


BALTIMORE CITY DEPARTMENT OF PUBLIC WORKS BI-ANNUAL REPORT



Fiscal Years 2019 & 2020
publicworks.baltimorecity.gov



BALTIMORE CITY
DPW
DEPARTMENT OF PUBLIC WORKS



BALTIMORE'S

OUR MISSION

DEPARTMENT OF PUBLIC WORKS

We support the health, environment, and economy of Baltimore City and the region by providing customers with safe drinking water and keeping neighborhoods and waterways clean.

OUR VISION

To be a strong proponent and protector of our environment and the health and vitality of our communities.



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Baltimore has endured! We fought hard and beat back the British attack in 1814. If we had not won on that September day there might not be a United States of America. We endured the Civil War with an almost evenly divided population supporting either side. The first blood of that war was shed on April 19, 1861 on Pratt Street. We endured the Great Baltimore Fire of 1904 and rebuilt our city stronger than before. We endured the Flu Pandemic of 1918 and numerous uprisings and civil unrest. Our shipyards and steel mills served as arsenals of democracy in two World Wars, and we endured.

Today, we face a horrendous pandemic, yet we still are moving forward, and even taking a leadership role in the battle against COVID-19. We have some of the finest medical research institutions in the world, and the science and service from those who work there will hopefully enable us to not only endure, but also to thrive.

As we think about our first responders, let us not forget our Baltimore City Department of Public Works (DPW) employees. Trash does not collect itself. Neither does recycling. Handling contaminated items is always an unpleasant duty. During a pandemic it is fraught with extra dangers.

Employees continued to provide water throughout the pandemic. They fixed the broken mains. They continued moving forward on major capital infrastructure programs. They purified our wastewater. They protected our watersheds.

Last year, Baltimore weathered a cyber-attack, and we had a sudden change in leadership. We put a new focus on crime and grime, and we are moving forward on new fronts to address both. Housing is improving, and abandoned buildings are being demolished.

One constant is the Baltimore City Department of Public Works. It's commitment to fighting grime is stronger than ever. In addition to the regular trash, recycling, and bulk collections, over the last two years DPW has expanded comprehensive street-sweeping, provided municipal trash cans to each house, Smart Cans for litter control on hundreds of street corners, and developed a proactive approach to battling rats. The new "Less Waste, Better Baltimore" Solid Waste Master Plan was introduced in public meetings in our neighborhoods. DPW is not only listening to you, but also asking you to speak up and get involved.

Congratulations to DPW on its achievements and accomplishments for Fiscal Year's 2019 and 2020!

Bernard C. "Jack" Young
MAYOR



On February 1, 2020, I became Acting Director of the Baltimore City Department of Public Works (DPW). I served as Deputy Director during FY 2019 and the first half of FY 2020. I was already well-versed in the activities of our vital agency. And although the ransomware attack was a horrendous and expensive intrusion on our work, it did help to prepare us for some of the challenges of the COVID-19 pandemic. Through both of these events, we continued providing essential services to our city and our region, in addition to creating an Office of Equity and Environmental Justice to ensure equitable delivery of DPW services.



It is indeed an honor to follow in the footsteps, even in an acting capacity, of so many dedicated public servants who gave us the water/wastewater/storm water infrastructure that serves almost two million people each day in Baltimore City and the Baltimore Metropolitan area.

Fiscal Year's 2019 and 2020 will be remembered as a time of significant progress for DPW, despite the disruptions. The Department has steadily moved forward with crucial capital projects, including the covered, finished drinking water reservoirs at Guilford, Druid Lake, and Lake Ashburton. Enhanced nutrient removal at our wastewater treatment plants, along with the Headworks Project, will result in dramatic improvements to the health of our Harbor, our streams and the Chesapeake Bay over the next few years.

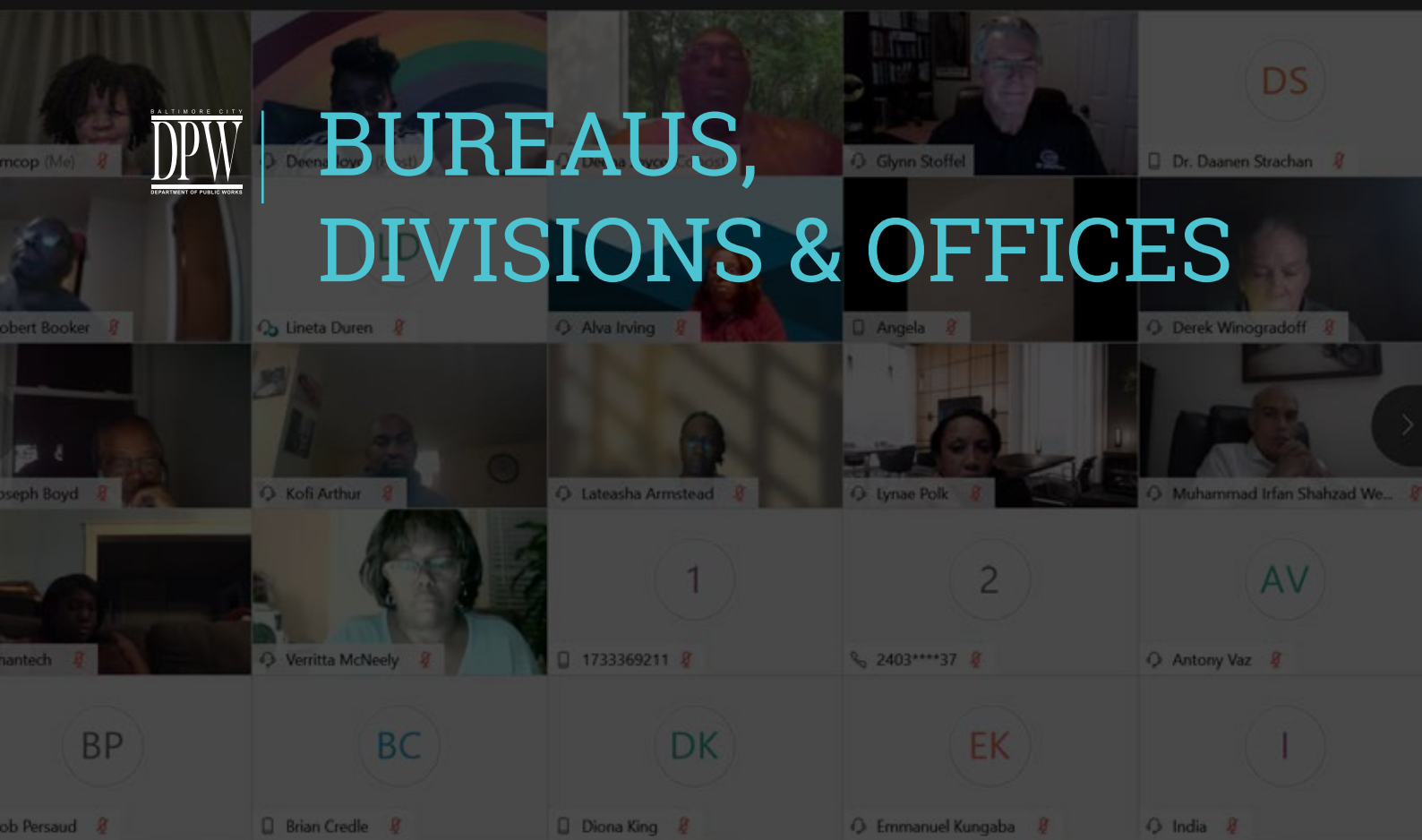
While we still have sanitation challenges, we have been seeing improvements because the solution to grime includes partnerships with our citizens. We encourage our citizens to stay engaged, because good things are happening, and everyone needs to be a part of the solution.

