



F R O M	Name & Title	Steve Sharkey, Director 	CITY OF BALTIMORE MEMO	
	Agency Name & Address	Department of General Services 200 Holliday Street, Suite 800 Baltimore, Maryland 21202		
	Subject	SUPPORT – City Council Bill #19-0332 The Baltimore City Sustainability Plan		

TO: The Honorable President and Members of the City Council **DATE:** March 4, 2019
 Room 409, City Hall
 100 N. Holliday Street
 Baltimore, Maryland 21202

Re: Support – City Council Bill #19-0332 The Baltimore City Sustainability Plan

Dear President Young and Members of the City Council:

The Department of General Services reviewed City Council Bill #19-0332 The Baltimore City Sustainability Plan which seeks to adopt a new Sustainability Plan for Baltimore City; providing for a special effective date; and generally relating to all elements of sustainability, including air quality, water quality, resource conservation and recycling, energy, public health, environmental justice, reduction of greenhouse gas emissions, and increasing the use of alternative means of transportation. The department **SUPPORTS** CCB19-0332.

As the Baltimore Office of Sustainability mentioned in their response to CCB19-0332, the 2019 Sustainability Plan uses an equity lens to focus on the experiences that have been historically harmful to some of our residents, and to broaden the scope of voices represented in the plan, inclusive not only of race but also gender, age, neighborhood, and employment status.

The Sustainability Plan is part of the USA Sustainable Cities Initiative (USA-SCI), Baltimore was selected to be one of three U.S. cities to pilot localizing the United Nations (UN) Sustainable Development Goals (SDGs). The Sustainable Development Goals are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.

DGS believes that it can help be a part of this call to action. In reviewing the proposed plan, the department acknowledges the hard work ahead for our agency, the city as a whole, and the business, non-profit, and communities partners it will take to make this plan a reality. However, the department is already taking substantial steps to lead this effort. DGS's offices of Business Process Improvement and Fiscal and Strategic Management have challenged the agency to become paperless by 2024. The Department will focus on this one critical metric, or a "keystone habit," which will create a change that will ripple through the whole department's culture. The transition

to paperless will lead to an examination of inefficient processes within the department. Focusing on one, highly impactful habit can improve several routines — and the bottom line. This focus also falls squarely in-line with the goals of the Sustainability Plan and UN SDGs, because “the best way to prevent waste is by buying less, reusing what you have, and then recycling and composting, a concept known as ‘zero waste’.” By transitioning to paperless processes, DGS will buy less paper, streamline processes, and improve municipal services.

Similarly, as the Sustainability Plan describes “as we continue to strive for less waste, our thinking is shifting from waste as a liability to waste as an asset; a way to create good paying, local jobs tied to a workforce development pipeline,” DGS is using our paperless process improvement to establish pipelines to cultivate the next generation of civic-minded, tech-savvy, municipal employees. The total number of employees across the Department’s core divisions is over 300, with nearly 60% of these employees being retirement ready and/or retirement eligible. The department will increase the problem solving, performance management, analysis and operational capacity of the organization through a series of structured and targeted talent pipelines with partners and institutions centered around well documented business and public policy problems. This approach aims to create and maintain increased productivity and improved service delivery through a series of internship programs, consultancy capstones, academic credit programs, public-private partnership agreements and smaller contractual mechanisms built around well-defined and scoped business and policy problems.

As it relates to facilities maintenance and the City’s building infrastructure, DGS has been retrofitting municipal buildings with energy efficient LED lighting and using Metasys to track and review HVAC energy usage and trends. In time, DGS hopes to automate HVAC and electrical systems in buildings to track usage and control for surges to reduce costs. On way DGS currently does this is by asking each agency to turn off their lights when they leave the office for the evening.

The DGS Major Projects Division performs design and construction for the City. This division complies with the green building codes adopted by the city and engages the Office of Sustainability during the project kick-off and design phase.

The DGS Fleet Management Division manages and maintains the City’s vehicle and equipment fleet. Based on the results of a 2012 comprehensive study into the replacement of vehicles, the City determined that it was facing a replacement backlog—the value of assets which have reached or exceeded their useful life—of approximately \$125 million. In Fiscal 2014, in order to break away from this counterproductive condition, the City adopted a lease financing strategy, known as the Master Lease Program. The adoption of the Master Lease program has dramatically reduced the age of the City fleet. The major results of the Master Lease include a reduction of the Fleet backlog and substantial cost avoidance on maintenance and repair expenses. An aging fleet requires higher investment in maintenance and repair costs, is associated with higher fuel usage, experiences

substantially more breakdowns, which affects service delivery and requires a large reserve fleet for operations. Now City agencies have vehicles and equipment that are more reliable and available, to better provide the services to citizens.

In order to reduce petroleum consumption and increase the use of alternative vehicles and equipment in the city government fleet, DGS has added four electric vehicles to the city fleet and is exploring electric options for other city equipment.

DGS has conducted multiple rounds of engineering assessments to better quantify and qualify the agency's facilities capital replacement backlog. Though these assessments produce a stark picture of the significant capital investment required to bring the City's buildings out from critical status, the agency continues to explore opportunities to reduce or mitigate growing energy usage, and identify cost-savings initiatives through improvements to or replacements of energy-intensive systems.

The Department of General Services reviewed City Council Bill #19-0332 The Baltimore City Sustainability Plan. The department will continue its forward-thinking approach to municipal asset management and will work with the Baltimore City Office of Sustainability to approach building and vehicle infrastructure issues from an equity and global perspective. DGS **SUPPORTS** CCB19-0332 and requests that the bill be given favorable consideration by the City Council.

