

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF PUBLIC WORKS (070)

BUDGET SUMMARY

\$ in Thousands

PROPOSED CHANGE	GENERAL	SPECIAL	TOTAL	% Change Prior Year
FY 2013 - 2014 Change	\$ 976.8	\$ (3,451.0)	\$ (2,474.2)	-2.5%
Recommended Reduction	185.9	-	185.9	
 BUDGET TRENDS				
FY 2012 Actual	\$ 116,076.9	\$ 103.9	\$ 116,180.8	
FY 2013 Approp.	94,443.0 ⁽¹⁾	3,603.5 ⁽²⁾	98,046.5	-15.6%
FY 2014 Request	95,419.8	152.5	95,572.3	-2.5%
Recommended	\$ 95,233.9	\$ 152.5	\$ 95,386.4	-2.7%

⁽¹⁾ Excludes the requested transfer of funds (BAT 13-07) totaling \$31,944 from the Storm Emergencies Program that will be considered for Council approval on May 23, 2013.

⁽²⁾ Adjusted for appropriated grant funds totaling \$3.42 million (Bill 77-12) for the purchase of flood-prone property not reflected in the Executive's budget documents.

For Information Only:

Metropolitan District Enterprise Fund ⁽³⁾

FY 2012 Actual	\$ 172,056.0	
FY 2013 Approp.	\$ 184,010.0	6.9%
FY 2014 Request	\$ 187,014.8	1.6%

⁽³⁾ The self-supporting Metropolitan District Enterprise Fund, which supports operations in this Department and other agencies, is not subject to County Council appropriation.

PERSONNEL

PROPOSED CHANGE	GENERAL*		SPECIAL	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
FY 2013 - 2014 Change	(3)	3	0	0
Recommended Reduction	2	0	0	0
 BUDGET TRENDS				
FY 2012 Actual	1,110	17	0	1
FY 2013 Approp.	860	6	0	1
FY 2014 Request	857	9	0	1
Recommended	855	9	0	1

* Includes split-funded positions with Metropolitan District Enterprise Fund. See Appendix B.

VACANCY DATA

Positions Vacant as of May 8, 2013 **	63	2	0	0
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** Provided by the Department of Public Works.

For further information contact: Office of the County Auditor

Phone: (410) 887-3193

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BUDGET SUMMARY: The proposed FY 2014 budget for the Department of Public Works totals \$95.6 million, a decrease of \$2.5 million, or 2.5%, from the FY 2013 budget. The General Fund portion of the budget increases by \$977 thousand, or 1.0%, due primarily to increases in the operational costs for the Baltimore County Resource Recovery Facility (BCRRF) for the new recycling facility and in waste disposal rates, offset by decreases in personnel expenses and electricity costs for street lights and traffic signals. The Special Fund portion decreases by approximately \$3.5 million, or 95.8%. **See Exhibit 1 for additional detail.**

Exhibit 1			
FY 2014 Proposed Budget (\$ in 000's)			
How Much it Grows:	<u>General Fund</u>	<u>Special Fund</u>	<u>Total</u>
2013 Appropriation	\$ 94,443 ⁽¹⁾	\$ 3,604 ⁽²⁾	\$ 98,047
2014 Request	<u>95,420</u>	<u>152</u>	<u>95,572</u>
\$ Increase/(Decrease)	\$ 977	\$ (3,452)	\$ (2,475)
% Increase/(Decrease)	1.0%	-95.8%	-2.5%
<i>For Information Only: Metropolitan District Enterprise Fund ⁽³⁾</i>			
	2013 Appropriation..... \$184,010		
	2014 Request..... \$187,015		
	\$ Increase..... \$3,005		
	% Increase..... 1.6%		
<p>⁽¹⁾ Excludes the requested transfer of funds (BAT 13-07) totaling \$31,994 from the Storm Emergencies Program that will be considered for Council approval on May 23, 2013.</p> <p>⁽²⁾ Adjusted for appropriated grant funds totaling \$3.42 million (Bill 77-12) for the purchase of flood-prone property not reflected in the Executive's budget documents.</p> <p>⁽³⁾ The self-supporting Metropolitan District Enterprise Fund, which supports operations in this Department and other agencies, is not subject to County Council appropriation.</p>			
Where it Goes:			
General Fund:			
Personnel Expenses:			
	Increments and longevities \$315		
	Overtime (14)		
	Turnover (221)		
	Other Salary Adjustments..... (635)		
Operating Expenses:			
	Operational costs for BCRRF & WAF (MES facilities) 1,007		
	Waste Disposal (net tonnage rate increase) 896		
	Advertising and Postage (recycling)..... 58		
	Equipment maintenance and repairs 30		
	Refuse Collection (fuel subsidy to haulers, increased units) 9		
	Operational supplies and equipment..... (11)		
	Mileage and travel (12)		
	Telephones..... (13)		
	Motor Pool (28)		
	Equipment rental (roll-off dumpsters, concrete purchase)..... (53)		
	Service contracts (sign installation, and tree trimming) (53)		
	Motor Fuel (95)		
	Gas/Electric (street lights and traffic signals)..... (222)		
	Other Changes 19		
	Special Fund: FY 2013 appropriation of \$3.42 million for one-time flood-prone property purchases (3,452)		
Total:	\$(2,475)		