Innovative financing methods are helping us to keep costs down as we revitalize our pipes and treatment plants. This includes the receipt of a \$202 million low interest loan from the U.S. Environmental Protection Agency (EPA) for Baltimore's wastewater infrastructure.

DPW again garnered numerous regional and national awards. In FY 2019, we celebrated Maryland's waters through the Smithsonian's Water/Ways exhibit, providing public tours of the Loch Raven Dam and the Ashburton Water Filtration Plant. We hosted public tours of the Montebello Water Filtration Plant during Dam Jam and allowed kids to be hands-on with our work vehicles at Big Truck Day. While COVID-19 has disrupted these events in 2020, we are optimistic that they will be back, better than ever.

Matthew W. Garbark

ACTING DIRECTOR



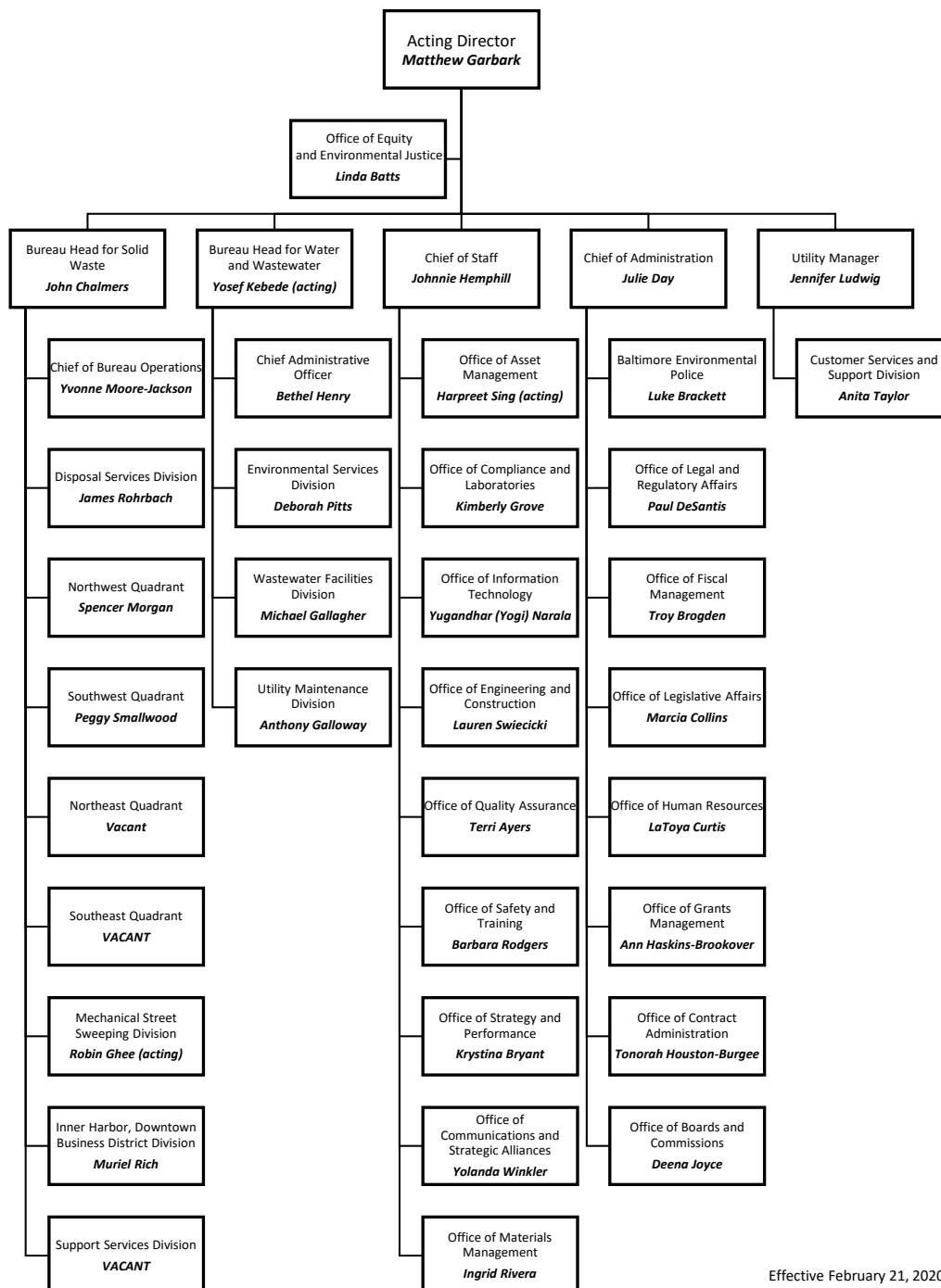
ORGANIZATION AND PROCESS OPTIMIZATION

DPW has a highly optimized organizational structure, which allows the agency to work strategically and effectively for its water customers and Baltimore City residents. The newest sections in our organization as of FY 2020 include the Office of Equity and Environmental Justice and the Office of Quality Assurance. These offices add to the increased oversight and focus that make DPW an outstanding City agency.



