



F O R 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 Resolution 18-0094R – Baltimore City Comprehensive Economic Development Projects Briefing		

TO: The Honorable President and Members of the City Council **DATE:** September 4, 2018
 Room 409, City Hall
 100 N. Holliday Street
 Baltimore, Maryland 21202

Re: City Council Bill 18-0094R – Baltimore City Comprehensive
 Economic Development Projects Briefing

Dear President Young and Members of the City Council:

The Department of General Services reviewed City Council Resolution 18-0094R – Baltimore City Comprehensive Economic Development Projects Briefing as introduced by Council President Young with the purpose of requesting a comprehensive and detailed briefing on each of the department’s economic development projects and on each project’s supporting financial resources and incentives, for the projects that are and will be occurring in each of the 14 City Council Districts.

The Department of General Services uses specific criteria depending on the division in which a project request falls. If the request is a capital project, the Major Projects Division will assess the project’s merits based on legal mandates, public safety, political considerations, operations management, building systems, external funding, and agency needs. However, prior to our own process, DGS is constrained by the budget allocations set by the Planning Department and the Department of Finance.

DGS’ Fiscal and Strategic Management Office initiated the process of developing a method to inventory all DGS-owned assets, gather information on their condition, and determine the costs of either maintaining or replacing those assets to assist the Mayor, Council, agency directors, and other policymakers in understanding the scope of the effort to identify and assess the condition of all the DGS owned facilities, and second, to determine the cost to replace critical infrastructure.

The City, like other municipal and state governments, is dealing with years of deferred maintenance of its critical infrastructure. Based on the most recent study, the current value of the City’s capital replacement needs is approximately \$573 million. DGS’ overall need for new or replacement facilities and maintenance of existing facilities far exceeds the current funding level with a primary capital funding needs gap averaging approximately \$41 million per year. If not addressed, DGS anticipates that the deferral of such fixed investment will lead to poor asset quality and require even greater investment in the future. We recommend that there be funding added to both the capital and operating budgets to ensure that the City can properly meet the capital improvement and operational needs of city agencies.

In planning its capital funding requests on behalf of various city agencies, DGS considers the existence of any legal mandate that requires the project to be performed. DGS also considers the consequences of delaying the project. In regards to public safety, the department seeks to determine if a public safety issue is real or perceived, if the impact will affect a few individuals or all citizens, and the consequences of not correcting the issue, e.g., the potential of a lawsuit or requiring the

shutdown of the building.

Political considerations may include whether the project is a Mayoral or agency priority. When assessing operations and management, the department accounts for anticipated savings, conducts comparisons to cost of doing the work, and calculates the amount of time it will take to recoup the City's investment. Engineers inspect the condition of building systems, which includes the age of system and the cost of replacement versus repair. The Major Projects Division also considers any external funding, the conditions and type of such funding, the amount of funding, and the timeline for receipt of funds. Lastly, the department examines agency needs and assesses whether or not relocation is a possibility.

If a request is for a facility repair or maintenance, the department's Facilities Maintenance Division will perform a similar analysis. Facilities prioritizes life safety issues above all other needs. Next, the division looks at the facility's infrastructure, then funding and geographic equity are considered with a concerted effort to reach as many buildings throughout the City as possible. Agencies should work with the Finance Department to build the estimated funding into their upcoming budget.

Over the last few years, Facilities Maintenance has targeted locations throughout the city to improve preventative maintenance. These locations include police stations, multi-purpose centers, and health centers. A good example of this focus is the Facilities Maintenance Division's Mobile Maintenance Project. DGS implemented a "mobile technician" pilot program that aimed to service buildings that previously received the least attention outside of downtown through the use of preventive maintenance on a regular, specified route. The project proposed to improve Key Performance Indicators such as: customer service satisfaction, work order completion and closing times, the volume of preventive maintenance compared to the volume of corrective maintenance, and the volume of total work orders. The mobile technicians transport vans are equipped with an ample inventory of supplies, including iPads that enable the technicians to open and close work orders on-the-go, in real time, instead of traveling downtown which previously reduced time in the field.

As a result of the program, the performance gap between downtown--high level of service--buildings and outlying and neglected facilities was closed by 50%. The agency reduced the number of steps to create, complete and close work orders as well as drastically reducing the time it takes to do this work for our customer agencies providing services in public facing buildings. Customers also report higher levels of customer service and satisfaction due to more frequent visits from DGS Facilities Maintenance staff.

The Department of General Services reviewed City Council Resolution 18-0094R – Baltimore City Comprehensive Economic Development Projects Briefing and will participate in the hearing and briefing and requests that the resolution be given favorable consideration by the City Council.



STEVE SHARKEY
DIRECTOR

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