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SUMMARY OF RECOMMENDED BUDGET REDUCTIONS

	<u>Reduction</u>	<u>Page</u>
<u>Bureau of Engineering and Construction</u>		
<u>General Surveying (7209)</u>		
1. Delete vacant position (0101).....	\$44,744	4
 <u>Bureau of Highways & Equipment Maintenance</u>		
<u>General Operations & Maintenance (7502)</u>		
2. Decrease Motor Fuel (0535).....	\$29,157	4
 <u>Bureau of Solid Waste Management</u>		
<u>Refuse Collection (7602)</u>		
3. Decrease Service Contracts (0318)	\$76,494	4
 <u>Bureau of Solid Waste Management</u>		
<u>Refuse Disposal (7603)</u>		
4. Decrease Motor Fuel (0535).....	\$13,438	5
 <u>Bureau of Traffic Engineering & Transportation</u>		
<u>Traffic Sign Installation & Maintenance (7702)</u>		
5. Delete vacant position (0101).....	\$22,116	5

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RECOMMENDED BUDGET REDUCTIONS

Bureau of Engineering and Construction

General Surveying (7209)

1. Delete Vacant Position (0101) \$44,744

The proposed FY 2014 budget includes \$332,238 for General Fund salaries. Currently, there is one Engineering Associate III position (position control #55) budgeted within the program with a salary of \$44,744 that has been vacant since August 30, 2011 (1-year and 8½ months). The above reduction eliminates this position.

Bureau of Highways & Equipment Maintenance

General Operations & Maintenance (7502)

2. Decrease Motor Fuel (0535) \$29,157

The proposed FY 2014 budget includes \$785,000 for fuel for the Bureau's dump trucks and other heavy equipment. The budgeted amount was calculated based on the County's average diesel fuel cost of \$3.40 per gallon per month for the year. However, the County was able to lock in prices for all of FY 2014 (\$3.26 per gallon for seven months and the winter blend price of \$3.28 for November through March), which results in the budget request for FY 2014 being overstated by \$29,157.

Bureau of Solid Waste Management

Refuse Collection (7602)

3. Decrease Service Contracts (0318) \$76,494

The proposed FY 2014 budget includes \$840,000 for the Department's fuel subsidy program that allows the County's refuse collectors to buy diesel fuel from the County at a discounted price of \$2.06 per gallon. The budgeted amount was calculated based on the County's average diesel fuel cost of \$3.40 per gallon per month for the year. However, the County was able to lock in prices for all of FY 2014 (\$3.26 per gallon for seven months and the winter blend price of \$3.28 for November through March), which results in the budget request for FY 2014 being overstated by \$76,494.

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Bureau of Solid Waste Management

Refuse Disposal (7603)

4. Decrease Motor Fuel (0535) \$13,438

The proposed FY 2014 budget includes \$361,000 for fuel for the Bureau's dump trucks and other heavy equipment. The budgeted amount was calculated based on the County's average diesel fuel cost of \$3.40 per gallon per month for the year. However, the County was able to lock in prices for all of FY 2014 (\$3.26 per gallon for seven months and the winter blend price of \$3.28 for November through March), which results in the budget request for FY 2014 being overstated by \$13,438.

Bureau of Traffic Engineering & Transportation

Traffic Sign Installation & Maintenance (7702)

5. Delete Vacant Position (0101) \$22,116

The proposed FY 2014 budget includes \$623,126 for salaries. Currently, the Department has a Traffic Sign and Marking Supervisor position (position control #23) budgeted in this program that has been vacant since January 12, 2010 (3 years and 4 months). The above reduction eliminates this position taking into account the \$30,000 budgeted for turnover for this program.

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SIGNIFICANT PROGRAM/POLICY INITIATIVES AND/OR CHANGES

6. New BCRRF Facilities \$23.8 million

On July 5, 2011, the Council approved an agreement with Maryland Environmental Service to construct a new Single Stream Recycling Facility (SSRF) and Open Top Trailer Transfer Facility (OTTTF) at the Baltimore County Resource Recovery Facility (BCRRF) in Cockeysville. On November 7, 2011, the Council approved Bill 69-11 that authorized the County to enter into a conditional purchase agreement not to exceed \$25 million in order to finance all capital costs related to construction of both the SSRF and OTTTF. However, in July 2012, the Board of Trustees of the Baltimore County Employees' Retirement System approved a 15-year, \$25 million loan from the System to the County to finance the construction of the facilities as an alternative to the certificates of participation. At the time, the County expected the facilities, once completed, to generate revenues of more than \$200,000 per month. On June 4, 2012, the Council approved BAT 12-06 that transferred \$2.1 million from the Storm Emergencies program to the Bureau of Solid Waste Management, Refuse Disposal Program to provide a down payment for the single-stream recycling equipment. The OTTTF will begin operations on June 3, 2013, and the Department expects the SSRF to be operational by October 2013. The BCRRF capital project (SSRF and OTTTF) is estimated to cost \$23.8 million. Operating costs for the new facilities in FY 2014 are approximately \$1 million.