DPW INTERIM

ORGANIZATIONAL CHART



Effective February 21, 2020



BUREAUS, DIVISIONS & OFFICES

Bureau of Solid Waste is dedicated to cleaning City neighborhoods. Each week the Bureau collects household trash and recycling from single-family residential properties in the City, and provides mechanical street sweeping in neighborhoods and business districts. The Bureau cleans alleys, boards vacant properties, removes graffiti, and abates the City's rodent population.

Bureau of Water and Wastewater is responsible for providing drinking water to 1.8 million people in the Baltimore region – operating two filtration plants: Ashburton and Montebello. Workers from this Bureau serve on the front line for repairs of water mains in the City and Baltimore County. In addition, the Bureau operates two of the largest wastewater treatment plants on the East Coast – Back River and Patapsco – cleaning the water that goes down the drain before depositing it safely into the Chesapeake.

Office of Strategy and Performance provides assistance and takes the lead in making sure key projects and programs have advanced planning, and works to improve the Department's performance for the delivery of key services.

Office of Communications & Strategic Alliances keeps the public, press, and other audiences informed of DPW projects, special events, services, and programs. This Division has an array of communication tools, including social media, advertising, the DPW calendar, newsletters, website, community and project meetings. Our community liaison team provides citizens information about DPW activities and projects, monitors and reports community service needs to the Department. DPW public information officers are available to the media 7 days a week.

Office of Fiscal Management oversees DPW's finances and spending, and is responsible for the preparation and monitoring of DPW's operating and capital budgets, rates and financial forecasting, capital project financing, procurement, and inter-jurisdictional cost-sharing agreements.

Office of Compliance and Laboratories includes laboratories located at each of the two water and two wastewater facilities, in addition to sections for Watershed Planning and Partnerships, Environmental Affairs, Water Quality Monitoring, and Plans Review and Inspection. These divisions/



BUREAUS, DIVISIONS & OFFICES

facilities are responsible for ensuring that the City's water quality comply with Environmental Protection Agency (EPA) standards.

Office of Engineering and Construction 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 Office also reviews and inspects construction to assure adherence to regulations, codes, costs, progress and quality as programmed in the DPW capital improvement plan.

Office of Asset Management is responsible for optimizing the service life of sewer and water mains through the proactive inspection and preventive maintenance. The Office aims to transition the Department of Public Works from a reactive mode of asset maintenance to a strategic, proactive mode, utilizing risk-based planning and other asset management principles to make sound decisions on managing its assets.

Office of Equity and Environmental Justice promotes equity and seeks to reduce disparities within City government. Using an equity lens means DPW must consider the impact on employees, customers, stakeholders, and the environment to ensure that the outcomes of the Department's policies and projects promote the well-being of the community.

Office of Quality Assurance works with DPW divisions overseeing, managing and monitoring the Department's compliance issues and program. The Office leads and supports efforts aimed at reducing potential violations and ensuring adherence to the Department compliance programs. The Office is also responsible for enhancing quality improvement initiatives that are data-driven and result-centric with the objective of safe guarding the Department and furthering its mission.



EQUITY & ENVIRONMENTAL JUSTICE

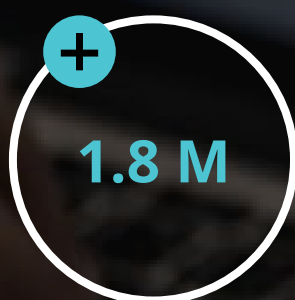
On August 10, 2018, Baltimore City Ordinance 18-160, "Equity Assessment Program," was enacted. The Program's intent is "to close the gaps in policy, practice, and allocation of City's resources based on race, gender, religion, sexual orientation and income while improving the outcomes for all."

At DPW, The Office of Equity and Environmental Justice was created by City Ordinance 18-160 for the purpose of:

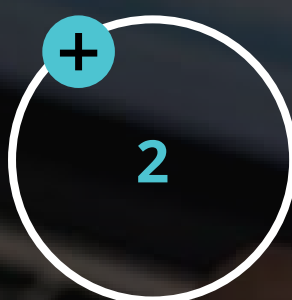
- Promoting equity and reducing disparities within City government.
- Eliminating structural and institutional racism and discrimination through research, education, and interventions.
- Developing an equity action plan and incorporating and embedding equity in all DPW operations, programs, services, and policies.
- Providing guidance, education and technical assistance to DPW to enable development of sustainable and equitable outcomes and service.
- Working with community partners and stakeholders to promote equity and inclusion within Baltimore, producing measurable improvements and disparity reductions.
- Supporting human rights and opportunities for everyone to achieve their full potential.
- Conducting equity assessments of existing and proposed policies and practices.



BY THE NUMBERS



PEOPLE IN THE
REGION SERVED



OF THE LARGEST
WASTEWATER
TREATMENT PLANTS
ON THE EAST COAST



DPW EMPLOYEES
SERVING THE REGION

MILES OF WATER MAINS INSTALLED

The total miles of water main replacement and rehabilitation that was completed in FY 2019 and FY 2020.

FY 2019 – 15.51 MILES

FY 2020 – 12.00 MILES

Please note: The goal for FY 2020 was severely impacted by COVID-19. All water main replacement projects decreased in productivity as a result of restrictions due to COVID-19. The restrictions delayed the contractors from completing tie-ins, performing chlorination and bacteria testing, and installing bypass, which would have allowed for additional water mains to be completed before the end of the fiscal year.



