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

A RESOLUTION ENTITLED

1   A COUNCIL RESOLUTION concerning

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

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

10   **Recitals**

11   CitiStat is a computerized system linked to 3-1-1 and 9-1-1 mapping technology. It was
12   adopted from the CompStat model, which is a program that was created by the New York City
13   Transit Police Department, and expanded by the New York City Police Department during the
14   1990's. Baltimore City implemented the CompStat model twenty-years ago and rebranded it as
15   CitiStat. When CitiStat was implemented, the City tracked agency spending, calls for service,
16   and the efficiency of the City's response to those service requests. This was done through the
17   lens four original CompStat tenets:

18   (1) timely and accurate information or intelligence;

19   (2) rapid deployment of resources;

20   (3) effective tactics; and

21   (4) relentless follow-up.

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

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

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

9   (1) the structure of the offices and units responsible for citywide and agency specific data
10   collection and evaluation;

11   (2) how often CitiStat and internal Stat meetings are being held;

12   (3) what administrative and operational processes are currently being measured by each
13   agency;

14   (4) plans to hold joint meetings on multidisciplinary issues to break agencies out of their
15   silos to help create cross-cutting policy; and

16   (5) when issues are discovered in Stat meetings what business and process improvement
17   techniques are used to address those problems.

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

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