The Department should be prepared to discuss:

- ***The status of the County's plans for the new material recovery facility at BCRRF (e.g., shifts to be run, use of work-release prison labor, recyclable revenues expected to be generated); and***
- ***Future plans to maximize revenue.***

7. Stormwater Remediation Consolidated Public Improvement Projects \$14.4 million

In order to comply with State and Federal clean water mandates, the Council approved Bill 20-13 on April 15, 2013, which authorized the assessment of a stormwater remediation fee for owners of properties within the County that have impervious surfaces. This fee is expected to generate \$23.4 million in revenues for the County in FY 2014. A total of \$20.8 million in stormwater fee revenue is included in the proposed FY 2014 capital budget. The bulk of this funding will be used by the Department of Public Works for Storm Drain (\$11.4 million) and

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Street Sweeping (\$3 million) projects; the remainder of the funding will be managed by the Department of Environmental Protection and Sustainability. The County's Street Sweeping project is designed to keep trash and debris out of storm drains, which feed into the Chesapeake Bay.

The Department should be prepared to discuss:

- ***How street sweeping operations will change from current practices;***
- ***The number of miles, frequency and locations where street sweeping will occur;***
- ***If street sweeping will be performed by the County or contractors; and***
- ***Expected effect street sweeping and storm drain cleaning operations will have on the County reaching its pollution mitigation goals.***

8. Stormwater Remediation Projects – Metropolitan District Funding \$10.0 million

In order to comply with State and Federal clean water mandates, the Department of Environmental Protection and Sustainability (EPS) recently estimated that the County would need approximately \$33.4 million in additional funding beyond what is currently budgeted. The majority of this new revenue will be generated by the new stormwater remediation fee, which the Council approved on April 15, 2013, and \$10 million is to come from Metropolitan District capital funds. Limited detail has been provided regarding which Sewer projects will assist the County in complying with its stormwater permit requirements.

The Department should be prepared to discuss its current plans for the use of \$10 million in Metropolitan District capital funds as it relates to stormwater remediation.

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ISSUES:

9. Prior Years' Personnel Reductions

The Department's proposed FY 2014 budget reflects no additional position reductions from FY 2013; as of May 8, 2013, there are 65 vacancies throughout the Department's various programs. The Department's FY 2013 budget reflected the deletion of 59 positions (40 General Fund and 19 Metropolitan District) under the Retirement Incentive Program. The deletion of these positions followed the deletion of 37 positions in FY 2012, or 96 positions over the two-year period. As part of the FY 2013 budget, the Administration implemented a significant County-wide reorganization that transferred the Department's Public Building Design (7208), Building Maintenance (7901), and Building Operation/Management (7902) programs to the new Property Management Division of the Office of Budget and Finance.

Specifically, the Department's Bureau of Building & Equipment Services was abolished and its Building Maintenance Program and Building Operation/Management Program functions were transferred to the new Property Management Division. Also, the Public Building Design Program was transferred from the Department's Bureau of Engineering and Construction to the Property Management Division. In addition to the interagency changes, the Equipment Maintenance Program was transferred internally within the Department from the abolished Bureau of Building and Equipment Services to the Bureau of Highways. (The Equipment Maintenance Program provides maintenance and repair services for County heavy equipment (e.g., dump trucks, loaders) and Fire and EMS emergency equipment.)

The Deputy Director position was abolished, with the duties of the position being divided between the Director, the Department's five Bureau Chiefs, and the Chief of Administrative Services. In addition, with the retirement of the Chief Safety Officer, the Safety Office was transferred from the Director's Office to be managed by the Bureau of Highways and Equipment Maintenance. Seven positions were transferred to other agencies. The reorganization resulted in a \$22,941,442 reduction in the Department's FY 2013 budget.

The Department advised that while the experience of its retired employees was greatly valued, many other experienced employees with institutional knowledge of the Department remained, allowing for the continued provision of services despite the reduction in staffing. The Department further advised that much of the new workload demands have been borne by management staff, who were very cooperative about taking on additional responsibilities.

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The Department should be prepared to discuss:

- *The impact that the additional workload due to the elimination of 96 positions in the prior two years, the 65 current vacancies, as well as the reorganization that took place within the Department is having on its staff and the general public;*
- *Any anticipated need for additional overtime;*
- *Any plans for using on-call contractors to supplement staff as needed; and*
- *The extent to which any recent or anticipated technology projects may offset burdens associated with the deleted positions.*

10. Waste Disposal and Transfer

The proposed FY 2014 budget includes \$12.9 million to pay for the waste disposal and transfer cost of approximately 273,000 tons of municipal solid waste (MSW), approximately, the same tonnage as in FY 2013. WB Services, LLC is expected to transfer approximately 122,000 tons of MSW from the Baltimore County Resource Recovery Facility (BCRRF) to Wheelabrator Baltimore, LP (a.k.a. BRESKO) for incineration and 51,000 tons from the Eastern Sanitary Landfill (ESL) to Harford County's Waste-to-Energy Facility. Furthermore, Maryland Environmental Service (MES) will transfer approximately 100,000 tons from the Western Acceptance Facility (WAF) to BRESKO for incineration.