FY 2019 & FY 2020 FINANCIALS

PROGRAM NAME	FY 2019 Total Budget	FY 2019 %	FY 2020 Total Budget	FY 2020 %
Administration - DPW - Solid Waste	1,452,744	0.24%	1,619,876	0.27%
Public Right-of-Way Cleaning	23,352,304	3.93%	26,538,380	4.43%
Vacant/Abandoned Property Cleaning and Boarding	10,475,379	1.76%	12,630,497	2.11%
Waste Removal and Recycling	30,624,633	5.16%	31,112,452	5.19%
Waste Re-Use and Disposal	22,817,753	3.84%	24,984,891	4.17%
Administration - DPW - Water and Wastewater	47,353,643	7.97%	52,624,148	8.79%
Water Management	86,182,042	14.51%	85,905,288	14.34%
Water and Wastewater Consumer Services	33,253,050	5.60%	33,755,903	5.64%
Wastewater Management	137,242,372	23.11%	142,968,226	23.87%
Surface Water Management	24,032,531	4.05%	20,520,181	3.43%
Engineering and Construction Management - Water and Wastewater	159,005,481	26.77%	157,013,795	26.22%
Administration - DPW	3,079,371	0.52%	2,810,865	0.47%
Public and Private Energy Performance	15,082,164	2.54%	6,411,187	1.07%
Operating Budget Total	593,953,467	100%	598,895,689	100.00%

CAPITAL BUDGET				
Solid Waste	1,740,000	0.43%	4,562,000	1.30%
Water	154,125,000	37.73%	6,056,000	1.72%
Wastewater	136,971,000	33.53%	176,032,000	50.04%
Stormwater	115,671,000	28.32%	165,121,000	46.94%
Capital Budget Total	408,507,000	100.00%	351,771,000	100.00%

WHAT THE NUMBERS MEAN

DPW's FY 2019 & FY 2020 operating and capital budgets continued to demonstrate its commitment to cleaning the City and protecting the environment. Funding for waste removal and recycling, reached \$30.6 million in FY 2019, compared to \$31.1 million in FY 2020. Funding for public right-of-way cleaning climbed to \$23.4 million in FY 2019, compared to \$21.9 million in FY 2020.

Capital spending for water and wastewater projects began to stabilize during FY 2019. Even with this moderated spending, water projects (\$154.1 million), wastewater projects (\$137.2 million) and stormwater (\$115.7 million) consumed the majority of the DPW's capital budget.

FUNDING SOURCES

DPW's water and wastewater budget is entirely supported by the ratepayers, and receives no support from City general funds. DPW continues to work to balance affordability with the costs of water and wastewater projects. Funding for cleaning and greening activities performed by the Bureau of Solid Waste are derived in part from the City's general budget funds, and stormwater fees support mechanical street sweeping throughout the City.



HISTORIC FUNDING

WIFIA LOAN \$202 MILLION

U.S. Environmental Protection Agency Administrator (EPA) Andrew Wheeler traveled to Baltimore on February 25, 2019, to present DPW with a \$202 million Water Infrastructure Finance and Innovation Act (WIFIA) loan to help the city upgrade its aging wastewater infrastructure. The WIFIA loans come at a more affordable rate than DPW could get on the private financial markets. They reflect DPW's aggressive, creative financing plans that allow the agency to ease the burden on ratepayers.

The WIFIA loan saves Baltimore City water customers about \$40 million in interest payments over the term of the loan. This money will assist with the billions of dollars being spent on sewer Consent Decree projects and rebuilding the water system. DPW has been invited by EPA to compete for another round of WIFIA funding. Overall, DPW's FY 2019 & FY 2020 operating and capital budgets demonstrate our commitment to cleaning the City and protecting the environment.

CLEANING OUR WASTEWATER

Maryland's Secretary of the Environment Ben Grumbles joined DPW to announce the completion of another major milestone in improving the water quality of the Chesapeake Bay.

The Patapsco Enhanced Nutrient Removal (ENR) upgrade provides new facilities and processes that support the removal of at least 95 percent of the bio-available nitrogen and phosphorus from the water that we return to the Chesapeake Bay following the wastewater treatment process.

ENR's advanced processes build on the success of nutrient removal programs already in place. These programs significantly reduce the amount of the pollutants discharged into the Chesapeake Bay to levels that were unimagined at

the start of the 2000s. Improved aquatic conditions will result in fewer algae blooms, which reduce the oxygen content in water and cause fish kills, odors, and unsightly conditions on the Bay and its tributaries.

The Patapsco ENR project was funded in part, about 70 percent, by the State of Maryland. The rest comes from sewer charges to customers in the region. DPW is also completing similar upgrades at the Back River Wastewater Facility.

Approximate construction cost for ENR upgrades at Patapsco Waste Water Treatment Plant (WWTP) is \$260 million. The project was completed, with a final walk-through on January 14, 2020.

Work on the Back River ENR facility has an estimated construction cost of \$575 million.



FACING BIG

CHALLENGES

In the span of five months, Baltimore City was hit with two viruses. The final two months of FY 2019 presented what has become an all-too-familiar challenge to American cities: a cyber-attack with a demand for money. It impacted all parts of City government in varying degrees. And, as the City regained its operational footing, we along with the nation faced another attack, COVID-19.



FACING BIG CHALLENGES

RANSOMWARE

The final two months of FY 2019 presented what has become an all-too-familiar challenge to American cities: a cyber-attack with a demand for money. It impacted all parts of City government in varying degrees. Baltimore City refused to pay the ransom, and that meant putting together a painstaking, incremental recovery of operating systems and data.

The Department of Public Works faced some specific difficulties: how to track citizen concerns; how to send out water bills; how to communicate internally; how to make do without stored data and historic records. This disruption came as our water customers were just getting used to the new online portals that allow them to track their water usage and their bills. It came just as they had been provided with the online tracking map for sewer overflows, which was the follow-up

to our successful interactive water main repair map. All of this was offline.

The first thing we did was assure our citizens that the business of the Department continued uninterrupted. Trash would be collected. Water service would continue. Wastewater processing was normal. Streets would be swept. Employees would be paid. E-mail communications were limited, and desktop computers were frozen.

We created work-arounds using cell phones, laptops, and new platforms. Citizen concerns called into 311 were dispatched by phone and tracked with good old pen and paper. Water customers paid estimated bills by check, or waited until the billing system came back online in early August. We survived the storm.

