



Legislation Text

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Explanation: Capitals indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

* **Warning:** This is an unofficial, introductory copy of the bill.
The official copy considered by the City Council is the first reader copy.

Introductory*

City of Baltimore Council Bill

Introduced by: Councilmember Conway

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.

(c) *Analytics*.

“Analytics” means the systematic computational analysis of data or statistics.

(d) *CitiStat meeting*.

“CitiStat meeting” means a monthly meeting between the Office of CitiStat and a principal agency wherein the attending principal agency reports data and statistics that may be used to inform performance measures and policy initiatives.

(e) *CitiStat process*.

“CitiStat process” means a system of applying insight gained from data analytics and analysis to management decisions within a principal agency.

(f) *Continuous improvement processes*

“Continuous improvement processes” means an ongoing effort to better principal agency services and procedures.

(g) *Director*.

“Director” means the Director of the Baltimore City Office of CitiStat.

(h) *Data-driven officer*.

“Data-driven officer” means a person using data and analysis to drive performance in a principal agency.

(i) *Data-Driven Program*.

“Data-Driven Program” means a comprehensive data analysis and performance management program for the City that includes:

- (1) performance management agreements;
- (2) the CitiStat process; and
- (3) an innovation lab.

(j) *Data science*.

“Data science” means the study of data with the intention of extrapolating knowledge or insights.

(k) *Innovation lab*.

“Innovation lab” means a team of people focused on addressing issues identified through the CitiStat process.

(l) *Office*.

“Office” means the Baltimore City Office of CitiStat.

(m) *CitiStat meeting.*

“CitiStat meeting” means a monthly meeting between the Office and a principal agency wherein the attending principal agency reports relevant data and statistics that may be used to inform performance measures and policy initiatives.

(n) *CitiStat memorandum.*

“CitiStat memorandum” means a memorandum detailing the key issues relevant to a CitiStat meeting that includes:

(1) data;

(2) any follow-up responses from a previous CitiStat meeting.

(o) *Performance.*

“Performance” means the action or process of accomplishing a principal agency action, task, or function.

(p) *Performance management agreement.*

“Performance management agreement” means an agreement between a principal agency and the Office that establishes outcomes and performance expectations for the agency.

(q) *Principal agency.*

“Principal agency” means any of the following City executive departments:

(1) Fire Department;

(2) Department of Finance;

(3) Department of General Services;

(4) Health Department;

(5) Department of Housing and Community Development;

(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;
- (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.

(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.

(b) *Data Driven Officer.*

Each principal agency shall identify a data-driven officer who shall report directly to the head of the agency and be responsible for managing that agency's CitiStat process.

Section 2. AND BE IT FURTHER ORDAINED, That this Ordinance takes effect 180 days day after the date it is enacted.