On December 19, 2011, the Council approved an amendment to the County's contract with Wheelabrator Baltimore, LP for the disposal of residential MSW at the BRESKO waste-to-energy facility (incinerator). For the next 10 years, the County will provide BRESKO with at least 215,000 tons of MSW annually. For FY 2014, the Department has 222,060 tons budgeted. In consideration, Wheelabrator is providing the following cash incentives:

- Reduction of unit prices;
- A rebate of \$1.00 per ton, payable at the end of each year;
- A bonus of \$2.15 million payable after the first year; and
- A retainer payable at the end of each year for allowing Wheelabrator the option to dispose of up to 60,200 tons of ash per year at the ESL.

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The Department estimates that these cash incentives will provide the County over \$16 million in savings over the 10-year period.

In addition, under a reciprocal 4-year agreement with Harford County that expired January 16, 2012, Baltimore County received 166,588 tons of Harford County MSW and will be returning 216,564 to Harford County's Waste-to-Energy Facility; Baltimore County has 5 years to transfer back the MSW accepted plus an additional 30% of tonnage. Baltimore County returned approximately 39,000 tons in FY 2012 and expects to return approximately 33,000 tons in FY 2013 and approximately 51,000 tons in FY 2014, saving the County approximately \$1.8 million, \$1.6 million, and \$2.4 million, respectively, in waste disposal costs.

On October 1, 2012, the Council approved a \$76.6 million contract with WB Services, LLC with an approximate 21-year and 10-month term, including renewals, to transport MSW in place of TAC Transport, LLC, the County's previous contractor (since August 2009) which unexpectedly ceased operations on August 15, 2012 with no advance notice to the County.

In addition, Harford County recently announced that it entered into a long-term agreement with Baltimore County that will allow MSW from Harford County customers to be transferred to the County's Eastern Sanitary Landfill beginning in March 2016. Pursuant to this agreement, private businesses that collect trash in Harford County will unload solid waste at the County's ESL transfer station, where it will then be hauled out of the County. The facility will only be open to private trash contractors; drop-offs by Harford County residents will not be accepted.

The Department advised that the ESL capacity used is currently at 52% and, based on calendar year 2012's tonnage input of 113,023 tons, the facility has an estimated life of approximately 36 more years.

The Department should be prepared to discuss:

- ***Long-term plans for diverting refuse to out-of-county facilities to increase or maintain the ESL life expectancy;***
- ***Problems or successes encountered in transitioning from its contract with TAC Transport, LLC to the contract with WB Services, LLC for the transfer and disposal of municipal solid waste;***
- ***The factors that were considered in the decision-making process for allowing***

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Harford County trash haulers to utilize ESL's transfer station;

- *The specific benefits/costs that will be realized by the County as a result of the new Harford County agreement; and*
- *Other long-term plans for reducing waste.*

11. Single Stream Recycling

The Department advised that overall, recycling collection has increased by approximately 300 tons/week, or 42%, since the County commenced its current practice of single stream collection, beginning February 1, 2010. The County's single stream recycling collection amount totaled 52,525 tons of materials in CY 2012. The Department estimates that the switch to single stream recycling will save the County an estimated \$3 million in FY 2013 due to refuse being diverted from the municipal solid waste stream.

Effective February 1, 2010, the current commercial solid waste transfer and single stream recycling contract was negotiated with Waste Management of Maryland, Inc. (WMI) to transport the single stream recyclables from the Baltimore County Resource Recovery Facility (BCRRF) and the Western Acceptance Facility (WAF) to its processing center (Recycle America) in Elkridge at no charge to the County and to process and market the recyclables, keeping any recycling revenue generated. On December 12, 2011, the contract with WMI was amended, and since January 1, 2012, the County has been sharing in the revenue generated from the materials County residents recycle. As of February 2013, for FY 2013, the County has collected revenues of less than \$7,000 due to the present unfavorable market conditions for recyclables.

WMI now pays the County \$8 per ton to transfer commercial refuse through the BCRRF and Eastern Sanitary Landfill (ESL) transfer stations. The County estimates that it will transfer 142,418 tons of WMI's commercial refuse in FY 2013, yielding \$1.23 million in revenue.

The Department indicated that beginning January 1, 2014, the new recycling facility is expected to receive 15,700 tons of single stream recyclables annually from Harford County.

The Department should be prepared to discuss:

- ***Efforts to further promote residential, multi-family, and commercial recycling in Baltimore County, including any coordination with the component units (BCPS, CCBC, and BCPL) and the Office of Budget and Finance, Property Management***

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Division to ensure that recycling opportunities are available for the public and employees at all County locations (e.g., ball fields and other athletic events, where there is often a need for disposal of cans and plastic bottles); and

- *The recycling revenues being generated by the amended agreement with WMI and the agreement with Harford County in light of current/projected recyclables market conditions.*

12. Traffic Calming Projects

The proposed FY 2014 capital budget includes \$800,000 for traffic calming projects and the proposed FY 2015-2019 capital program includes and additional \$1.6 million. The Department has advised that \$92,726 is available from previously appropriated funds (includes the \$300,000 transferred into the Program by BAT 13-02C approved by the County Council on September 17, 2012) to fund traffic calming projects for the remainder of FY 2013.

In an effort to reduce the negative impact of traffic in County neighborhoods, the Neighborhood Traffic Management Program (NTMP) provides a process for identifying, evaluating, and addressing undesirable traffic conditions relating to speed, volume, and cut-through traffic in the County's residential neighborhoods. By working with the community and conducting the necessary traffic engineering studies, the Department assists the community in developing a plan (i.e., speed bumps, concrete funnels, and traffic circles) to deal with these undesirable traffic conditions.