COVID-19

COVID-19 virus with symptoms that resembles the flu arrived in FY 2020. It crept up on the world and various countries responded in various ways. The most successful, so far, appear to be those with the earliest stay at home orders, testing, and tracking.

Locally, there has been excellent communication between the State and the City. At the time this is being written, the Department of Public Works has continued to provide drinking water to the Metropolitan Area. We have collected and treated wastewater. We have continued to repair broken mains and unclog sewers. We have continued major construction projects while practicing social distancing. And, we have collected trash and recycling while protecting our workers with Personal Protective Equipment (PPE).

Water billing has just started up again, and vital assistance was provided to those whose incomes were impacted by the pandemic. The already approved water rate increase was postponed by three months. Throughout this ordeal the public has been kept informed through press releases, interviews, social media, and our community liaisons.

As we began to plan for more activities, like bulk collection, street sweeping, lot cutting, and re-opening buildings, we made sure that whatever was done, was done safely. Together, we are working through this pandemic.



SMITHSONIAN WATERWAYS



The Baltimore City Department of Public Works partnered with the Historical Society of Baltimore County, and other local organizations, to celebrate Maryland's waters through the Smithsonian's Water/Ways exhibit. The Historical Society's Almshouse was the first of six Maryland sites to host Water/Ways, a traveling Smithsonian Institution exhibition, brought to the State by the Maryland Humanities' Museum on Main Street program.

The Baltimore area's exhibit ran from May 25, 2019 to July 6, 2019. Numerous metropolitan partners hosted public programs, developed complementary exhibits, and facilitated educational initiatives to raise people's understanding of what water means to all of us in the Baltimore region. The diverse partners included non-profit, commercial, and government organizations; they spanned arts, culture, education, spiritual, recreational, and environmental domains. In addition to our displays at the central exhibit, DPW hosted an open house at Loch Raven Dam on Saturday, May 25, 2019, and offered tours of the Ashburton Water Filtration Plant the following Saturday. Enthusiastic citizens - flocked through both of these engineering marvels, which are critical components to the region's supply of clean, healthy water. These cooperative efforts provided the best comprehensive educational programs on the importance of water ever seen in the State of Maryland.



WATER BILL

Department of Public Works
Division of Customer Service
200 Holliday St. #400
Baltimore, MD 21201

Customer Service (M-F):

Service

(410) 396-5398
DPW-Bills

WE BUILT

BH₂O ASSIST

EXPANDING WATER AFFORDABILITY

BH₂O was designed to combine the best of existing assistance programs – rate reductions, fee waivers, income-based eligibility and provide help proactively, before customers fall behind on their water bills. With BH₂O, customers whose household income is at or below 175 percent of the Federal Poverty Guidelines get significant reductions on their water and sewer usage in addition to certain fees being waived. Under the BH₂O Plus+ program, customers at or below 50 percent of poverty guidelines also receive a yearly grant – set initially at \$257 – to further offset the cost.



DRINKING WATER AND INFRASTRUCTURE PROTECTION

Our water system is man-made. Maryland is the only state without natural lakes, and our reservoirs are man-made lakes. Magnificent dams hold back the waters which then flow by gravity to our treatment facilities.

These dams and their connecting pipelines/tunnels must be inspected and periodically refurbished. All three of our dams have undergone renovations this century, the biggest project being the doubling in thickness of Loch Raven Dam. In addition, the water filtration plants also have undergone major upgrades, especially Ashburton.

Once water leaves the plants it is stored in tanks and man-made lakes throughout the region. Some of these tanks are underground. Some are the traditional tall towers with large storage balls on top. And, then there are the three “remaining” finished drinking water lakes: Guilford Reservoir, Lake Ashburton, and Druid

Lake. These are the last of many to have storage tanks installed to protect the finished water from outside contaminants. Lake Ashburton and a somewhat reduced Druid Lake will remain, but will no longer hold drinking water.

Finally, treated water must go from storage to you. That is done by gravity, with pumps, and through pipes. Baltimore, like many other older cities had a reckoning with time beginning about twenty-five years ago when major water main breaks began with alarming frequency. Over the last decade we have accelerated our water line rehabilitation/replacement to 15 miles annually. However, in FY 2020, only 12 miles of water main lines were completed due to the pandemic.

By making these commitments we are assuring quality water and reliable service for now and for the future.

PROTECTING OUR WATERSHED

Protecting our watershed lands is key to protecting our water quality. This means partnering with our neighboring counties, and even states, to reduce industrial and agricultural pollution as well as runoff from development and recreation. It is why we have strict regulations on reservoir activities including boating, fishing, and biking.

