

**EXECUTIVE ORDER**  
**CAPITAL CONTRACTING PROCESS IMPROVEMENT INITIATIVE**

**WHEREAS**, in recent years Baltimore City has received valuable feedback from contractors, funders, the public, and City staff highlighting opportunities to enhance the efficiency and effectiveness of delivering capital projects.

**WHEREAS**, the capital contracting process for public works is vital to the City's operations, impacting numerous projects and services.

**WHEREAS**, the City's system for procuring services for capital projects presents opportunities for improvement, including streamlining invoice processing, enhancing communication among staff and those trying to navigate the system and participate in contracting opportunities with the City, and modernizing processes to strengthen the City's reputation and relationships with regional partners and to ensure timely project delivery.

**WHEREAS**, the challenges faced by the City were not caused by a breakdown in the single area of the process but rather by a series of problems affecting the process as a whole, leading to a need for a systemic approach to updating the capital contracting process.

**WHEREAS**, the Mayor's Office for Infrastructure Development ("MOID") was created to maximize grant funding for the City's infrastructure needs and to evaluate and coordinate contracting policies and methods. MOID also assists in developing policies and procedures related to infrastructure investment and procedure. It is uniquely positioned to address systemic challenges in capital contracting processes that span multiple agencies and require collaborative solutions.

**WHEREAS**, to approach this initiative holistically, MOID has recognized 5 categories for focus: (1) Transparency and Accountability, (2) Equity and Inclusion, (3) Communication Enhancement, (4) Operational Efficiency, and (5) Innovative and Strategic Improvement. Each category is accompanied by a list of recommendations.

**WHEREAS**, the implementation of the recommendations will benefit contractors, funders, the public, and City staff by creating streamlined processes that enhance communication and ensure equitable treatment and opportunities for all parties involved.

**WHEREAS**, as this process evolves, legal concerns may arise that may necessitate additional steps be taken to reach a particular goal such as the passage of enabling legislation at the state or local level and the development of rules and regulations.

**NOW THEREFORE, I, BRANDON M. SCOTT**, Mayor of the City of Baltimore, by virtue of the authority vested in me, do hereby issue the following Executive Order:

**BE IT ORDERED THAT:**

1. The City, through MOID, will begin the process of updating and improving the capital contracting process guided by the recommendations researched and developed by MOID.

The recommendations fall into one of five focus areas: (1) Transparency and Accountability, (2) Equity and Inclusion, (3) Communication Enhancement, (4) Operational Efficiency, and (5) Innovative and Strategic Improvement.

## 2. Improvement Area One: Transparency and Accountability

### Recommendations

- A. In cooperation with appropriate City agencies, will develop and disseminate comprehensive documents including standard operating procedures, contracting materials, and compliance requirements.
- B. Establish a late invoice dashboard for capital project invoices.
- C. In cooperation with City agencies, standardize specific contracting practices and language across agencies to the extent practical.
- D. Create an online database for City contracting that will improve the understanding of capital project process.
- E. Develop a reporting requirement for capital project expenditures, progress and outcomes, and provide for appropriate analysis of those reports.
- F. Pursuant to City auditing laws and Charter provisions, assist with the implementation of regular audits and reviews of the capital contracting processes.
- G. Provide for the use of feedback surveys to inform MOID and City agencies on the operations of the capital contracting process.

## 3. Improvement Area Two: Equity and Inclusion

### Recommendations

- A. Subject to existing laws, further the creation of more opportunities for MBE/WBE's by assisting City agencies with unbundling contracts, expanding outreach programs that provide technical assistance and networking opportunities, and developing incentives for prime contractors to use more diversity in subcontracting.

## 4. Improvement Area Three: Communication Enhancement

### Recommendations

- A. Develop and promote a centralized website for bidding opportunities creating greater accessibility and transparency.
- B. Implement a centralized communication platform for updates and tracking among project stakeholders.

## 5. Improvement Area Four: Operational Efficiency

### Recommendations

In conjunction with the Board of Estimates, create a protocol for introducing electronic bidding and e-documents to the bidding process as follows:

- A. Consult with Baltimore City Information & Technology to improve data management standards and connectivity between project management software portals in the City.
- B. Provide ongoing project management training for staff involved in capital projects to ensure proper handling of timelines, budgets, and outcomes while aligning with best practices.
- C. Assist the Department of Human Resources in developing positions and classifications for project management expertise.
- D. Assist the Department of Human Resources in implementing staffing adjustments to align teams, divisions and departments with project requirements and needs.
- E. Implement an internal project milestone tracker and status reporting.
- F. Analyze current processes and develop workflows to identify redundancies and opportunities for increased efficiencies.

6. Improvement Area 5: Innovation and Strategic Improvements

Recommendations

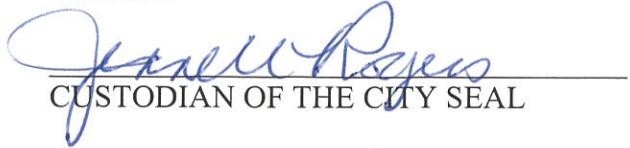
- A. In consultation with the Law Department, City agencies, and subject to existing laws, develop templates and guidelines for outcome-driven requests for proposals to improve contractor selection and project results.
- B. In consultation with the Law Department, City agencies, and subject to existing laws, develop a plan for the implementation of innovative contracting models for greater flexibility and improvement of project delivery outcomes.
- C. In consultation with the Law Department, City agencies, the Board of Estimates and subject to existing laws, assist with the evaluation and refinement of contract requirements and regulations.

7. It is anticipated that this Initiative will result in:

- A. Greater oversight of inclusionary practices as part of the capital contracting and procurement processes.
- B. Elimination of outdated procedures and technologies which lead to delays and can cause miscommunication among stakeholders, thereby decreasing contractor complaints and increasing contractor and staff satisfaction.
- C. Expansion of methods by which City contracts resulting in modernizing of the system and improvement of project outcomes.
- D. Enhanced communication channels and the efficiency of operations resulting in an overall more accessible and effective system.

8. This Executive Order shall be effective immediately pursuant to its terms.

ATTEST:

  
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CUSTODIAN OF THE CITY SEAL

IN WITNESS HEREOF, I HAVE  
HEREUNTO PLACED MY HAND AND  
THE GREAT SEAL OF THE CITY OF  
BALTIMORE

THIS 21<sup>st</sup> DAY OF APRIL, 2025.

  
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BRANDON M. SCOTT, MAYOR

APPROVED FOR FORM AND  
LEGAL SUFFICIENCY  
THIS 21<sup>st</sup> DAY OF APRIL, 2025.

  
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EBONY M. THOMPSON  
CITY SOLICITOR