MGT-7

Tracking departmental performance

The directors of agencies in the city of Baltimore, Maryland (651,000), collect detailed data on virtually every aspect of their operations. They and their deputies then meet with the mayor, the deputy mayor, and other senior city staff to review their progress along a number of performance indicators. The goal of the CitiStat program is to achieve efficient, effective, and accountable government.

Matt Gallagher
Director

Citistat
City of Baltimore
606 City Hall
100 North Holiday Street
Baltimore, MD 21202

Phone: 410/396-4721
Fax: 410/625-8707
E-mail:
matt.gallagher@baltimorecity.
gov
Web site: www.baltimorecity.
gov/news/citistat/

Implementation notes

Leadership/staffing   The CitiStat program is led by a full-time director and has one part-time and six full-time staff members, primarily analysts.

Timeline   CitiStat is modeled on a program pioneered by the New York police department that was implemented in Baltimore's police department in the early 1990s. In June 2000, Mayor Martin O'Malley decided to expand the program to the city's largest agencies, and eventually to all city agencies. Today, 18 city agencies are involved in the program.

Budget/funding   The CitiStat room, in which department directors and staff meet every other week with city leadership, was equipped for just $20,000 because it used only off-the-shelf software. The current annual budget for the program is $400,000, and almost all these funds are for staff and benefits.

Program description   Every other week, the heads of the city's agencies meet with the mayor, deputy mayors, CitiStat manager, and key cabinet members. Before these meetings, which generally last 1–2 hours, the agencies submit data on a wide variety of issues to the CitiStat team. The data submitted by each agency depend on that agency's functions. For example, the solid-waste bureau submits data on complaints about dirty alleys and missed trash pickups, the number of sick days taken in each division, and the overtime rate. The CitiStat team analyzes these data and ensures that the data are accurate by con-
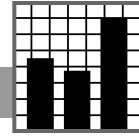
ducting field investigations and reviewing cases at random. The team also analyzes and compares the data for each agency with data in the previous report, develops questions about the data, highlights problem areas, and prepares a presentation. The team also compares the information reported by the departments with data from the city's 311 call center, an independent body that manages citizen service requests. A CitiStat technical team then prepares briefing books for the mayor and deputy mayor. To help managers track employee performance and public service delivery, digital maps are developed to plot complaints, vacant homes, lead-paint violations, food inspections, and potholes.

The meetings take place in the CitiStat room, which has two computers that project interactive geographic information system (GIS) maps, charts, graphs, and other information onto two large screens. During the meetings, managers are questioned by top city officials and are expected to explain increases or declines in indicators. Because representatives of several departments are present at the meetings, departments can share success stories and lessons learned with each other.

Results CitiStat has significantly improved the city government's responsiveness. Among the program's accomplishments are a savings of $20.9 million in reduced overtime and a reduction of absenteeism by as much as half in many agencies. Towing of abandoned vehicles has increased 22 percent, and the city has removed four times as much graffiti as it did two years ago. The city also saved $9 million by contracting out building security, customer service, and health and clinic services.