

Mayor's Office of Homeless Services Response*

Case # 26-0002-I

*The OIG received City Leadership's response to the report. While the OIG strives to publish responses in full, the response included an attachment that may include confidential information. The OIG did not include that attachment when publishing Mayor's Office of Homeless Service response due to those concerns but anyone interested in obtaining that attachment can submit an information request to City Leadership.



CITY OF BALTIMORE
MAYOR BRANDON M. SCOTT

MEMORANDUM

TO	Isabel Mercedes Cumming, Inspector General, Office of the Inspector General
FROM	Ernestina Simmons, Executive Director, Mayor's Office of Homeless Services (MOHS)
DATE	August 7, 2026
SUBJECT	OIG Case # 25-0379-C

MOHS acknowledges the seriousness of the reported facility conditions and resident concerns from the conditions documented in the report from July 2025. Since that time, MOHS has worked both internally and externally to improve the conditions at the site alongside our vendor (at the time) as well as taking steps to find a long-term vendor with the skills and expertise to manage shelter sites that were formerly operated as hotels.

At the time the initial concerns were reported to MOHS, we took the following steps:

1. Met with the facilities provider to conduct a secondary inspection of the site that included consultants to address all facility, flooring and environmental concerns at the site.
2. Contracted with a vendor to have the carpet removed throughout the facility in **October 2025**.
3. **On November 17, 2025**, MOHS released our second RFP for Bids to manage the (3) city funded emergency shelters that were former hotels. The selected vendor was [REDACTED].

Under the new Shelter Facilities Management Agreement, [REDACTED] is responsible for facilities management at all three properties and has submitted a comprehensive, portfolio-wide Preventive Maintenance Plan. This response addresses three areas: (1) maintenance and environmental controls; (2) people, on-site support, and contract accountability; and (3) resident satisfaction.

Maintenance and Environmental Controls

Comprehensive preventive maintenance framework. The new plan establishes a prevention-first, calendar-driven program for every major building system across the three properties, including HVAC, plumbing, pumps, generators, electrical systems, roofing, elevators, fire alarm and sprinkler systems, laundry, housekeeping, waste management, pest control, and the building envelope. Each required task is assigned a frequency, responsible party, due date, and documentation requirement.

Single work-order system and clear ownership. Maintain X is the mandatory system of record for maintenance, housekeeping, and front-desk activity. Scheduled tasks are preloaded as recurring work orders, and service-provider staff have requester access to submit and track maintenance needs. This directly addresses prior uncertainty about how shelter staff reported maintenance concerns. Work-order closure requires technician sign-off, findings, date and time, photographs when applicable, and vendor reports or inspection certificates.

Ventilation, moisture, and mold-prevention controls. The plan requires weekly HVAC inspections for filters, blocked airflow, error codes, unusual noise or vibration, thermostat function, and clear condensate lines; monthly operational reviews of filters, registers, grilles, drain pans, condensate lines, and recurring comfort complaints by room or zone; quarterly preventive service by a licensed HVAC contractor; and annual major service with a written condition report and capital recommendations. The plan also requires plumbing and drain inspections, roof and building envelope inspections, dryer-exhaust cleaning, annual environmental inspection by a licensed contractor, and immediate reporting of environmental concerns to MOHS and the Department of General Services (DGS).

Pest-control and sanitation requirements. A licensed pest-control vendor must provide general service at least monthly. Bed-bug prevention includes bi-weekly treatment of resident rooms and common areas, weekly

visual monitoring, same-day room isolation when activity is suspected, a 72-hour follow-up inspection and treatment, and building-wide treatment when defined trigger conditions are met. Daily sanitation and waste removal, weekly room inspections, and maintenance work orders for deficiencies observed during cleaning are also required.

Laundry, linens, toiletries, and room turnover. Laundry equipment is checked weekly and receives monthly preventive service, with annual dryer-exhaust duct cleaning. Clean linen exchange is required weekly and upon request, with linens, towels, and basic toiletries available at all times. Vacant-room turnover is tracked for completion within 24 hours and includes sanitation and inspection for maintenance needs.

Response standards. Emergency conditions require technician dispatch within two hours, on-site response within four hours, same-day resolution or an immediate temporary make-safe measure and notice to MOHS without delay. Urgent conditions require on-site response within 24 hours and resolution within 24 to 48 hours. Routine items require a response within 48 hours and resolution within five to seven days.

