




Memorandum

To: The Honorable President and Members of the Public Safety and Government Operations Committee

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



Subject: COUNCIL BILL 23-0372: Office of CitiStat – Establishment and Administration

Date: May 3, 2023

The Mayor's Office of Performance and Innovation (OPI) reviewed Council Bill 23-0372. We understand that this bill seeks to establish an "Office of CitiStat" and codifies a number of processes and approaches used by OPI.

Scott Administration Approach to Performance

The Scott Administration leverages data and analytics to monitor the performance of city agencies facilitating sustainable change and improving outcomes for the residents of the City of Baltimore. Our performance and innovation framework is powered by four core tools: 1) CitiStat, 2) Innovation teams, 3) Agency Performance plans, and 4) the Mayor's Action Plan. Together, these tools allow the mayor's office to manage and improve agency performance but most importantly deliver innovative solutions to some of Baltimore's most pressing challenges.

Baltimore's approach leverages national best practices in city governance. In accordance with these nationally recognized approaches Baltimore has developed an enterprise-wide strategic plan outlining the city's long-term goals (Mayor's Action Plan), is managing the day-to-day progress of agency performance towards stated goals through programs like CitiStat and closely monitors the Agency Performance Plans.

Analysis of Bill 23-0372

While, CitiStat is the City's cornerstone performance approach, it is most effective when working alongside other performance tools that allow for long-range performance measurement and tracking, enterprise-wide strategic planning, and development of innovative

solutions to tackle the big intractable challenges we face in our city. The CitiStat model is highly tactical, agile and can drive immediate improvements to agency performance. However, CitiStat cannot replace a comprehensive, coordinated, cohesive performance system that advances innovation and champions systemic improvements to agency performance, while allowing for agile, tactical approaches that identify immediate improvements.

Additionally, Bill 23-0372 mandates meeting cadence, agency engagement and other processes that limit the Executive's authority to strategically implement a performance management model that advances the vision outlined in the Mayor's Action Plan. Moreover, the Scott Administration leverages CitiStat to focus on complex, multi-agency challenges, not just single agency performance – as dictated in Bill 23-0372.

As such, the Administration is not in support of Bill 23-0372.

While, the Administration opposes the bill in its current form, we acknowledge areas of alignment including the need to strengthen the management and oversight of agency performance and look forward to working collaboratively with members of the Council to advance our shared goals.