

The Department of Public Works

The Department of Public Works' (DPW) mission is to support the health, environment, and economy of our City and the region by providing customers with safe drinking water and keeping neighborhoods and waterways clean. Its vision is to be a strong proponent and protector of our environment and the health and vitality of our communities.

Agency Overview

DPW's key responsibilities are outlined below:

- The Bureau of Solid Waste:** The Bureau of Solid Waste maintains the City's cleanliness through its multifaceted waste collections, cleaning and disposal programs. The Bureau is divided into four divisions each with different areas of responsibility in waste management and disposal. The Bureau collects and disposes of residential trash and recycling, has a City-wide mechanical street sweeping program, cleans and boards vacant properties, runs the Rat Rubout Program, and offers specialized recycling collections of scrap metal, electronics, Styrofoam and household hazardous waste. Capital projects include Transfer Stations, Landfills, Leachate Storage Tanks and Wet Ponds. Capital projects are managed by the project managers and engineers under the solid waste office.
- The Bureau of Water and Wastewater:** The Water and Wastewater Bureau focuses on producing and transporting clean drinking water and collecting and treating wastewater plus the associated maintenance functions; additionally, it manages the metering and billing of approximately 412,000 retail accounts in Baltimore City and Baltimore County, as well as wholesale accounts for Carroll, Anne Arundel, Harford, and Howard Counties.
- The Office of Asset Management:** The Office of Asset Management (OAM) is responsible for optimizing the service life of sewer and water linear infrastructure through the development and implementation of proactive inspection and preventative maintenance programs. The Office implements a strategic approach to managing these assets at a sustainable cost and an acceptable level of risk. The Office aims to transition the Department of Public Works from a reactive mode of asset maintenance to a proactive mode, utilizing risk-based planning and other asset management principles to make sound decisions on managing its assets. Capital projects include hydraulic modeling, main renewal, and value and hydrant assessments. Capital projects are managed by the project managers and engineers under the OAM office.
- The Office of Compliance and Laboratories:** The Office of Compliance and Laboratories (OCAL) is committed to enhancing environmental regulatory compliance for the Department through collaboration, management program improvements, and regulatory enforcement. Many of the functions of this office had previously existed within the Department, but were consolidated in a separate office in 2014 to emphasize accountability. The 100-position staff of this Office primarily consists of engineers and scientists. The Office includes four (4) laboratories located at each of the water and wastewater treatment facilities, in addition to a Watershed Planning and Partnerships Section, an Environmental Affairs Section, a Water Quality Monitoring and IDDE Section, and a Plans Review and Inspection Section. The

Plans Review and Inspection Section is responsible for all DPW review of both public and private construction projects as a part of the permitting process.

5. **Office of Engineering and Construction:** The Office of Engineering and Construction (OEC) is responsible for planning and directing the design, construction, contract administration, and inspection of utility infrastructure, dams, bridges, and water and wastewater treatment facilities. The OEC also reviews and inspects construction to assure adherence to codes, costs, progress and quality as programmed in the DPW capital improvement plan. OEC is responsible for engineering design for contracts to construct and maintain water and wastewater treatment plants, pumping stations, and the collection and conveyance system. And provides a wide array of on call construction services that serve the urgent needs of the DPW Bureau of Water and Wastewater Utility Maintenance Division. Capital projects types include utilities and facilities for the Water and Wastewater programs as well as stream restoration, soil erosion and sediment control for the Stormwater program. Capital projects are managed by the project managers and engineers under the OEC office.
6. **Office of Sustainable Energy:** The Office of Sustainable Energy (OSE) manages energy for the City government. The role of the OSE is to reduce energy consumption and costs, reduce fossil fuel use, ensure a stable energy supply and increase revenues for the City of Baltimore. This leads to better outcomes for City employees, our community and the City.



Capital Program

DPW's Capital Program abides by the following regulatory guidelines:

- 2016 Modified Consent Decree (Wastewater)
- MS4 Permits
- EPA/MDE: Clean Water Act, Safe Drinking Water Act, Surface Water Treatment Rules
- MD State Legislation to CAP Landfills

DPW's capital projects could be categorized into four different classifications:

1. *Utilities* – Underground Pipes that distribute water, wastewater and stormwater through our system
2. *Facilities* – Above ground structures that treat or pump water, wastewater and stormwater through our system
3. *Environmental* – Stream restoration projects or projects that mitigate/correct soil erosion and control sediment
4. *Solid Waste* – Landfills, Leachate Ponds, and transfer stations act as trash collection, storage and leachate mitigation

Projects are prioritized using the Integrated Planning Framework (IPF). IPF uses a quadruple bottom line approach, Environmental, Social, Economic and Project Implementation to rank all Water, Wastewater and Stormwater projects. The four areas have 16 different criteria that take into consideration multiple key performance indicators and priorities e.g. the Mayor's 5 pillars, Regulatory Compliance, Funding Source, System Performance and Customer Satisfaction, to name a few. Each project is ranked and optimized using the objective parameters determined by the IPF criteria. The outcome is a prioritized and thoughtful list of projects.

DPW's capital projects are split funded between multiple sources. Because DPW has an enterprise fund via Water and Wastewater, the revenues generated go back into supporting the utility. Additionally, DPW has a bond rating and through managing debt service is able to leverage bonds from the market as well as low interest bearing loans. Fund sources include but are not limited to: Paygo, WIFIA, SRF, EIB, MVR, CTB and County Cost Share.

Solid Waste is burdened by the State Mandate to cap and close landfills once current landfills reach 100% capacity. The current, Quarantine Road Landfill is almost to capacity, however can undergo landfill expansion to extend the life of the landfill by 20 years. This project is approximately \$88M. Solid Waste is not a revenue generating fund where it can support the cost of such a construction project. DPW relies on the City to provide general fund dollars to support the construction program. However, these appropriations generally range between \$1M-3M annually.