Flooring and capital repairs. Where inspections identify flooring, carpet, or other conditions that exceed routine maintenance or the Agreement's repair threshold, [REDACTED] must document the condition, create and track the corrective work order, include the issue in its monthly report, and submit supporting findings, photographs, and cost documentation to MOHS and DGS for direction and funding. This provides a defined process for items that may not be resolved through ordinary preventive maintenance.

People, On-Site Support and Contract Accountability

Dedicated facilities staffing.

The [REDACTED] staffing model assigns a single Property Manager across all three properties, a Director of Facilities, a Facilities Manager/Chief Engineer, one dedicated portfolio-wide HVAC Technician, nine Maintenance Technicians, 24/7 Front Desk Supervisors and Agents, custodial supervisors and staff, and licensed specialty vendors. Front-desk staff enter maintenance requests into Maintain X at the time they are received and immediately escalate elevator, life-safety, utility, and other emergency conditions.

Defined escalation chain. Every issue follows a five-tier escalation chain from on-site staff to the Property Manager, Director of Facilities, Managing Director, and Chief Operating Officer. Each tier is required to act, not simply forward the concern, and each escalation is recorded against the originating work order. Life-safety conditions are escalated simultaneously to all tiers, with immediate notification to MOHS.

MOHS on-site oversight. In March 2026 began the recruitment process for a Facilities Administrator to provide oversight of our city-funded facilities vendors. In July 2026, we hired an administrator, and this will strengthen direct on-site and oversight through routine and unannounced site visits, documented habitability reviews while having a designated liaison for MOHS and our contracted vendors. The liaison will review open emergency and urgent work orders, unresolved facility conditions, and required corrective actions with the shelter service provider and facilities operator.

Performance monitoring and audit readiness. [REDACTED] must submit monthly reports identifying completed and overdue preventive-maintenance tasks, emergency and urgent repairs and response times, elevator uptime, pest-control activity, custodial and supply status, environmental observations, and capital needs. A quarterly performance scorecard is calculated from Maintain X timestamps. Repeated failure to meet a performance target triggers a written Corrective Action Plan identifying the root cause, responsible party, corrective actions, and timeline for restored compliance. MOHS and DGS may review completion records, photographs, vendor reports, inspection certificates, and condition assessments at any time.

2026 Shelter Satisfaction Survey Summary

MOHS developed and administered the 2026 Shelter Satisfaction Survey to gather resident feedback on operations, safety, cleanliness, staff interactions, services, basic needs, and grievance follow-through. Residents could respond electronically or through anonymous paper surveys deposited in secured lock boxes. MOHS staff conducted on-site outreach and collected surveys from the lock boxes approximately two to three times per week. The Survey was open from April 10, 2026- May 1, 2026.

Systemwide results. A total of **121 residents participated**, representing approximately **23% of the 526 adult residents** residing in City-funded shelters during the survey period. Overall findings reflect generally positive satisfaction trends, particularly regarding respectful staff interactions, communication of shelter rules, and access to resident services and supportive services and programming.

Strengths Identified by Residents

- **78% favorable** responses related to communication and shelter rules, including clarity regarding shelter expectations and curfew policies.
- **65.1% favorable** responses related to safety and respectful treatment, with many residents reporting positive interactions with shelter staff.
- **61.1% favorable** responses related to resident services and supports, including case management and supportive programming.
- **62.6% favorable** responses related to basic needs and shelter environment, including access to hygiene supplies and necessities.

As it relates to the Sleep Inn, the clients reported 71% satisfaction at this site.

MOHS agrees that stronger preventive maintenance, clearer accountability, more direct on-site oversight, and consistent resident feedback mechanisms are necessary to protect resident safety and dignity. The new facilities-management framework establishes defined tasks, frequencies, staffing, response times, escalation requirements, performance measures, and audit-ready documentation. MOHS will monitor implementation and will take corrective or contractual action when performance does not meet the established standards.

Please see the attached Comprehensive Maintenance Plan for the (3) City- funded emergency shelters alongside the position description for our Facilities Administrator who began in July 2026.

If you have any questions or need any additional information, please do not hesitate to let us know.