

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

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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

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

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A BILL ENTITLED

AN ORDINANCE concerning

**Office of CitiStat – Establishment and Administration**

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

BY adding

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

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

**Baltimore City Code**

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

**Subtitle 59. OFFICE OF CITISTAT**

**§ 59-1. DEFINITIONS.**

(A) *IN GENERAL.*

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

(B) *ANALYSIS.*

“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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(6) DEPARTMENT OF PLANNING;

(7) POLICE DEPARTMENT;

(8) DEPARTMENT OF PUBLIC WORKS;

(9) DEPARTMENT OF RECREATION AND PARKS; AND

(10) DEPARTMENT OF TRANSPORTATION.

(R) *PROCESS EVALUATION*.

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

(S) *PROGRAM MANAGEMENT*.

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

(T) *PUBLIC POLICY*.

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

**§ 59-2. OFFICE ESTABLISHED.**

THERE IS A BALTIMORE CITY OFFICE OF CITIStat.

**§ 59-3. OFFICE ADMINISTRATION.**

(A) *DIRECTOR*.

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

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

(2) REPORT TO THE CITY ADMINISTRATOR.

(B) *QUALIFICATIONS*.

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

(1) DATA SCIENCE;

(2) CONTINUOUS IMPROVEMENT PROCESSES;

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(3) PROCESS EVALUATIONS;

(4) PROGRAM MANAGEMENT; OR

(5) PUBLIC POLICY.

(C) *STAFF*.

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

**§ 59-4. OFFICE POWERS AND DUTIES.**

(A) *IN GENERAL*.

THE OFFICE SHALL:

(1) REVIEW INVESTIGATIONS INTO MUNICIPAL PROCESSES AND POLICIES USING DATA ANALYTICS, AND ANALYSIS;

(2) USE FINDINGS OF ANALYTICAL REVIEWS TO MAKE RECOMMENDATIONS RELATED TO PROCESS IMPROVEMENT FOR CITY SERVICES;

(3) IN CONSULTATION WITH PRINCIPAL AGENCIES ESTABLISH AND IMPLEMENT DATA-BASED PROCESS IMPROVEMENT SYSTEMS FOR VARIOUS CITY SERVICES;

(4) IN CONSULTATION WITH PRINCIPAL AGENCIES AND THE CITY ADMINISTRATOR DRAFT ANNUAL PERFORMANCE MANAGEMENT AGREEMENTS THAT ESTABLISH PRIORITIES, GOALS, AND MEASUREMENTS TO TRACK AND EVALUATE PERFORMANCE;

(5) ALONG WITH THE BUREAU OF BUDGET AND MANAGEMENT RESEARCH, ENSURE THAT MEASUREMENTS ESTABLISHED IN PERFORMANCE MANAGEMENT AGREEMENTS ARE CONSIDERED WITHIN AGENCY BUDGET PERFORMANCE MEASURES;

(6) IN CONSULTATION WITH THE CHIEF INFORMATION OFFICER OF BALTIMORE CITY INFORMATION TECHNOLOGY AND RELEVANT PRINCIPAL AGENCIES ENSURE THAT ACCURATE DATA ARE SHARED ON THE CITY'S OPEN DATA PORTAL;

(7) HAVE THE AUTHORITY TO REQUEST ALL RELEVANT DATA FROM A PRINCIPAL AGENCY THAT HAVE BEEN COLLECTED OVER THE PREVIOUS 2 WEEKS OR AT ANY OTHER TIME PERIOD;

(9) ESTABLISH NEW CITISTAT MEETINGS BETWEEN CITY, STATE, AND PRIVATE ENTITIES AS NECESSARY; AND

(10) PERFORM SUCH OTHER FUNCTIONS AS MAY BE ASSIGNED BY THE OFFICE OF THE CITY ADMINISTRATOR.

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### (B) *REPORTING.*

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

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

### (C) *MEETINGS.*

THE OFFICE SHALL:

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

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

### (A) *IN GENERAL.*

EACH PRINCIPAL AGENCY SHALL:

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