



D.S.N.Y. ANNUAL REPORT 2000

NEW YORK CITY DEPARTMENT OF SANITATION



Cover: Times Square December 30, 2000
Photo by John Pampalone



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Letter from the Commissioner

Dear Mayor Giuliani:

I am proud to present the Department of Sanitation's 2000 Annual Report. The report highlights this Agency's many achievements during the past year.

I also take pleasure in recognizing the outstanding efforts of the fine men and women of Sanitation, particularly their steadfast dedication to duty. Their commitment was demonstrated on a daily basis throughout the year. They provided uninterrupted service to the people of the City of New York, even under the most arduous conditions.

The Department's proven ability to meet the most daunting of challenges was put to the test during the December 30th snowstorm that threatened the planned New Year's Eve celebration in Times Square. Even as 15 inches of snow fell in near-blizzard conditions, our Sanitation Workers rose to the occasion and worked around the clock to prepare Times Square for the World's largest New Year's party.

And we all know how that event turned out: the City was acclaimed nationally for having done the impossible, and against all reasonable odds. But that's not really surprising, especially for the Sanitation Department.

Equally important to the Department was the approval to hire new Sanitation Workers. This allowed the Department to move ahead with its plan to export all 13,000 tons of municipal household waste that our workers collect each day. The Department also enjoyed great success with our efforts to institute Citywide weekly collection service of recyclable materials. This measure allowed the City to recycle approximately 20.6% of its waste stream.

These examples are just a small sampling of the successes that the Department achieved in 2000. I wish to thank you for your continued support of the men and women in the Sanitation Department.

Thank you,

Kevin P. Farrell



Message from Mayor Rudolph W. Giuliani

Dear Commissioner Farrell,

It's clear by this Annual Report that the Department of Sanitation continues to build on its long and distinguished 121-year history by providing the residents of our great City with excellent and consistent service. Your efforts help to ensure the collective health, safety and well-being of all New Yorkers.

In 2000, the Department of Sanitation performed admirably when it was faced with an array of challenges and obstacles that would test the mettle and resolve of any first-rate organization. Yet, as in years past, the 10,000-plus members of the Department rose to the occasion each and every time, and showed why you deserve the title of 'New York's Strongest.'

Neither the near-record snows that fell just hours before the huge New Year's Eve celebration in Times Square and threatened its cancellation, nor the mandate to continue the phase-down of trash shipments to the Fresh Kills Landfill, could prevent the Agency from accomplishing its mission.

I am proud of the many outstanding achievements of the men and women of the Department of Sanitation during 2000. I am equally confident that next year - as with every preceding year - will be your finest ever.

On behalf of all New Yorkers, I sincerely thank you for a job well done.

Rudolph W. Giuliani
Mayor



Commissioner
Kevin P. Farrell



First Deputy Commissioner
Peter Montalbano



Director
Waste Disposal
Martin Bellew



Director
Cleaning and Collection
William Jelley



Deputy Commissioner
Long-Term Export
Martha Hirst



Director
E.E.O.
Fernando Camacho



Deputy Commissioner
Administration
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Assistant Commissioner
Community Affairs
Maria Termini



Assistant Commissioner
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James Strauss



Assistant Commissioner
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Ronald Blendermann



General Counsel
Legal Affairs
Frank Valentino



Director
Labor Relations
Eugene Egan



Special Assistant to
First Deputy Commissioner
Charles Irwin



Chief
Cleaning Operations
Rocco Sabatella



Chief
Collection Operations
Peter McKeon



Deputy Director
Waste Disposal
Anthony DeSantis



Director
Operations Management
Division
Anthony Etergeeseo



Assistant Chief
Cleaning Operations
Michael Bellew



Assistant Chief
Equipment
Renzo Ferrari



Assistant Chief
Export
David Nati



Assistant Chief
Collection Operations
Wallace Williams



Assistant Chief
Personnel Management
Michael Hawkins



Borough Commissioner
Manhattan
Albert Rahner



Borough Commissioner
Bronx
John O'Reilly



Borough Commissioner
Brooklyn North
James Sims



Borough Commissioner
Brooklyn South
Paul Milora

New York City Department of Sanitation 2000



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Deputy Commissioner
Public Information &
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Peter C. Fenty



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Director
Personnel Management
Bennett Dickerson



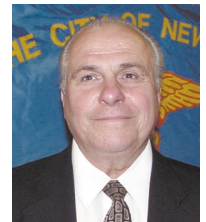
Director
Risk Assessment
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Chief
Sanitation
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Assistant Chief
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Dennis Agazzi



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Recycling Operations
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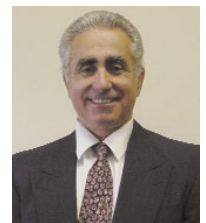
Assistant Chief
Facilities
Philip Marino



Assistant Chief
Night City Superintendent
Peter Kelly



Assistant Chief
Night City Superintendent
Albert Cetroni



Assistant Chief
Lot Cleaning
Edward Vecchio



Borough Commissioner
Queens West
Paul Stolz



Borough Commissioner
Queens East
James Moss



Borough Commissioner
Staten Island
Gennaro Sammarco

TIMES SQUARE 2000

What do we do when it snows. New Year's Weekend ?

We clean it up !



- Top: Front End Loader piling snow in Times Square.
- Middle: D.S.N.Y. Snow Melter.
- Bottom: Front End Loader preparing to load Snow Melter.
- Top Right: D.S.N.Y. Vehicles leaving Times Square area after cleanup.
- Lower Right: Sanitation Workers share a laugh after putting finishing touches on Times Square.



BUREAU OF CLEANING AND COLLECTION COLLECTION OPERATIONS



one additional refuse collection service above the regular district collection frequency to all New York City Housing Authority (N.Y.C.H.A.) developments.

Recycling Collection

The Recycling Program, which started in November 1986, is an integral part of the Department's overall operation.

The primary goal of the Department's recycling collection operations is to reduce the amount of waste that is sent to the landfill. The Department's recycling collection operation consists of several programs: curbside collection, containerized collection, bulk metal recycling, leaf and yard waste collection, Christmas tree collection, tire disposal, self-help bulk sites, special waste sites, and chlorofluorocarbon (C.F.C.) evacuation.