SEWAGE BACKUP EXPEDITED REIMBURSEMENT PROGRAM

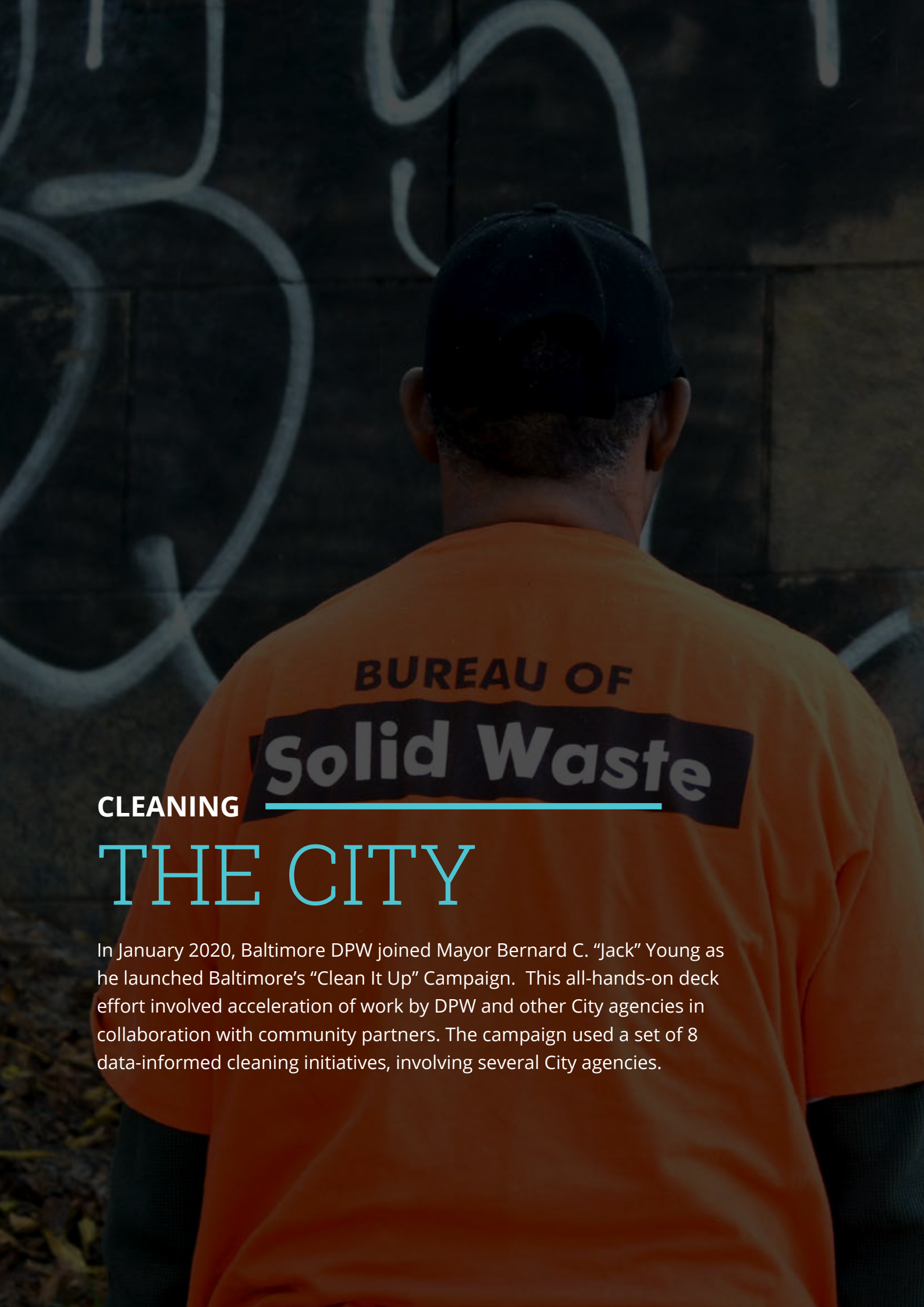


AN ACTIVE SEWER OVERFLOW CAUSED BY HEAVY RAIN

Baltimore City residents who experienced sewage backup in their basements, may be eligible for reimbursement through the Expedited Reimbursement Program. This program allows for reimbursement to residential customers for cleaning and disinfection costs associated with sewage backups caused by capacity-related wet weather events. The Expedited Reimbursement Program was established in Appendix E of the Modified Consent Decree addressing sanitary sewer overflows from the City's Collection System.

The Program is for capacity-related sewage backups caused by wet weather only, rain or snow events. Basement backups caused by water main breaks, clogged pipes, maintenance issues, or other non-capacity-related weather issues are not eligible for this program. Events that occurred before April 6, 2018 are not eligible for this program. Full program details are available on publicworks.baltimorecity.gov.

Program data for Fiscal Years 2019 and 2020 to-date, along with application approvals and denials are provided. The Program has annual funding of \$2 million.



CLEANING

THE CITY

In January 2020, Baltimore DPW joined Mayor Bernard C. “Jack” Young as he launched Baltimore’s “Clean It Up” Campaign. This all-hands-on deck effort involved acceleration of work by DPW and other City agencies in collaboration with community partners. The campaign used a set of 8 data-informed cleaning initiatives, involving several City agencies.



SOLID WASTE ACTIVITY

MIXED REFUSE COLLECTIONS (TONS COLLECTED)

147,452 FY 2019

144,402 FY 2020

SOLAR CANS INSTALLED

280 FY 2019

N/A FY 2020

RAT RUBOUT SERVICE REQUESTS COMPLETED

132,379 FY 2019

124,774 FY 2020

VACANT PROPERTIES BOARDED (COMPLETED WOs)

6,455 FY 2019

7,064 FY 2020

COMMUNITY PITCH-INS

1,042 FY 2019

636 FY 2020

DIRTY ALLEYS CLEANED REACTIVE AND PROACTIVE

20,999 FY 2019

21,846 FY 2020

CLEANING & MOWING SERVICE REQUESTS (311 GENERATED)

17,524 FY 2019

30,128 FY 2020

PROACTIVE MOWING

23,865 FY 2019

13,972 FY 2020

MUNICIPAL TRASH CANS DISTRIBUTED (REPAIRED OR REPLACED)

2,582 FY 2019

3,327 FY 2020



STREET SWEEPING (MILES SWEEPED)

102,089 FY 2019

62,034 FY 2020



RECYCLING COLLECTIONS (TONS COLLECTED)

26,064 FY 2019

26,000 FY 2020



GRAFFITI SERVICE REQUESTS (PROACTIVE AND REACTIVE)

7,052 FY 2019

6,265 FY 2020



SOLID WASTE INITIATIVES

SOLAR-POWERED “SMART” TRASH CANS

Solar-Powered trash cans have been around for a while, but today’s are much more sophisticated than those that were first placed around the Inner Harbor, and in a few City parks, in 2006.

In the last four months of 2018, 280 Smart Cans were placed in business districts, gateways, and neighborhoods around the City as part of our efforts to help residents and visitors keep Baltimore clean. These solar-powered trash cans are distinguished by their rectangular shape, big City of Baltimore seal, and colorful “KEEP BALTIMORE CLEAN” lettering.

Solar cells atop the cans use energy from the sun to power the compactor and communications equipment. The compactors enable the cans to hold more trash. The cans are equipped with electronic sensors to alert DPW Bureau of Solid Waste supervisors when it is time to empty or service a can.

Cherry Hill and other neighborhoods around the Horseshoe Casino were the first to receive these high-tech containers. The Casino Local Development Council invested \$300,000 to place 64 of these in nearby neighborhoods including Pigtown, South Baltimore, and Westport. In addition, the Maryland Port Administration (MPA) invested more than \$900,000 to expand the Smart Can rollout into neighborhoods around the Port of Baltimore. This investment paved the way for 197 cans to be installed in Baltimore’s Central Business District and other high-profile commercial and commuter corridors.



