

**Department of Public Works**

**Response**

**Case # 25-0004-I**



CITY OF BALTIMORE  
MAYOR BRANDON M. SCOTT

## MEMORANDUM

March 24, 2025

Ms. Isabel Cumming, Inspector General  
Office of the Inspector General  
100 North Holliday Street, Suite 640  
Baltimore, MD 21202

RE: DPW Response to OIG Case #25-0004-I, Investigation  
Report Date: March 10, 2025

Inspector General Cumming,

The Baltimore City Department of Public Works (“DPW”) continues to mourn the loss of Ronald Silver II, a valued member of our Solid Waste Bureau. Our thoughts remain with his family, friends, colleagues, and the broader community as they continue to navigate this profound loss. This tragedy has forever changed our agency. It has reinforced the urgent need to examine and strengthen our policies, procedures, and practices to ensure that every member of our workforce is protected. Mr. Silver’s passing is a stark reminder of the critical role safety must play in our daily operations, and it has fueled our resolve to build a stronger, more accountable safety culture within DPW.

This correspondence will serve as DPW’s official management response to the Office of Inspector General (“OIG”) Report of Investigation #25-0004-I Ronald Silver dated Monday, March 10, 2025 (the “Report”). The Report outlines OIG’s findings and recommendations from its investigation into the tragic events surrounding the death of DPW Solid Waste Worker Ronald Silver II on Friday, August 2, 2024.

More specifically, the investigation identified numerous concerns regarding DPW’s heat safety practices, emergency response, and handling of safety incidents and accidents, as well as a lack of sufficient employee safety training. The Report makes the following investigative recommendations:

- *DPW should work to ensure through their prevention plan training that DPW management follows necessary incident procedures when they become first aware of heat illness symptoms resulting from DPW work, including completing an employee incident report and alerting the City’s worker’s compensation vendor.*
- *Mandatory and re-occurring training should be required of any supervisory employee,*

*including drivers, to be fully aware of heat illness symptoms.*

- *The approval of the heat illness prevention plan be prioritized so that the necessary training can occur, and processes can be implemented within the next two months before the summer temperatures begin.*
- *DPW could also explore partnering with other City agencies that provide cooling centers during code red heat days.*
- *Accountability must be maintained for heat safety with refresher training, mandatory breaks, and supervisory check-ins with crews to improve safety.*

Set forth below is a summary of DPW's response to the OIG's Report, highlighting measures already in place and future actions DPW will take to address the concerns raised in the Report. DPW remains committed to working closely with the OIG to ensure ongoing improvements to our operations and safety protocols.

As previously outlined in the Tuesday, March 4, 2025, [DPW Management Response](#), all Bureau of Solid Waste ("BSW") employees are currently undergoing mandatory Accident/Incident Report training. In this training, employees and supervisors are instructed to call 911 immediately when an employee shows signs of illness and to complete an Employee Incident Report. Furthermore, the Heat Illness Prevention Plan (the "HIPP") emphasizes these same procedures to ensure the health and safety of our workers.

In addition, all BSW employees are scheduled to receive mandatory HIPP training in April 2025. The HIPP is designed to ensure that all employees are fully prepared to recognize and respond to heat-related illnesses effectively. The plan further outlines that training and refresher sessions will be conducted annually before the start of the heat season to ensure preparedness and immediately following any worksite incident involving suspected or confirmed heat-related illness to reinforce proper responses and preventive measures.

DPW has completed the internal finalization of its HIPP. However, as the plan is subject to collective bargaining, DPW has scheduled a meeting with our Union Partners for Tuesday, March 25, 2025, in collaboration with the Office of the Labor Commissioner. The goal of this meeting is to discuss the finalized plan and work toward its implementation in alignment with both labor agreements and safety standards.

In alignment with the OIG's recommendation to explore partnerships for cooling centers during Code Red heat days, DPW will continue to collaborate with the City's Health Department. As details are finalized, DPW will promptly disseminate this information to BSW employees to ensure they have access to the necessary resources during extreme heat events.

Moreover, to reinforce safety measures, DPW has developed an Individual Site Plan ("ISP") for Reedbird and Bowley's Lane locations. This plan specifically outlines the management strategies for ensuring that employees working at those locations take their mandatory breaks, stay hydrated, and receive regular supervisory check-ins to monitor safety and well-being. The remaining DPW sites will have ISPs in place no later than Thursday, May 15, 2025.

DPW recognizes the importance of maintaining accountability for heat safety and is dedicated to

the continuous improvement of our processes. As part of our ongoing efforts, we will continue to prioritize the health and safety of all employees through regular training, updated procedures, and proactive measures.

We appreciate the OIG's thorough investigation and thoughtful recommendations. DPW looks forward to continuing our collaborative efforts with the OIG to ensure that the necessary changes are made to enhance employee safety and prevent similar incidents in the future.

Thank you for your attention to this matter.

If you have any further questions regarding this correspondence, please do not hesitate to contact DPW's Chief of Staff, LaToya Curtis, at [LaToya.Curtis@baltimorecity.gov](mailto:LaToya.Curtis@baltimorecity.gov) or at 410-545-3501.

Best Regards,



Khalil Zaied  
Director