Refuse Collection

The Department provides regularly scheduled curbside and containerized refuse collection services for every residential household, public school, public building, and many large institutions in New York City. Curbside sites are collected either two or three times per week and containerized sites are collected from one to three times per week depending upon individual need which is based on population density.

In 2000, the Department assigned 4,883 trucks each week to collect approximately 50,000 tons of curbside residential refuse and assigned 400 containerized trucks to collect an additional 7,000 tons. The amount of refuse generated by the 8 million residents of New York City is subject to seasonal variations.

The Department allocates weekly truck and tonnage targets to each of its 59 districts to better manage our productivity. These targets are closely monitored to ensure that productivity improvement goals are met.

School Collection

The Department collects refuse each school day at all New York City public schools that receive curbside service. In January 2001, the Department will begin, in cooperation with the Board of



Curbside refuse collection.

Education, a pilot program to utilize our new dual bin collection trucks to provide recycling collection each school day. By the start of the next school year, in the fall of 2001, all public schools that receive daily curbside collection service will also receive daily recycling service.

Housing Authority Trucks

Each week, Department collection trucks are assigned to provide



Curbside mixed paper collection.

BUREAU OF CLEANING AND COLLECTION

COLLECTION OPERATIONS

household paper items. The *metal, glass and plastic* collection trucks collect milk and juice cartons, aluminum products, metal cans, plastic and glass bottles, detergent bottles, milk jugs, wire hangers, large metal appliances such as refrigerators and stoves, and other household products that are at least 50% metal.

The curbside collection program collects and diverts 13,000 tons of recyclables per week from the waste stream. The containerized program collects an additional 1,000 tons of recyclables each week. Approximately 2,500 trucks are assigned weekly to service both the curbside and containerized locations throughout the city.

All districts receive weekly recycling collection. The recycling diversion rate, that is the amount of recyclables collected from the overall waste stream, is 20.6%.

Bulk Metal Recycling

In addition to curbside metal collection, the Department maintains large metal bulk containers at several sites throughout the city to receive metal items from Department trucks, other city agencies, and by the general public. A vendor is contracted to remove these large metal bulk containers on a scheduled basis. As

a result, approximately 2,400 tons of bulk metal is recycled annually.

Leaf and Yard Waste Collection

The Department schedules leaf and yard waste collection trucks in the areas of the Bronx, Brooklyn, Queens, and Staten Island. All residents in the participating districts receive 3 leaf collections over a 6-week period in the fall. Residents are notified, by postcard, to place their leaves out for collection the nights before their scheduled collection date. The collected materials are then brought to one of the three Department compost sites: Soundview Park in the Bronx, Carnarsie Park in Brooklyn, and Fresh Kills in Staten Island. The leaves and yard waste are then processed into compost that is distributed to the Department of Parks, Brooklyn and Bronx Botanical Gardens and to the public. During the 2000 season, 2,200 trucks collected over 14,600 tons of leaf and yard waste material.

Christmas Tree Collection

Christmas tree collection takes place every January. The public places their discarded trees out for collection after

removing their lights and decorations. Department Christmas tree collection trucks are dispatched in every district of the city to collect these trees. The trees are delivered to the Department's compost sites, where they are shredded, turn



Sanitation Worker using D.S.N.Y. tire shredder.

into mulch, and are distributed to the Department of Parks and to the public for their general use. In 2000, the Department collected nearly 250,000 Christmas trees.

Tire Disposal

The Department maintains four large tire depots: South Bronx at Halleck Street in the Bronx, Southwest at Bay Parkway in Brooklyn, Forbell Street in Brooklyn and Muldoon Avenue in Staten Island. Tires are either shredded on site or removed by a city contracted vendor. These vendors bring the tires to a resource recovery plant where they are converted into energy to produce electricity.

The Department makes it easy for the public to dispose of their tires legally by allowing city residents to drop their tires off at one of the four Department operated Self-Help Bulk sites in the Bronx, Brooklyn, Queens, and Staten Island. Additionally, residents may bring tires to any of the Department's 59 districts garages.

During 2000, the Department processed over 382,000 tires. City contracted vendors removed 293,000 tires and the Department shredded over 89,000 tires.



Sanitation Workers collecting Christmas trees.

BUREAU OF CLEANING AND COLLECTION COLLECTION OPERATIONS

Household Special Waste Site

In 2000, the Department operated one Household Special Waste Site at Muldoon Avenue in the borough of Staten Island. New York City residents brought the following materials to this site: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters and latex paint. The Department plans to develop Household Special Waste Sites in each of the five boroughs in the near future.

Self-Help Bulk Sites

The Department operates four Self-Help Bulk Sites where the city residents are permitted to dispose of appliances, furniture, garden and yard waste, tires and small amounts of self generated construction waste. Material may be brought to these locations between the hours of 10:00 AM and 5:30 PM daily.

The sites are as follows:

- 1) **Bronx - Farragut St. and East River**
- 2) **Brooklyn - Bay 41st St. and Shore Parkway**
- 3) **Queens - 30th Ave. and 122nd Street**
- 4) **Staten Island - Muldoon Ave. and West Shore Expressway**

In 2000, the Department accepted 45,000 tons of discarded material from city residents.

CFC Program

In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro-Fluoro-Carbon (C.F.C.) gas (a common example is Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers, and water coolers manufactured before the mid-1990's. The United States Environmental Protection Agency, which determined that C.F.C.'s have a harmful effect on the ozone layer, required the Department to develop a program to collect C.F.C. appliances without releasing the C.F.C. into the atmosphere. Residents who wish to dispose of C.F.C. appliances must call the Sanitation Action Center (SAC) for an appointment date for C.F.C. removal. On the C.F.C. removal day, a specially trained and licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and safely contains the gas. The evacuated appliance is then tagged with a special orange decal certifying that the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck then collects the appliance on the scheduled recycling day (usually the next day).

The Department is equipped with 33 vans and currently has 120 Sanitation



Sanitation Worker evacuating C.F.C.'s from air conditioners.

