

**CITY OF BALTIMORE  
COUNCIL BILL 21-0082R  
(Resolution)**

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Introduced by: Councilmembers Conway, Bullock, Middleton, Porter, Torrence, President  
Mosby, Councilmembers Ramos, Burnett, Cohen, Glover  
Introduced and read first time: November 15, 2021  
Assigned to: Health, Environment and Technology Committee  
Committee Report: Favorable  
Adopted:

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**A COUNCIL RESOLUTION CONCERNING**

**Investigative Hearing - What is the State of Stat?**

FOR the purpose of requesting that the City Administrator, the Deputy City Administrator, each of the Deputy Mayor's, the Chief Data Officer, the Director of the Office of Performance and Innovation, the Director of the Baltimore City Office of Information Technology and the heads of Data Driven Strategies and Performance Management from each city agency come before the City Council to discuss the current state of data collection, evaluation, and how we are using the tenets of CitiStat to address internal process issues to help close service delivery gaps.

**Recitals**

CitiStat is a computerized system linked to 3-1-1 and 9-1-1 mapping technology. It was adopted from the CompStat model, which is a program that was created by the New York City Transit Police Department, and expanded by the New York City Police Department during the 1990's. Baltimore City implemented the CompStat model twenty-years ago and rebranded it as CitiStat. When CitiStat was implemented, the City tracked agency spending, calls for service, and the efficiency of the City's response to those service requests. This was done through the lens four original CompStat tenets:

- (1) timely and accurate information or intelligence;
- (2) rapid deployment of resources;
- (3) effective tactics; and
- (4) relentless follow-up.

In 2004, four-years after CitiStat was fully implemented across twelve city agencies, the City of Baltimore won the prestigious Innovations in American Government Award from the Council for Excellence in Government, a nonprofit organization that focuses on improving government performance.

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

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1 Since its introduction the ambitions of CitiStat and its successes as a good government  
2 management tool has stumbled. CitiStat's short and long-term viability has been unstable over  
3 the last 10-years — unable to weather the multitude of administration changes.

4 With this investigative hearing the Council seeks to better understand:

- 5 (1) the structure of the offices and units responsible for citywide and agency specific  
6 data collection and evaluation;
- 7 (2) how often CitiStat and internal Stat meetings are being held;
- 8 (3) what administrative and operational processes are currently being measured by each  
9 agency;
- 10 (4) plans to hold joint meetings on multidisciplinary issues to break agencies out of their  
11 silos to help create cross-cutting policy; and
- 12 (5) when issues are discovered in Stat meetings what business and process improvement  
13 techniques are used to address those problems.

14 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the  
15 Baltimore City Council request that the City Administrator, the Deputy City Administrator, each  
16 of the Deputy Mayor's, the Chief Data Officer, the Director of the Office of Performance and  
17 Innovation, the Director of the Baltimore City Office of Information Technology and the heads of  
18 Data Driven Strategies and Performance Management from each city agency come before the  
19 City Council to discuss the current state of data collection and evaluation, and how we are using  
20 the tenets of CitiStat to address internal process issues to help close service delivery gaps..

21 **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Mayor, the  
22 Office of the Baltimore City Administrator, the Director of the Office of Performance and  
23 Innovation, the Commissioner of the Baltimore City Health Department, the Police  
24 Commissioner of the Baltimore Police Department, the Fire Chief of the Baltimore City Fire  
25 Department, the Director of the Department of Public Works, the Director of the Department of  
26 Transportation, the Director of the Department of General Services, the Commissioner of the  
27 Department of Housing and Community Development, the Director of the Department of  
28 Recreation and Parks, the Director of the Department of Planning, the Director of the Baltimore  
29 City Office of Information Technology, and the Mayor's Legislative Liaison to the Baltimore  
30 City Council.