The Department assesses a community's eligibility to receive traffic calming devices by applying standards and criteria established by the Planning Board in response to County Council concerns. Under the criteria, streets qualify if it can be demonstrated that a volume of at least 250 vehicles during peak traffic hours exceed the posted speed limit by at least 3 mph or with speeds 10 mph above the posted speed limit and peak hour volumes above 100 vehicles.

The Department advised that as of May 8, 2013, 122 requests have been received during FY 2013, 11 of which have qualified for traffic calming. In addition, 22 projects have been built at a cost of \$523,364, and 7 projects are awaiting construction with a total cost estimate of \$240,072.

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The Department should be prepared to discuss:

- *The adequacy of the funding provided in the capital budget and program to address future project requests;*
- *The effectiveness of the program, including whether there are any unintended results of placing traffic calming devices on certain streets, such as shifting traffic to other streets and creating similar livability issues on other streets;*
- *Safety issues being addressed for roads with sharp bends;*
- *Any follow-up performed by the Department to determine that the traffic calming improvements installed provided the intended results; and*
- *Additional options under consideration (e.g., the use of computerized traffic calming devices such as speed activated flashers) to address speeding in residential and/or commercial areas.*

13. Sewer System Needs

On September 20, 2005, the County entered into a 14-year consent decree with the U.S. Department of Justice, U.S. Environmental Protection Agency (EPA), and the Maryland Department of the Environment (MDE) that related to improving the County's sewerage system to control sanitary sewer overflows. The estimated cost of the improvements at that time totaled more than \$800 million, including \$350 million of improvements that were already planned. In addition to system improvements, the consent decree required the County to complete several related environmental projects and to pay a portion of the costs for the design of improvements to the Patapsco Wastewater Treatment plant.

The County has incurred consent decree penalties totaling \$958,216 through May 9, 2013, including an initial penalty of \$750,000. The Department advised that the County has incurred penalties totaling \$30,625 in CY 2011 due to sanitary sewer overflows. In order to ensure compliance with the 2005 consent decree for the elimination of sanitary sewer overflows, the Department requested that the Office of Information Technology provide a solution to manage the intake, review, management, and tracking of the activities performed by the Bureau of Utilities in response to issues identified in the Sewer Repair, Replacement and Rehabilitation (SRRR) Plans. The cost of the tracking project was \$196,750. The project was implemented in January 2013 and the Bureau of Utilities is currently refining the workflow.

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The Department should be prepared to discuss:

- *The status of meeting the requirements of the consent decree;*
- *The reason(s) for the overflows that resulted in penalties;*
- *The current cost estimate for ensuring that required improvements are made;*
- *Projects in progress and new initiatives planned over the next several years to comply with the consent decree;*
- *The impact the new tracking system could have on increasing the Bureau of Utilities' overall efficiency, including any potential cost savings; and*
- *Whether any increases in Metropolitan District rates are foreseen.*

14. Baltimore City and the County's Water System

The current process for the management of the County water system was created in 1924 when the Maryland General Assembly approved the Metropolitan District Act where Baltimore City treats, delivers, and distributes water to County residents and bills for these services at rates designed to reimburse the City at cost. By agreement, the City operates and maintains all water facilities and infrastructure, and the County pays its share of the cost for facilities in the County. In addition, the City and County have also agreed to pay for certain new capital projects and the repair and enlargement of additions or improvements to certain existing water facilities on a specified pro-rata basis. Similar arrangements exist between the City and other counties in the region for the provision of water and sewer services.

The system's three primary reservoirs, Loch Raven, Prettyboy, and Liberty, are all located, at least partially, in Baltimore County. Combined, the reservoirs hold 85 billion gallons of water and have impound areas of 7,800 acres. The Baltimore City Department of Public Works has stewardship over the reservoirs and their surrounding watersheds. While the primary focus of managing the reservoirs is protecting the water supply, there are limited recreation uses permitted, including hiking, non-motorized boating, and fishing. Some activities, such as swimming and motor boating have long been prohibited, but in 2011 Baltimore City began enforcing a prohibition on mountain biking.

More than 200,000 County households get their water from Baltimore City. In 2012 there were reports that approximately 17,000 County residents may have been overcharged by as much

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as \$2.7 million on water bills, according to figures released by City Public Works' officials. The County relies on the City's water volume data for calculating the sewer service charge on its real property tax bills. The Department advised that Baltimore City is no longer basing its charges on estimated usage. All charges are now based on actual meter readings. The Department further advised that it has not received any citizen complaints regarding billing errors since the City adopted this new practice.

The Department should be prepared to discuss the cooperation and communication it is receiving from Baltimore City regarding the operations of the water and sewer system including meter readings, billing issues, and the management of the reservoirs.

15. GPS Tracking

The Department installed 488 GPS units in its various types of vehicles for which it will pay rental fees of \$160,112 in FY 2014. These GPS units provide a computer management tool to locate Department vehicles through a web-based system that allows for the tracking and dispatching of nearest vehicles to worksites and trouble spots.

The Department should be prepared to discuss the benefits and cost savings attributable to using this technology, including how it is using the resulting reports to improve operations.