Workers, 7 Supervisors, and 1 District Superintendent certified in C.F.C. evacuation. During 2000, Sanitation Workers processed 144,639 appliances including 99,281 refrigerators, 45,018 air conditioners, 298 dehumidifiers, and 42 water coolers.

New Collection Service and Professional Fee Program

An increase in residential housing construction has occurred throughout the city over the last several years. These new households result in the need of additional refuse and recycling collection service. The Collection Operations Office makes a determination regarding the eligibility of new applicants by performing on-site inspections of new housing, loft conversions, and other works in conjunction with the Bureau of Legal Affairs to ensure that all qualified residents receive service through this process.

The Professional Fee (Profee) Program allows medical professionals, that have their offices on the first or second floor of a residential building, to receive refuse and recycling collection of their non-medical waste, for a predetermined and set fee. This program is monitored by the Collection Operations Office.



Sanitation Worker indicates that refrigerators do not contain C.F.C.'s and are approved for final disposal.

BUREAU OF CLEANING AND COLLECTION BUREAU OPERATIONS OFFICE

Snow Preparation 2000

The Bureau Operations Office (BOO) is the Department of Sanitation's primary communication center. It handles all interagency and intraagency communications. BOO works with the Bureau of Motor Equipment to assess, specify, and purchase the over 4,000 vehicle fleet needed within the Bureau of Cleaning and Collection to support the daily field operation.

In addition, BOO oversees all Department facilities, fuel and lubricant inventories, administers the Bureau's Expense Budget and the Radio Communication Systems.

BOO coordinates the snow fighting plan for the entire New York City. In calendar year 2000, there were 12 snow storms with a total accumulation of 30" of snow. The highlight of 2000 was the December 30th snow storm that resulted in 15" of snow in New York City.

Over 6,000 Department employees are activated to fight snow when conditions warrant, 12 hour work shifts are initiated resulting in over 2,200 Sanitation Workers working each shift. With this number of personnel, the Department is able to deploy 353 Sanitation Salt Spreaders, 180 Front End Loaders, 58 Large Wreckers and up to 1,630 vehicles with plows.

During the Spring and Summer months, the Bureau of Motor Equipment devotes resources to overhaul snow fighting equipment. Salt Spreaders, Snow Blowers, Front End Loaders and snow plows are brought into the Central Repair Shop in Queens for maintenance so that the equipment will be in reliable condition for the upcoming winter storms. This equipment is subject to corrosion and the mechanisms which position and move the plows, buckets and blowers require close inspection, removal, and greasing. Brake systems, transmissions and hydraulics are overhauled and the equipment is road tested by the end of October. It is this level of attention and preparation that keeps the equipment in top form for the operators who must keep the City moving.

Times Square Cleanup



D.S.N.Y. Front End Loader working in Times Square.



Sanitation Workers attach a snow plow to a collection truck.

The 15 inch snowfall on December 30, 2000 threatened to disrupt the annual New Year's Eve festivities in Times Square. In order to support the Department's goal of a "Snow-Free Times Square", the Bureau of Motor Equipment Snow Battalion was present to maintain equipment support for all snow removal equipment.

For the first time the Department employed its new Snow Melter. The capacity of this machine permitted snow removal at the rate of 60 tons of snow per hour. The Melter's fuel tank has the capacity to be self-sufficient for an 8-hour shift. The melting tank has a capacity for 1,583 gallons of water. The Department plans to purchase 9 additional Snow Melters to support all five boroughs in 2001.

BUREAU OF CLEANING AND COLLECTION CLEANING OPERATIONS

Street Cleaning

The Department of Sanitation maintains the cleanliness of more than 6,200 miles of city streets. In Fiscal Year 2000, the Department deployed mechanical brooms to sweep over 46,000 scheduled street cleaning routes. Seventy-six Sanitation Workers are assigned each week to clean “dump out” and “drop off” conditions resulting from illegal dumping and another 55 Sanitation Workers are assigned each week to provide additional cleaning of beach and recreational areas from Memorial Day through Labor Day. During FY 2000, 378 basket trucks were assigned weekly to empty the 24,682 litter baskets located throughout the city.

The Department continues to achieve record setting ratings for street cleanliness. The FY 2000 average of 86.7 percent was second only to the FY 1999 average of 87.2 percent. Although there was a slight decline from the previous year’s fiscal average, the first seven month average of FY 2000 of 89.3 percent, between July and January, was the highest ever recorded for that interval.



A typical D.S.N.Y. Mechanical Broom.

Scorecard Cleanliness Ratings

Sanitation’s street cleaning performance is measured independently by the Mayor’s Office of Operations, which issues a monthly “Scorecard” with its ratings. During each month, staff from the Mayor’s Office of Operations inspects the cleanliness of streets throughout the City. To ensure the integrity of these ratings, the locations inspected are randomly chosen without the prior knowledge of the Department.



Standard Orange Basket



Standard Green Basket



Current Green Basket



Forms & Surfaces Basket



Stanley Basket

LitterBaskets

The Department attributes the achievement of record cleanliness levels to improved management of cleaning programs, continued coordination with other city agencies, cooperation with Business Improvement Districts (BID) and increased merchant participation in programs such as Adopt-A-Basket. Under the Adopt -A-Basket program, a merchant agrees to help prevent the overflow of the litter basket near their store by placing a plastic liner in the basket, removing and tying the liner when it is full and then replaces it. In 2000, over 890 city owned litter baskets were adopted by nearby merchants.

For the past several years, the Department has been experimenting with three new and innovative trash receptacle designs to improve upon the standard orange basket. The new baskets are durable, have a greater capacity, are less prone to vandalism and theft, and reduce the likelihood of overflowing receptacles. These attractive basket designs (see the Stanley and Forms & Surfaces litter baskets above) instill community pride and promote the proper disposal of litter. These new receptacles have been placed at approximately 156 locations throughout New York City.



Sanitation Workers sweep ticker tape.



Mechanical Brooms sweep ticker tape.

BUREAU OF CLEANING AND COLLECTION CLEANING OPERATIONS



Sanitation Workers clean Broadway's "Canyon of Heroes."



D.S.N.Y. Front End Loader with claw assisting in ticker tape cleanup.