**BALTIMORE CITY
SMART CAN**



LET'S RECYCLE RIGHT

BALTIMORE!

Baltimore City Department of Public Works has received a \$250,000 grant from The Recycling Partnership, a national nonprofit that leverages corporate funding to help cities and states transform their recycling programs.

DPW will use the grant to fund a targeted campaign to educate residents about the items accepted in the City's curbside recycling and improve the quality of the recycling collected. The campaign will encourage residents to "recycle right," to decrease the City's rate of recycling contamination and reduce recycling processing costs.

A key part of the City's recycling outreach will be implementing The Recycling Partnership's Feet on the Street program, a comprehensive education and outreach strategy that involves City recycling crews and supervisors visiting residents' recycling containers and providing feedback on how to improve what items make it into the recycling container.

In addition, the grant will help to support outreach, mailers, hangtags and ads. These items will amplify DPW's message that recyclables should be loose and not in bags and plastic bags and that items with food residue, batteries, and small electronics, and Styrofoam should not be placed in recycling containers. Many of these materials can cause equipment jams at recycling processing facilities, creating hazards for recycling facility workers.

The City's residential curbside recycling has an average contamination rate of 24%, with plastic bags and bagged materials being some of the largest contributors to the contamination rate. The City must pay its recycling processor for the disposal of this contaminated material.

"This grant affects our bottom line. A reduction in contamination will save the City taxpayers money on recycling processing costs," Acting DPW Director Matthew Garbark said.

**BALTIMORE CITY
RESIDENTIAL RECYCLING
CAN**





"CLEAN IT UP" CAMPAIGN

STOP THE POLLUTION, BE PART OF THE SOLUTION

In January 2020, DPW joined Mayor Bernard C. "Jack" Young as he launched Baltimore's "Clean It Up" Campaign. This all-hands-on deck effort involved acceleration of cleaning-related service requests by DPW and other City agencies in collaboration with community partners. The campaign used a set of 8 data-informed cleaning initiatives, involving several City agencies.

DPW pledged to eliminate the backlog of all 311 cleaning - related service requests which included streets, alleys and vacant lots by April, 2020. In September, 2019 (at the apex of the backlog), there were 9,400 overdue property management service requests - cleaning, high grass and weeds and boarding. There were 5,400 overdue public right-of-way, dirty streets and alleys service requests. DPW cleared all , but 29 of these service requests by March 24, 2020.

The "Clean It Up" Campaign piloted an expansion of DPW's Small Haulers Program for small commercial haulers who remove loads of unwanted items. During the pilot, the Mayor waived all small hauler licensing and drop-off fees for 90 days, March 9, 2020 through June 7, 2020.

The "Clean It Up" Campaign encouraged communities to conduct community cleanups through the Community Pitch-in Program by requesting a City provided roll-off dumpster to discard all trash and unwanted items during the community cleanups. Businesses were also encouraged to participate in City cleanup efforts.



**DPW SANITATION
WORKERS CLEANING UP
THROUGHOUT THE CITY**



IN THE COMMUNITY

**WORKING TOGETHER TO BUILD A BETTER
BALTIMORE.**

OUR WORK IS NEVER FINISHED

On almost any day of the week you can find a DPW community liaison in the community. Re-thinking how we dispose of waste and provide quality water with input from the Baltimore City community, the “Less Waste, Better Baltimore” and the “DPW in the community” campaigns were launched.



| IN THE COMMUNITY

More than any other agency, the Baltimore City Department of Public Works (DPW) touches the most citizens each day. From your morning shower and coffee, to doing the dishes, to putting out the trash and recycling, we have been there for Baltimore City residents.

If the streets are clean, that means DPW crews are working. If the rats and graffiti are gone or reduced, that is DPW crews at work. If the streams are back in their channels, the vacant lots are cut, and the vacant buildings are boarded and properties cleaned – that is DPW as well.

DPW goes the extra mile to reach Baltimore City residents. We want everyone to understand what we do, and to let us know if our services don't meet expectations. That's why on almost any weeknight or weekend you can find a member of the DPW staff in the community. One of our community liaisons might be attending a community association meeting or hosting a booth at a weekend festival. In late FY 2019, we deployed all of our outreach resources to complete a round of six "DPW in the Community" meetings, which were held in every quadrant of the City. At each of these community meetings, a representative from nearly every DPW Office and Division attended to connect with Baltimore residents. These meetings were especially important in introducing the new Baltimore BH₂O Assists Water Affordability Program and the "Less Waste, Better Baltimore" campaign.

SMALL BUSINESS DEVELOPMENT

TRAINING PROGRAM CONTINUES AS PANDEMIC APPROACHES

The Baltimore City Department of Public Works' Small Business Development Growth by Design Training Program (SBD) entered its 4th year in 2019. The Program was created to assist local, small and minority or women-owned business enterprises (MBE/WBEs) become contract-ready to compete for the more than \$3 billion in Baltimore City utility construction work. SBD training covers a wide-range of topics for businesses that include bidding, prequalification, and contract administration.

The 2019 training program had 73 participants, of which 30 were awarded scholarships. Since its inception in 2016, the SBD Program graduated nearly 250 participants, with successful alumni actively engaging in Baltimore's infrastructure projects. Serving as an economic engine that ties businesses to job opportunities, the SBD Program was recognized by the Greater Baltimore Committee as a finalist for the 14th Annual Bridging the Gap Achievement Award.



| G.R.O.W. CENTERS

DPW's Green Resources & Outreach for Watersheds Centers (G.R.O.W.) are neighborhood resource hubs that link City residents, communities, and faith-based groups to the plants, materials, and technical expertise they can use to make their neighborhoods greener.

During FY 2019, 428 visitors, from more than 100 Baltimore City neighborhoods, visited G.R.O.W. Center pop-up events hosted by DPW and our community partners. With funding from the United States Department of Agriculture and Forestry Service, G.R.O.W. Centers helped to increase and build residents' capacity for implementing community greening and stormwater management projects.

The result is neighborhoods that have productive green spaces. These spaces are cooler than paved surfaces, help control polluted runoff, add beauty, and promote pride among residents.

