Middleton,  
Scott, Holton, Kraft, Henry, Reisinger, Mosby, Welch, Stokes  
Introduced and read first time: March 23, 2015  
Assigned to: Judiciary and Legislative Investigations Committee  
Committee Report: Favorable with amendments  
Adopted: May 4, 2015

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**A COUNCIL RESOLUTION CONCERNING**

**Council Oversight Hearing – CitiStat Changes**

FOR the purpose of convening a City Council oversight hearing to assess the current status,  
proposed future direction, cost effectiveness, and appropriate mission of Baltimore City’s  
CitiStat program; and making recommendations to improve future outcomes.

**Recitals**

Baltimore’s CitiStat program was initiated 15 years ago by then-Mayor Martin O’Malley who  
initially brought the New York City Police Department’s Comstat program to the Baltimore  
Police Department, and subsequently adapted that model as an accountability and tracking  
system for about a dozen other City agencies.

CitiStat is best known as accounting for progress in completion of quantifiable agency and  
interagency tasks. While often tedious and time-consuming, such accountability ties directly into  
our citizens’ expectations when seeking help and lodging complaints through the City’s 311  
system and when demanding cost effectiveness in the delivery of City services in general.

“According to research by Harvard University and the Center for American Progress,” as  
cited in The Sun’s recent review of this program, “CitiStat’s tenets – such as ‘accurate and timely  
information shared by all’ and ‘relentless follow-up and assessment’ – are crucial to the  
program’s effectiveness.” Equally important is the involvement and support of the Mayor and  
other top City leaders.

Recent Sun accounts and personal observations indicate a period at CitiStat in which the  
innate culture of urgency and the “relentless” elements of accountability are “on hold” by  
Administration consensus.

With a consultant’s report in hand since the summer, City leadership may actually be in  
transition to a less confrontational and more collaborative CitiStat successor process in mind.

Before Baltimore City’s fiscal year 2016 budget is developed, it is important for the  
Baltimore City Council to determine what future the Administration envisions for this  
presumably emerging CitiStat successor.

EXPLANATION: Underlining indicates matter added by amendment.  
~~Strike out~~ indicates matter stricken by amendment.

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1 Things change, but, in this case, the Council has a responsibility to understand what purposes  
2 a CitiStat successor might serve, how it might operate, what it might cost, and what 311  
3 task-related functions might remain to retain accountability in addressing the City’s most  
4 frequent constituent requests. The Council also must be informed about the impact of this  
5 transition on our proven progress in conducting interagency domestic violence and gun-stat  
6 oversight.

7 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That to  
8 accomplish our own oversight of presumed changes in motion, City Council requests a list of all  
9 agencies currently subject to CitiStat review and a copy of the CitiStat consultant’s report,  
10 presented to the Mayor last August.

11 **AND BE IT FURTHER RESOLVED,** That a City Council oversight hearing be conducted to  
12 include the CitiStat Director, the Deputy Chief of Staff responsible for CitiStat, the City Budget  
13 Chief, and other key personnel the Mayor selects to brief the Council.

14 **AND BE IT FURTHER RESOLVED,** That the City Council makes the following  
15 recommendations to improve future outcomes:

16 **Recommendations**

- 17 1. Involve City agencies, 311, and CitiStat in collaboratively updating CitiStat’s  
18 existing program to establish realistic 311 follow-up deadlines for ALL major  
19 SR-listed complaints and a schedule of timely, consistent, and “collaborative”  
20 Agency oversight meetings for the balance of this fiscal year and the future;
- 21 2. Determine when the “Budget Outcome” add-ons will be initiated and how  
22 staffed/conducted, ensuring that such add-ons will not diminish the SR  
23 accountability crucial to the Agency/311/CitiStat partnership;
- 24 3. Ensure access and transparency for the public through resumption of CitiStat reports  
25 in this quarter;
- 26 4. Initiate CitiStat public postings on the status of priority categories of SR requests;  
27 and,
- 28 5. Require that the CitiStat director devote his full time and attention to directing these  
29 efforts and addressing these concerns.

30 **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Mayor, the  
31 CitiStat Director, the Mayor’s Deputy Chief of Staff, the Chief of the Department of Finance’s  
32 Bureau of Budget and Management Research, and the Mayor’s Legislative Liaison to the City  
33 Council.