Special Events and Parades

The Department of Sanitation organizes the cleanup for over 4,000 Street Events (street festivals, block parties, religious ceremonies, public events, marathons, bike tours, etc.) and over 200 parades each year.

On October 30, 2000, the New York Yankees baseball team proudly paraded up Broadway, the "Canyon of Heroes," in Lower Manhattan as the champions of the 2000 Subway World Series. An estimated 46.7 tons of paper showered parade participants from windows and rooftops during this historic event. The Department successfully cleaned the parade route and the surrounding areas prior to and after the ticker tape parade through the tireless efforts of 621 Sanitation Workers and 58 Supervisors.

D.S.N.Y. Drafting Unit

In 2000, the Department phased in the use of AutoCad technology in the Drafting Unit. The unit's application of the software has resulted in the computerized production of all Borough, District, and Section maps that include extensive information that pertains to the day-to-day operation of the Department. Illustrations of maps depict community board boundaries as well as other points of interests (D.S.N.Y. facilities, landmark areas, schools, houses of worship, business districts, etc.) and indicate street cleaning regulations. The unit also uses the enhanced technology to produce up-to-date drawings of new facility locations, environmental impact areas, and various visual aids, posters, charts, graphs, and maps.

New Street Cleaning Rules (Segmented Sweeping Program)

The Department's Cleaning Planning Unit, in consultation with local community boards, develops efficient mechanical broom routes and tailors segmented sweeping plans for community boards scheduled for a district-wide review and refurbishment of street cleaning signs. Since 1994, the Department has implemented new hour and a half restrictions (AKA Segmented Sweeping Program) in lieu of the existing three hour regulations. The new program was designed to increase street cleaning in commercial areas and reduce, by half, the time cars are restricted from on-the-street parking. To date, the Department has implemented the hour and a half sweeping program in 39 of the 59 districts citywide. In 2000, the new hour and a half restrictions were introduced to six districts.



New Segmented Sweeping sign.

Derelict Vehicle Operations



Derelict vehicle tagged for removal.

The Derelict Vehicle Operations (DVO) Unit monitors the reporting and removal of derelict abandoned vehicles from the City streets, lots, parkways, expressways and main thoroughfares. A vehicle is considered abandoned if it is left on the street for more than six hours without license plates. Vehicles are deemed derelict when they meet certain criteria which varies according to the age and condition of vehicle. If a vehicle is abandoned but not derelict, it is tagged by the Department's field supervisors and referred to the Police Department for removal by the N.Y.P.D. Rotation Tow Program. If a vehicle is abandoned and derelict, it is tagged by Sanitation and removed by city contracted vendors who work for the Department. A summons is issued to the last registered owner by the Enforcement Division.

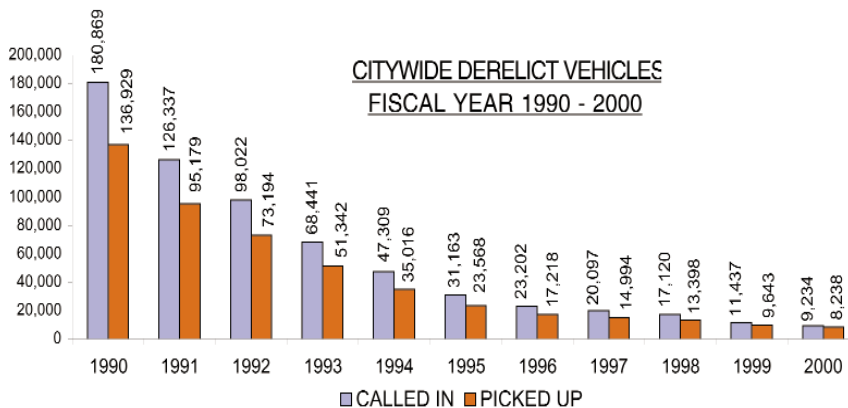
BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

In Fiscal Year 2000, 8,238 abandoned passenger vehicles were removed by city contracted vendors. In addition, other vehicles such as derelict trucks, vehicles impounded by the New York City Police and Transportation Departments, and non-passenger vehicles such as boats, trailers, and abandoned derelict containers, were processed by D.V.O. and removed by city contracted vendors.

We believe that this reduction is due to a combination of several factors:

- Mayor Giuliani's crime reduction policies resulted in fewer cars being stolen and stripped on city streets;
- An increase in the number of individuals who donated their vehicles to charitable organizations in order to receive a tax deduction;
- A greater number of vehicles are being leased and returned to auto dealers.



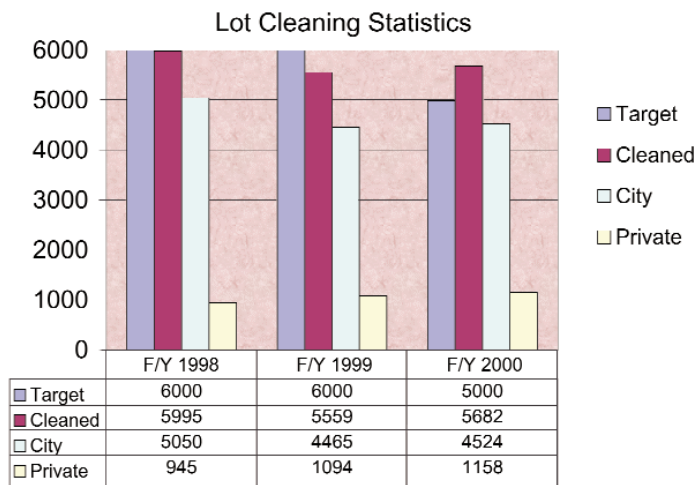
Lot Cleaning Division

The Lot Cleaning Division manages the Neighborhood Vacant Lot Cleanup Program, an initiative that has been funded for more than 20 years by the United States Department of Housing and Urban Development (HUD). This federal grant has enabled DOS to supplement its resources, to address HUD's mission goals of reducing urban blight in primarily low and moderate income areas. This is accomplished by cleaning city and privately-owned vacant properties as well as city-owned properties that have structures on them. In FY 2000, 5,682 vacant lots were cleaned. Of this figure, 4,524 were city-owned properties and 1,158 were privately-owned.