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APPROPRIATION DETAIL

General Fund	FY 2012	FY 2013	FY 2014	NET CHANGE	
	ACTUAL	APPROP	REQUEST	AMOUNT	%
<u>Office of the Director</u>					
7001 General Administration	\$ 746,745	\$ 539,978	\$ 541,903	\$ 1,925	0.4%
7006 Metro Financing/ Petition Processing	23,785	25,199	25,765	566	2.2%
7027 Watershed Flood Plain Study Phase IV (Special Funds)	12,003	-	-	-	NA
701322 Hazard Mitigation (Special Funds)	-	3,420,000	-	(3,420,000)	-100.0%
Bureau Total	<u>782,533</u>	<u>3,985,177</u>	<u>567,668</u>	<u>(3,417,509)</u>	<u>-85.8%</u>
<u>Bureau of Engineering & Construction</u>					
7201 General Administration	424,241	370,742	370,705	(37)	0.0%
7205 Structural, Storm Drain, & Highway Design	2,004,551	1,650,028	1,677,490	27,462	1.7%
7208 Public Building Design ^(A)	536,670	-	-	-	NA
7209 General Surveying	346,986	358,031	369,157	11,126	3.1%
7211 Contracts/Construction Inspections	<u>1,972,935</u>	<u>1,787,370</u>	<u>1,774,442</u>	<u>(12,928)</u>	<u>-0.7%</u>
Bureau Total	<u>5,285,383</u>	<u>4,166,171</u>	<u>4,191,794</u>	<u>25,623</u>	<u>0.6%</u>
<u>Bureau of Highways & Equipment Maintenance</u>					
7501 General Administration	1,124,814	793,909	777,537	(16,372)	-2.1%
7502 General Operations & Maintenance	13,115,260	13,352,069	12,570,141	(781,928)	-5.9%
7503 Equipment Maintenance ^(B)	-	6,309,719	6,255,731	(53,988)	-0.9%
7505 Storm Emergencies	<u>1,862,747</u>	<u>5,987,025</u> ⁽¹⁾	<u>5,987,025</u>	<u>-</u>	<u>0.0%</u>
Bureau Total	<u>16,102,821</u>	<u>26,442,722</u>	<u>25,590,434</u>	<u>(852,288)</u>	<u>-3.2%</u>

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General Fund	FY 2012 ACTUAL	FY 2013 APPROP	FY 2014 REQUEST	NET CHANGE	
				AMOUNT	%
<u>Bureau of Solid Waste Management</u>					
7601 General Administration	480,906	474,665	473,651	(1,014)	-0.2%
7602 Refuse Collection	28,460,849	28,613,290	28,666,319	53,029	0.2%
7603 Refuse Disposal	21,332,760	20,312,176	22,206,276	1,894,100	9.3%
7604 Recycling	<u>1,645,204</u>	<u>1,689,235</u>	<u>1,761,377</u>	<u>72,142</u>	<u>4.3%</u>
Bureau Total	<u>51,919,719</u>	<u>51,089,366</u>	<u>53,107,623</u>	<u>2,018,257</u>	<u>4.0%</u>
<u>Bureau of Traffic Engineering & Transportation Planning</u>					
7701 Traffic Planning	9,324,711	9,124,365	8,945,435	(178,930)	-2.0%
7702 Traffic Sign Installation/Maintenance	1,365,220	1,533,251	1,520,290	(12,961)	-0.8%
7703 Traffic Signal Operations/Maintenance	1,147,734	948,249	922,895	(25,354)	-2.7%
0771421 Unified Planning Work Program (Special Funds)	<u>91,934</u>	<u>183,544</u>	<u>152,544</u>	<u>(31,000)</u>	<u>-16.9%</u>
Bureau Total	<u>11,929,599</u>	<u>11,789,409</u>	<u>11,541,164</u>	<u>(248,245)</u>	<u>-2.1%</u>
<u>Bureau of Utilities</u>					
7803 Sewer/Water Operations/Maintenance	<u>573,680</u>	<u>573,680</u>	<u>573,680</u>	<u>-</u>	<u>0.0%</u>
Bureau Total	<u>573,680</u>	<u>573,680</u>	<u>573,680</u>	<u>-</u>	<u>0.0%</u>

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF PUBLIC WORKS (070)

APPROPRIATION DETAIL

General Fund	FY 2012 ACTUAL	FY 2013 APPROP	FY 2014 REQUEST	NET CHANGE	
				AMOUNT	%
<u>Bureau of Building & Equipment Services</u>					
7901 Building Maintenance ^(C)	7,169,989	-	-	-	NA
7902 Building Operation/Management ^(D)	15,746,411	-	-	-	NA
7903 Equipment Maintenance ^(B)	<u>6,670,708</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>NA</u>
Bureau Total	<u>29,587,108</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>NA</u>
Grand Total	<u>\$ 116,180,843</u>	<u>\$ 98,046,525</u>	<u>\$ 95,572,363</u>	<u>\$ (2,474,162)</u>	<u>-2.5%</u>
<u>Funds Recap:</u>					
Total General Funds	116,076,906	94,442,981	95,419,819	976,838	1.0%
Total Special Funds	<u>103,937 ⁽²⁾</u>	<u>3,603,544 ⁽³⁾</u>	<u>152,544</u>	<u>(3,451,000)</u>	<u>-95.8%</u>
All Funds Total	<u>\$ 116,180,843</u>	<u>\$ 98,046,525</u>	<u>\$ 95,572,363</u>	<u>\$ (2,474,162)</u>	<u>-2.5%</u>

^(A) Public Building Design (7208) transferred to Property Management - Administration (2501).