G.R.O.W. Center events provide access to free or low-cost materials such as plants and mulch, as well as training and information to develop the skills and resources that are useful for undertaking greening projects. At FY 2019 G.R.O.W. Center events, residents took home 100 seed packets and more than 24 cubic yards of mulch – for free. They also bought over \$900 worth of native plants and 100 recycling bins.

G.R.O.W. Centers also offer workshops and technical expertise on topics including community greening and vacant lot revitalization. A workshop teaching residents how to build a rain barrel proved to be so popular that a second workshop was added to the Spring 2019 G.R.O.W. Center schedule.





DPW BIG TRUCK DAY

EDUCATING FAMILIES ABOUT CITY SERVICES

Kids just love trucks! Each year, Baltimore youth of all ages get the opportunity to put their toy trucks away and explore some really big trucks and other cool vehicles. Big Truck Day is fun on wheels for the whole family. DPW hosts this annual, family-friendly, fun event during the Summer to educate children and families about the vehicles that service Baltimore streets and communities daily.

The Baltimore City Departments of Public Works, Transportation, General Services, Fire, and Police take time to share information and have demonstrations of all the vehicles. Citizens spend a constructive day exploring exhibits, participating in STEM activities in the Kids Korner, meeting DPW cartoon characters

and supporting City businesses and food vendors. DPW's 2019 Big Truck Day proved to be a major success by tripling the event's attendance rate to over 1,800 event participants.



COMMUNITY LIAISONS

The Department of Public Works engages and connects Baltimore City residents to key information, services and resources through its Office of Communications and Strategic Alliances Division. Through its Community Engagement Team, DPW ensures that its communications are consistent, transparent, coordinated, effectively managed and responsive to the diverse needs of our internal and external stakeholders.

Every day, Community Liaisons are working in each of the 14 Council Districts. They are responsible for building strategic partnerships with residents, community leaders, businesses, churches, seniors, veterans and schools. During Fiscal

Years 2019 and 2020, the Community Engagement Team participated in:



25 - Community Events



1,504 - Community & City-wide Meetings



10,400 - Communications



33 - Presentations & Conferences



AWARDS & RECOGNITIONS

DPW PROUD

2.7K 

WONDERFUL
PEOPLE WORKING
AS A TEAM

78 

EMPLOYEES
RECOGNIZED

DPW recognizes three of its employees each month throughout the year for dedication and commitment to service. The event known as Employee of the Month culminates with an Employee of the Year Ceremony in May. The Department also hosts a ceremony to recognize employees with 5 or more years of service in October each year. The years of service recognitions are done in five year increments during the calendar year.



AWARDS & RECOGNITIONS



FY 2020 AWARDS

JULY 1, 2019 - JUNE 30, 2020

- DPW won the **Association of Metropolitan Water Agencies (AMWA) Gold Award** for Exceptional Utility Performance.
- **August, 2019:** DPW won “**Silver Level in Innovation**” and “**Gold Level in Project Management**” in the WEF National Municipal Stormwater and Green Infrastructure Awards Program.
- **July, 2019:** DPW was awarded the **2018 Silver NACWA Peak Performance Award**. The Peak Performance Award recognizes NACWA member agency facilities for excellence in permit compliance.



FY 2019 AWARDS

JULY 1, 2018 - JUNE 30, 2019

- DPW won the **Outstanding Civil Engineering Achievement** award for a major construction project from the American Society of Civil Engineers (ASCE) Maryland section. This award was for Enhanced Nutrient Removal (ENR) facility at the Back River Wastewater Treatment Plant.
- **DPW won Water Taste Test.** Montebello Water Treatment Facility won the annual Water Taste Test challenge from the Chesapeake Section of the American Water Works Association (AWWA.) DPW’s water won 1st place in the surface water category and “Best in Show” for the best tasting water. This marks the second year in a row that our water has come out on top.

- **2019 Grand Award** winner in the ACEC **Engineering Excellence Awards** DPW’s Enhanced Nutrient Removal (ENR) facility at the Back River Wastewater Treatment Plant received a “Grand Award” in the American Council of Engineering Companies (ACEC) Engineering Excellence awards. DPW was one of 16 “Grand Award” Winners. A record number of 196 projects entered to compete for these awards.

- DPW Environmental Police Sergeant Antoine Smith received the **Environmental Police Valor Award** for his act of “outstanding personal bravery intelligently performed at imminent personal hazard.” In addition he and four members of the Carroll County Sheriff’s Office, were recognized by the Carroll County Chamber of Commerce with the **Silver Medal of Bravery Award** at the Carroll County Chamber of Commerce Public Safety Awards Ceremony.

- DPW won the **Water Environment Federation (WEF) Public Communication and Outreach Award** for its YH₂O Career Mentoring Program. WEF Public Communication & Outreach Program Awards recognize WEF members for significant accomplishments in promoting public awareness and the understanding of water environment issues through the development and implementation of outreach, education and/or communication programs.



LOOKING AHEAD: THE FUTURE

As you already know, the future cannot be predicted. This does not mean that you cannot plan for possibilities. Students planning on a career will choose a major, but that does not mean that their choice will result in a corresponding job opportunity. We know now, in this time and place, that we need to plan for possible future ransomware attacks and pandemics, just like we plan for hurricanes and snowstorms.

This current crisis will pass, and we at DPW continue planning for a better future. People will always need clean water, and that is why we rehabilitate our mains, exercise our valves, and build storage tanks. We are dedicated to improving our streams, harbor, and the Chesapeake Bay, and that is why we sweep the streets, build Headworks, and conduct stream restoration projects. We continue to recycle, even when other cities have stopped, because it is the right thing to do to save resources for future generations and to reduce unnecessary waste in our landfill.

These actions mentioned above play into the future of Baltimore. As we rebuild our infrastructure, we also are rebuilding our economic future as we hopefully leave the pandemic in our past. Companies will build in a city with reliable water service. People will congregate along a clean waterfront. Shops will thrive where the trash is collected, and the streets are swept. And most importantly, jobs will come back to those places whose employees are transparent in their operations and responsive to the public. We are proud to have those employees.



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