The administrative branch of the unit is responsible for, but not limited to, researching properties for map identification and ownership, preparing work schedules for field supervisors, generating productivity reports and annual reports, billing private lot owners for services rendered and responding to bill inquiries from private lot owners. When snowstorms prevent Lot Cleaning work crews from cleaning lots, field personnel are redeployed to augment the Bureau of Cleaning and Collection in snow removal operations.



Lot Cleaning Front End Loader fills Tractor Trailer with debris.



SOLID WASTE MANAGEMENT



D.S.N.Y. Barge passing under the Brooklyn Bridge while enroute to Fresh Kills Landfill.

SOLID WASTE ENGINEERING

Landfill Engineering Unit

The Landfill Engineering Unit is the Division of Sanitation responsible for the engineering, remediation, closure construction and environmental management of the Fresh Kills Landfill and former Edgemere Landfill.

Edgemere Landfill

Located on the Rockaway Peninsula, and extending into Jamaica Bay, the former Edgemere Landfill operated from 1938 to 1991. In response to evidence of the illegal disposal of industrial waste, which included hazardous materials, a multi-phase investigation and remediation plan was implemented to cleanup and properly close the site. The remediation work included the removal of several thousand buried drums and contaminated soils; installation and operation of a groundwater extraction and treatment system to clean the subsurface soils in the area of the buried drums; the construction and operation of a landfill gas extraction and flaring system; the placement of an impermeable final cover over 110 acres

of the site; and the continuation of environmental and facility monitoring to ensure the integrity of the environmental control systems. In the course of this work, investigations demonstrated that approximately 70 acres of the site were not contaminated, and were declassified from the Registry of Inactive Hazardous Waste Sites.

In March 2000, recognizing the demonstrated effectiveness of these measures, the New York State Department of Environmental Conservation (NYSDEC) reclassified the site designation from a Class 2 Site, posing "significant threat to the public health or environment", to a Class 4 site, "site properly closed-requires continued management". Environmental management of the site is expected to continue for another 10 to 15 years. Once continued monitoring of the remedial measure is found to meet or exceed the projected clean-up goals, a petition will be submitted to re-classify the site to Class 5, "site properly closed, no evidence of present or potential adverse impact - no further action required."

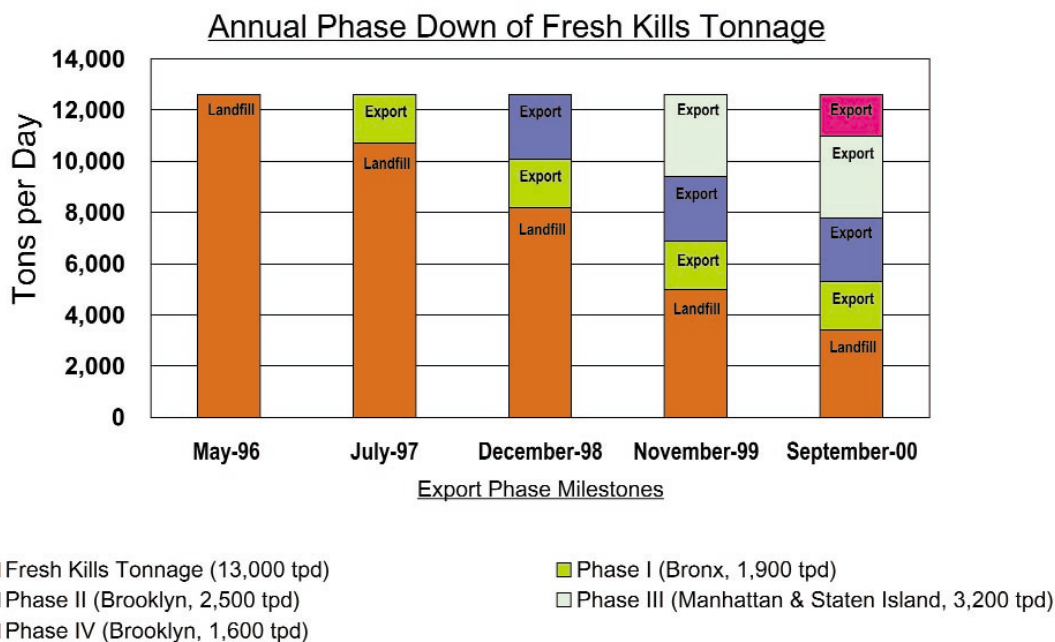
In conjunction with the remedial construction, an unloading pier was constructed to receive cover soils by barge. The community requested that the pier not be removed, but converted to a community fishing pier. Subsequent to obtaining the necessary regulatory approvals to retain the temporary pier, contracts were let, and construction completed to convert the facility and adjacent area to a permanent fishing pier and recreation area for community use.

Fresh Kills Landfill Landfill Closure

The Fresh Kills Landfill has been operating under an Order on Consent with the NYSDEC. With the closure of the Fresh Kills Landfill scheduled for December 31, 2001, the Order on Consent was modified in April 2000 to reflect the schedule or activities needed to effect the closure construction, and post closure requirements for the landfill.

BUREAU OF WASTE DISPOSAL

SOLID WASTE MANAGEMENT



Methane flaring station at sunset.

Designs for the completion of closure construction at Sections 6/7 were submitted to NYSDEC for review in September 2000, and follow-up meetings continued through the end of the year to address the regulators' issues. Final approval of the designs are anticipated early next year. Pending NYSDEC approval, work has been continuing on final cover sub-base grading and landfill collection wells construction. Final cover construction is planned to commence next summer and take about five years to complete.

Environmental Management Systems

Landfill Gas Control

In June, a permit authorizing the landfill gas recovery facilities was issued. This project was initiated in July with the construction of a gas transmission line which will collect and convey the landfill gas to a landfill gas processing plant which will be expanded and operated by Getty Synthetic Fuel Energy LLC under a concession agreement. Pending expansion of the landfill gas processing plant, the gas will continue to be flared at the three stations located around the site.

Leachate Control

Supplemental leachate control systems were designed for two closed units of the landfill, i.e., Sections 2/8 and 3/4. When construction is completed next year, these systems will improve the leachate collection efficiencies in these areas from forty percent to more than eighty percent.

