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TO: Simone Johnson, Deputy City Administrator  
FROM: Berke Attila, Director, Department of General Services  
DATE: January 20, 2023  
RE: Executive Update, City Council Hearing LO22-0029, Baltimore City Fire Department Apparatus Maintenance and Replacement

On December 7, 2022, the Department of General Services (DGS) presented testimony to the Public Safety and Government Operations Committee on LO22-0029, *Baltimore City Fire Department Apparatus Maintenance and Replacement*. Councilman Zeke Cohen requested that the committee receive additional information from the Department of General Services, to better understand potential scenarios for asset replacement. Following the hearing, the Fire Department provided DGS with further information regarding their estimates for life cycle replacement (considering unique geographical issues and service delivery requirements within Baltimore City); in addition to those estimates, DGS assembled industry life cycle replacement standards.

With the above information, DGS modeled several scenarios for potential replacement of Fire Department assets – focusing specifically on ladder trucks, engines, and ambulances. Based on each replacement scenario and targets for average age, DGS was able to produce an identified annualized replacement cost, in comparison with the current replacement schedule as a baseline. These scenarios are termed as follows:

- Scenario 1: “2-4-8” Replacement (Baseline)
- Scenario 2: Industry Standard Life Cycle (+\$7.5M annualized cost)
- Scenario 3: Fire Department Proposed Life Cycle (+15M annualized cost)

The scenarios were developed to provide the Administration and City Council with a potential “menu” to inform replacement. DGS recognizes that each scenario presents varying degrees of benefit (in vehicle reliability, vehicle age, and service expectations) versus expected cost (in purchasing cost or debt service obligations).

DGS does not identify a recommendation to pursue a specific scenario within the memo, as our agency cannot unilaterally increase available PAYGO capital funding or financing. However, DGS recognizes City Council and Fire Department concerns regarding vehicle availability and age cannot be addressed in full simply through the current (baseline) funding levels and associated replacement schedule.

DGS staff is available to provide a briefing on the scenarios outlined in this report.