^(B) Equipment Maintenance (7903) transferred to the Bureau of Highways and given new program number 7503.

^(C) Building Maintenance (7901) transferred to Property Management - Building Maintenance (2502).

^(D) Building Operation/Management (7902) transferred to Property Management - Building Operations & Management (2503).

⁽¹⁾ Excludes the requested transfer of funds (BAT 13-07) totaling \$31,944 from the Storm Emergencies Program that will be considered for Council approval on May 23, 2013.

⁽²⁾ Reflects audited expenditures \$12,003 higher than the amount reflected in the Executive's budget documents.

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF PUBLIC WORKS (070)

METROPOLITAN DISTRICT ENTERPRISE FUND DETAIL					
	FY 2012	FY 2013	FY 2014	NET CHANGE	
	ACTUAL	APPROP	REQUEST	AMOUNT	%
<u>Office of the Director</u>					
7001 General Administration	\$ 12,732,866	\$ 15,565,318	\$ 16,395,903	\$ 830,585	5.3%
7002 Debt Service Metro. District	62,064,192	66,749,997	64,413,639	(2,336,358)	-3.5%
7003 Debt Service - MWQRLF	9,105,095	8,611,630	10,150,746	1,539,116	17.9%
7005 Metro.Dist. Equip. Financing	723,950	763,906	1,095,250	331,344	43.4%
7006 Metro Financing/Petition Processing	322,579	334,796	342,308	7,512	2.2%
Bureau Total	84,948,682	92,025,647	92,397,846	372,199	0.4%
<u>Bureau of Engineering & Construction</u>					
7201 General Administration	434,467	370,743	370,705	(38)	0.0%
7203 Sewer and Water Main Design	1,877,967	2,090,599	2,076,931	(13,668)	-0.7%
7205 Structural, Storm Drain, & Highway Design	83,317	68,776	69,920	1,144	1.7%
7209 General Surveying	328,403	343,698	354,680	10,982	3.2%
7211 Contracts/Construction Inspections	1,003,078	915,401	914,108	(1,293)	-0.1%
Bureau Total	3,727,232	3,789,217	3,786,344	(2,873)	-0.1%
<u>Bureau of Highways & Equipment Maintenance</u>					
7502 General Operations & Maintenance	763,949	695,000	695,900	900	0.1%
7503 Equipment Maintenance (A)	-	795,584	788,911	(6,673)	-0.8%
Bureau Total	763,949	1,490,584	1,484,811	(5,773)	-0.4%
<u>Bureau of Utilities</u>					
7801 General Administration	573,731	499,055	480,090	(18,965)	-3.8%
7802 Engineering & Regulation	1,172,610	1,184,741	1,206,579	21,838	1.8%
7803 Sewer/ Water Operations/Maintenance	16,387,912	21,070,209	21,146,896	76,687	0.4%
7804 Pumping/ Treatment Plant Operations/Maintenance	63,717,407	63,950,563	66,512,195	2,561,632	4.0%
Bureau Total	81,851,660	86,704,568	89,345,760	2,641,192	3.0%
<u>Bureau of Building & Equipment Services</u>					
7903 Equipment Maintenance (A)	764,483	-	-	-	NA
Bureau Total	764,483	-	-	-	NA
Grand Total	\$ 172,056,006	\$ 184,010,016	\$ 187,014,761	\$ 3,004,745	1.6%

(A) Equipment Maintenance transferred from the Bureau of Building & Equipment Services to the Bureau of Highways, effective July 1, 2012.

NOTE: FOR INFORMATION ONLY ⁽¹⁾

⁽¹⁾ The self-supporting Metropolitan District Enterprise Fund, which supports operations in this Department and other agencies, is not subject to County Council appropriation.

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT PUBLIC WORKS (070)

PERSONNEL DETAIL

	FY 2012 ACTUAL		FY 2013 APPROP		FY 2014 REQUEST		NET CHANGE		
	FULL	PART	FULL	PART	FULL	PART	FULL	PART	
<u>Office of the Director</u>									
7001 General Administration (A)	16	0	11	0	11	0	0	0	
7006 Metro Financing/Petition Proc. (B)	<u>8</u>	<u>0</u>	<u>8</u>	<u>0</u>	<u>7</u>	<u>1</u>	<u>(1)</u>	<u>1</u>	
Bureau Total	<u>24</u>	<u>0</u>	<u>19</u>	<u>0</u>	<u>18</u>	<u>1</u>	<u>(1)</u>	<u>1</u>	
<u>Bureau of Engineering & Construction</u>									
7201 General Administration (C)	11	0	9	0	9	0	0	0	
7203 Sewer and Water Main Design (D)	25	0	26	0	25	0	(1)	0	
7205 Structural, Storm Drain & Highway Design (E)	29	0	23	0	23	0	0	0	
7208 Public Building Design (F)	7	0	0 (M)	0	0	0	0	0	
7209 General Surveying (G)	13	0	12	0	12	0	0	0	
7211 Contracts/Construction Inspections (H)	<u>46</u>	<u>1</u>	<u>39</u>	<u>1</u>	<u>39</u>	<u>1</u>	<u>0</u>	<u>0</u>	
Bureau Total	<u>131</u>	<u>1</u>	<u>109</u>	<u>1</u>	<u>108</u>	<u>1</u>	<u>(1)</u>	<u>0</u>	
<u>Bureau of Highways & Equipment Maintenance</u>									
7501 General Administration	17	2	11	2	11	2	0	0	
7502 General Operations & Maintenance	239	0	230	0	229	0	(1)	0	
7503 Equipment Maintenance (I)	0	0	71 (N)	0	72	0	1	0	
7505 Storm Emergencies	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Bureau Total	<u>256</u>	<u>2</u>	<u>312</u>	<u>2</u>	<u>312</u>	<u>2</u>	<u>0</u>	<u>0</u>	