Improvements were also made to the Fresh Kills Leachate Treatment Plant. The bulk chemical feed systems were

modified to provide better control and monitoring of the chemical treatment processes. In addition, a Supervisory Control and Data Acquisition System was installed at the plant to provide continuous monitoring as well as automated control of the leachate collection and treatment systems.

Environmental Monitoring

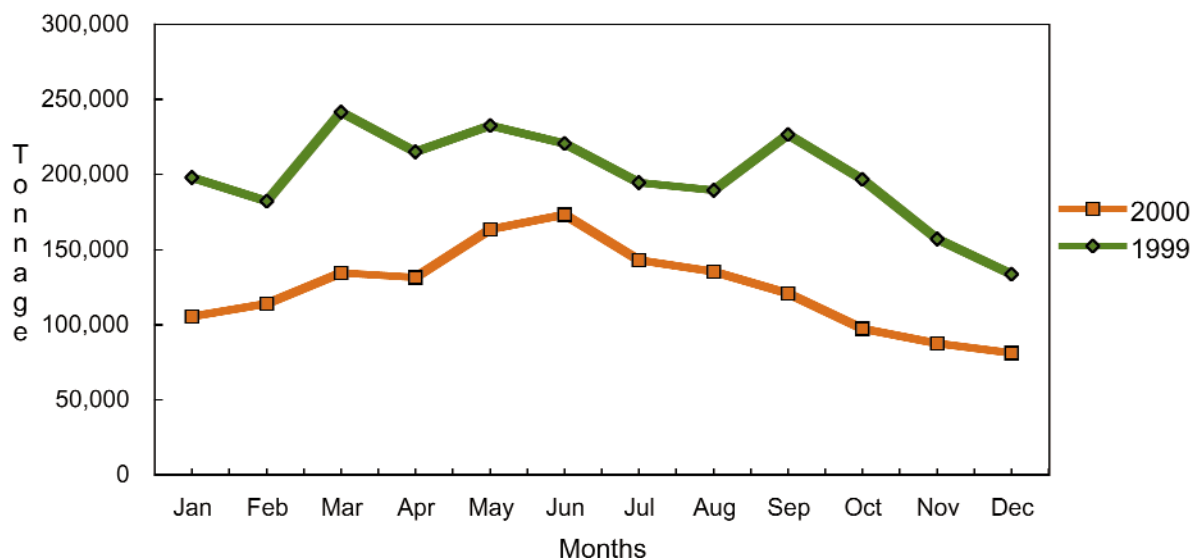
A network of about 250 groundwater monitoring wells and 90 landfill gas monitoring probes were installed, maintained and will be monitored on a regular basis to ensure that the environmental control systems prevent the migration of pollutants from the landfill. In addition, surface monitoring of the landfill is conducted to ensure that landfill gas emissions to the air are controlled actively by the landfill gas collection system.

Waste Export

In Fiscal Year 1997, the Department began soliciting bids from private companies to receive, transfer and transport New York City's residential and institutional waste for out-of-city disposal. Export Operations began in 1997 with the

SOLID WASTE MANAGEMENT

Tons Disposed at Fresh Kills



End-Use Planning

While the Department's priority is to close the Landfill in a timely and environmentally sound manner that is fully protective of public health and safety, the development of fully-realized End-Use Plans for Fresh Kills is also of great importance. To that end, the Department has taken several actions.

A feasibility study to utilize the land-

Left: Two of the three methane flaring stations at Fresh Kills Landfill.

Below: Swamp Cat brings Sections 6/7 to final grade at Fresh Kills Landfill.

Bronx followed by Manhattan and all of Brooklyn except for three districts, then Staten Island. This year the Department awarded contracts for the remaining three Brooklyn districts and is currently exporting all of Brooklyn's residential and institutional waste. Currently bids are out for Queens, which is the last remaining borough. Export Operations has worked well, and the companies which have won the export bids quickly process the Department's trucks allowing the Department to maintain its high level of collection productivity.



BUREAU OF WASTE DISPOSAL

SOLID WASTE MANAGEMENT



View of barge staging area from Sections 1/9 at Fresh Kills Landfill.

fill's network of roads and bridges to relieve local traffic congestion has been initiated by the Staten Island Borough President. Working with the Borough President's staff, closure designs for Sections 6/7 were modified to preserve the existing roadway infrastructure. The Economic Development Corporation has engaged consultants to investigate the feasibility of this plan, and the Department has continued to provide information to facilitate this investigation.

Sanitation, in conjunction with the Department of City Planning, has been leading a multi-agency taskforce to develop an end-use design competition for Fresh Kills Landfill. Over the past year, the Department has provided technical guidance and services in the preparation of a technical briefing document of the constraints and opportunities for the site. Working with the Department of City Planning, a solicitation for a Competition Advisor to administer the competition was released. Selection of the Advisor is planned for early next year, followed by the solicitation of design competition proposals.

BUREAU OF WASTE DISPOSAL

ENVIROMENTAL ENFORCEMENT UNIT

The Environmental Enforcement Unit (EEU) enforces the laws and regulations governing the storage, transportation and disposal of asbestos, medical waste, and hazardous waste. In 2000, the EEU, comprised of 7 Patrol Officers and 2 supervising Lieutenants, responded to over 550 emergencies including complaints of the improper handling and disposal of hazardous waste. The EEU also performs incident response investigations related to needle-stick injuries and hazardous material occurrences involving Sanitation personnel. Additionally, EEU provides technical assistance and guidance to Department personnel regarding the proper disposal of hazardous waste.

EEU works closely with the New York City Police Department, as well as State and Federal law enforcement agencies. Cases are heard by the

Environmental Control Board and the State and Federal courts. Violators are subject to civil monetary penalties of \$10,000 to \$25,000 or criminal penalties which can result in sentences of two to ten years of imprisonment.

Permit and Inspection Unit

The Permit and Inspection Unit (PIU) is responsible for the issuance of permits and enforcing the regulations of solid waste transfer stations and fill material operations in New York City. The PIU has 11 Sanitation Police Officers and 3 supervising Lieutenants who conduct regular inspections to ensure compliance with the rules and regulations governing solid waste transfer stations. Fill Material Operations (FMO) consist of the grading, leveling, surcharging and compacting of fill

materials for the purpose of land alteration and improvement. The PIU issues permits and conducts regular inspections of FMO's to ensure that fill material, and not solid waste destined for disposal at a licensed landfill, is used to grade and fill lands within New York City. Additionally, the PIU plays a critical role in identifying and closing illegal dump sites.

In calendar year 2000, the PIU conducted over 4,100 inspections of solid waste transfer stations and fill material operations and wrote over 2,100 summonses for violating Department rules and regulations. Summonses issued by the PIU have penalties ranging from \$2,500 to \$10,000 and are heard by the New York City Environmental Control Board.

WASTE PREVENTION, REUSE AND RECYCLING

The Department runs the largest and most ambitious recycling program in the country. The program provides recycling collection services for all 8 million City residents in three million households, and more than five thousand public or non-profit institutions. In this universal provision of services, the program differs from many other large cities, where apartment houses must contract privately in order to recycle. In addition to recycling, a number of composting and waste prevention programs contribute to the Department's efforts to reduce the quantity of solid waste the City must dispose. The Bureau of Waste Prevention, Reuse and Recycling (BWPRR) plans, implements, and evaluates recycling, composting, and waste prevention programs for both residential and commercial sectors.

RECYCLING PROGRAMS Overview

The Sanitation Department's residential and institutional recycling program began in the late 1980's, on a district-by-district and in some cases material-by-material basis. By September 1993, the program was citywide, and the targeted materials collected constituted just under 30 percent of the waste stream. The targeted recyclables were newspapers, magazines, corrugated cardboard, telephone books; metal cans, aluminum foil and containers, glass jars, and plastic bottles and jugs. New materials were added between 1995 and late 1997, so that now just over 40 percent of the waste stream is targeted for recycling. The new materials are in two categories: smooth cardboard, paper bags, paperback books, wrapping paper, and mail (referred to as mixed paper); and household metal, including both small and bulky items.

Most of the material is collected curbside. Where space permits in some larger apartment complexes and institutions, recyclables are collected in mechanized

trucks from large containers. Historically the Department provided a mix of alternate week and weekly collection service, depending on truck weights and neighborhood density. From March 1999 to March 2000, an increase in collection services was phased in. There is now weekly collection of recyclables throughout the five boroughs.

An average of 2,400 tons a day of paper, metal, glass, and plastic were recycled in the year 2000, and the recycling diversion

rate at year end was 20.6%. The diversion rate is the portion of all waste - refuse and recyclables - that is collected for recycling.

tising, mailings, posters on collection vehicles, a section in the Verizon Yellow Pages, the Sanitation Action Center (telephone hotline), and the Department's website. Written materials — including flyers, posters, brochures, and decals for recycling bins and recycling areas — are provided to residents and building owners, as well as schools and other institutions. The Recycling Checklist flyer developed in 1999 is still seen posted on refrigerators, lobbies, and Recycling Areas throughout the City.

In the fall of 1999 and spring of 2000, Queens and the Bronx received special mailings about the expansion to weekly collection service in those boroughs. A colorful bilingual oversized folding postcard, featuring the recycling checklist with our "blue and green bin" cartoon characters, reinforced the recycling message and alerted readers to the new collection schedule and the Department's new CFC disposal procedure. The mailing went to 753,000 residents and 34,500 building owners in Queens and to approximately half a million households and over 16,000 building owners in the Bronx. All schools and public and non-profit institutions that receive Department collection services also received the mailing.

Community outreach staff visited 420 schools during the calendar year, bringing informational flyers, decals, posters, and videos to principals and school custodians. Chinese-language recycling training was provided to students in bilingual schools in Manhattan, Brooklyn, and Queens. From January through June, the Department conducted special surveys of recycling at the New York City Housing Authority, at both regular NYCHA sites and all privately-managed NYCHA sites, distributing posters, flyers, and decals as recycling performance was surveyed. During the summer, central and branch libraries were the target of a similar kind of outreach survey, with on-site assistance in

With your help, it's all falling into place.

Corrugated Cardboard
Newspapers
Magazines & Catalogs
Paper & Envelopes
Phone Books
Smooth Cardboard
Cardboard Tubes
Pizza Boxes (No Food Inside)
Cardboard Boxes (Remove Inside Straps)
Computer Paper
Paper Bags
Paper (Cardboard Egg Cartons (No Styrofoam))
Corrugated Cardboard (Flattened Boxes)

Milk & Juice Cartons
Aluminum Products
Metal Cans
Glass Jars
Detergent, Shampoo & Lubricant Bottles
View Hangers
Plastic Jugs
Household Metal
Empty Aerosol Cans
Paint Cans (Only Oil-Based)

Caps & Lids
Solid Paper Cups & Plates
Plastic Fibers
Plastic Wire
Styrofoam
Deli & Salad Bar Containers
Plastic Bags
Chinese Take-Out Containers
Plastic & Wood Hangers
Paper Towels & Napkins
Light Bulbs
Cosmetics & Cleaners
Mirrors
Plastic Toys
Yogurt Containers

Non-recyclables

Use labeled bins (preferably Green) clear bags or any bin with this Green decal.
Use labeled bins (preferably Blue). Blue translucent bags or any bin with this Blue decal.
Empty and rinse all containers; remove caps and lids. Labels are OK.

Don't Litter.
City of New York, Rudolph W. Giuliani, Mayor
Department of Sanitation, Kevin P. Farrell, Commissioner

For more information: (212) 219-8000
www.city.nyc.ny.us/strengest
© 2000 recycled paper of course.

Outreach, Education, and Advertising

The Department works to increase public participation in recycling through ongoing education. Information on recycling and waste prevention is disseminated through community outreach, adver-



Don't Litter.
City of New York, Rudolph W. Giuliani, Mayor
Department of Sanitation, Kevin P. Farrell, Commissioner



how to recycle. Throughout the year they spoke on the how-to's of recycling at meetings of building superintendents, school principals, and neighborhood civic associations.