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT PUBLIC WORKS (070)

PERSONNEL DETAIL

	FY 2012 ACTUAL		FY 2013 APPROP		FY 2014 REQUEST		NET CHANGE	
	FULL	PART	FULL	PART	FULL	PART	FULL	PART
<u>Bureau of Solid Waste Management</u>								
(All General Fund Positions)								
7601 General Administration	9	0	8	0	7	1	(1)	1
7602 Refuse Collection	12	0	11	0	11	0	0	0
7603 Refuse Disposal	39	1	39	0	39	0	0	0
7604 Recycling	<u>6</u>	<u>1</u>	<u>6</u>	<u>1</u>	<u>6</u>	<u>1</u>	<u>0</u>	<u>0</u>
Bureau Total	<u>66</u>	<u>2</u>	<u>64</u>	<u>1</u>	<u>63</u>	<u>2</u>	<u>(1)</u>	<u>1</u>
 <u>Bureau of Traffic Engineering and Transportation Planning</u>								
(General Fund Positions)								
7701 Traffic Planning	22	1	22	1	22	1	0	0
7702 Traffic Sign Installation/Maintenance	14	0	14	0	14	0	0	0
7703 Traffic Signal Operations/Maintenance	15	0	12	0	12	0	0	0
(Special Fund Positions)								
0771421 Unified Planning Work Program	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Bureau Total	<u>51</u>	<u>2</u>	<u>48</u>	<u>2</u>	<u>48</u>	<u>2</u>	<u>0</u>	<u>0</u>
 <u>Bureau of Utilities</u>								
(All Metro Fund Positions)								
7801 General Administration	9	0	6	0	7	0	1	0
7802 Engineering & Regulation	16	1	16	0	15	1	(1)	1
7803 Sewer/Water Operations/Maintenance	185	1	180	1	180	1	0	0
7804 Pumping/Treatment Plant Operations/Maintenance	<u>112</u>	<u>1</u>	<u>106</u>	<u>0</u>	<u>106</u>	<u>0</u>	<u>0</u>	<u>0</u>
Bureau Total	<u>322</u>	<u>3</u>	<u>308</u>	<u>1</u>	<u>308</u>	<u>2</u>	<u>0</u>	<u>1</u>

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT PUBLIC WORKS (070)

PERSONNEL DETAIL

	FY 2012 ACTUAL		FY 2013 APPROP		FY 2014 REQUEST		NET CHANGE		
	FULL	PART	FULL	PART	FULL	PART	FULL	PART	
<u>Bureau of Building & Equipment Services</u>									
7901 Building Maintenance (J)	90	1	0 (O)	0	0	0	0	0	0
7902 Building Operation/Management (K)	103	7	0 (P)	0	0	0	0	0	0
7903 Equipment Maintenance (L)	<u>67</u>	<u>0</u>	<u>0 (N)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Bureau Total	<u>260</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Grand Total	<u>1,110</u>	<u>18</u>	<u>860</u>	<u>7</u>	<u>857</u>	<u>10</u>	<u>(3)</u>	<u>3</u>	

(A) - Program 7001 split funded; 59% GF, 41% Metro.

(B) - Program 7006 split funded; 7% GF, 93% Metro.

(C) - Program 7201 split funded; 50% GF, 50% Metro.

(D) - Program 7203 is 100% Metro funded.

(E) - Program 7205 split funded; 96% GF, 4% Metro.

(F) - Program 7208 is 100% GF; transferred to Program 2501.

(G) - Program 7209 split funded; 51% GF, 49% Metro.

(H) - Program 7211 split funded; 66% GF, 34% Metro.

(I) - Program 7503 split funded; 89% GF, 11% Metro; transferred from Program 7903.

(J) - Program 7901 is 100% GF; transferred to Program 2502, effective July 1, 2012.

(K) - Program 7902 is 100% GF; transferred to Program 2503, effective July 1, 2012.

(L) - Program 7903 split funded; 89% GF, 11% Metro; transferred to Program 7503.

(M) Public Building Design (7208) transferred to Property Management - Administration (2501).

(N) Equipment Maintenance (7903) transferred to the Bureau of Highways as program 7503.

(O) Building Maintenance (7901) transferred to Property Management - Building Maintenance (2502).

(P) Building Operation/Management (7902) transferred to Property Management - Building Operations & Management (2503).