In Spring 2000, a television, bilingual newspaper, and "brand car" subway advertising campaign, "Real New Yorkers Recycle," portrayed recycling as typical activity for New Yorkers, encouraging people to incorporate recycling into their everyday lives. The bilingual campaign ran during May and June in 570 subway cars, more than 1700 network and cable TV station spots, and four Spanish-language news papers. The year ended with truck posters reminding New Yorkers to recycle holiday gift wrap.

Commercial Recycling

While commercial waste generators in New York City contract privately for collection and disposal, they must meet New York City commercial recycling regulations and conform to New York State requirements for source separation of those materials which command viable economic markets. All businesses are required to recycle paper and cardboard; food establishments must also recycle cans, bottles, and foil; and garment industries, textiles. BWPRR added a staff member in 2000 dedicated to disseminating commercial recycling information directly to retail establishments and office buildings. Two hundred sites were visit-

ed during the second half of the year. Meetings have also been set up with office building managers to leverage the Department's ability to reach waste generators in that sector.

Processing Contracts

Recyclables are collected in Department trucks, and delivered to private processors contracted by the Department. The processors have a contractual obligation and a market incentive to resell the processed material for re-manufacturing or other reuse. While end-uses vary with shifting market conditions, NYC's recyclables have been used in making cardboard, newspaper,

WASTE PREVENTION, REUSE AND RECYCLING

aluminum and steel cans, glass bottles, “glassphalt” road base, construction fill, and sheet metal. Much of the collected paper goes by barge to the Visy paper mill on Staten Island, which manufactures the inner corrugated medium for cardboard boxes. The mill was built in 1995-1996, with support from the City’s Economic Development Corporation.

The fixed-price contracts used in the early years of the program exposed both the City and the contractors to losses owing to large and unpredictable fluctuations in commodity prices, so the Bureau developed new pricing structures which are more responsive to market conditions.

The new paper contracts launched in February 2000, for example, have a potential term of twenty years with a five-year notice provision should BWPRR decide to cease deliveries. This long-term commitment makes it much easier for contractors to obtain financing than under short-term contracts. BWPRR uses published commodity prices to estimate a contractor’s sales revenue each month, subtracts processing costs - adjusted periodically for inflation, and bills the balance to the contractor. To smooth fluctuations, the price per ton is averaged over the current and last two months, and the contractor is guaranteed that the price will never be less than \$5 a ton nor more than \$175 a ton. When the price exceeds that range, either the contractor or the City receives a credit to be applied against future billings.

Under the old contracts the contractor sometimes paid the City, but usually the City paid the contractor. Under the new contracts, the contractor always pays the City, and never less than \$5 a ton. This makes for such stable conditions that the Department has begun to phase out the White Office Paper program collected from City Agencies, in favor of Mixed Paper collections. The current White Office Paper contractor has declined to renew when the current term expires in February 2002, claiming that such small

collections at so many diverse sites are simply too expensive for anyone to make a profit. All indications are that the same contract today would attract bids of \$0 a ton or less. By folding white paper into mixed paper collection, the Department will be guaranteed a minimum revenue of \$5 a ton for many years.

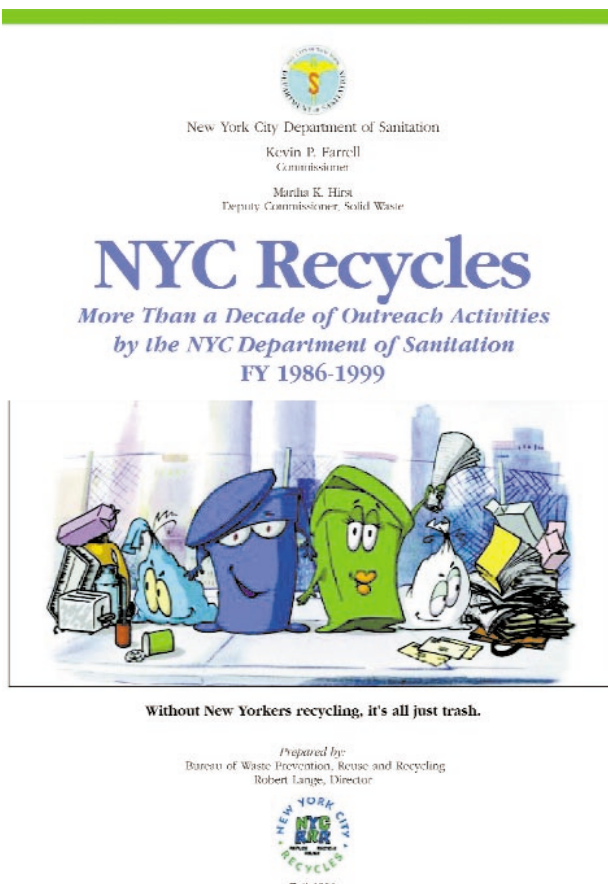
operations in July 1999 for Staten Island and anticipated future sites. The vendor is responsible for removing and recycling or properly disposing of the special wastes. The Department has completed a quarter-million dollar capital budget construction program to purchase and install equipment for the planned expansion of the Special Waste Collection Program in each of the other four boroughs. DEC awarded permits for the four new collection sites in December 2000 and the sites are expected to open in 2001.

BWPRR Program Planning and Review

Many of BWPRR’s activities, research, and pilots were summarized in comprehensive reports issued in 2000, and made available to the public by print, on CD, and on the website.

“Mixed Waste Processing in New York City: A Pilot Test Evaluation” is an analysis of the results of a short-term mixed waste processing pilot conducted in December 1997, attempting to sort recyclable materials from unsorted raw garbage. The process was tested in districts with historically low recycling diversion rates, as part of the Department’s ongoing assessment of curbside recycling. It was found to increase diversion at a high net cost, and would require sorting facilities unavailable locally. While these factors alone would have made the institution of mixed waste processing problematic, service expansions subsequent to the pilot test removed the impetus for further consideration by raising recycling diversion rates throughout the City, including in low diversion districts.

The study also sampled the composition of waste. Results revealed a lower portion of recyclable material in the waste stream tested, particularly paper, than was previously thought based on the Department’s last waste composition test, conducted in 1989 and 1990.



Special Waste

In addition to the household and institutional recycling program, BWPRR also manages drop-off collection sites for special household wastes that contain toxic constituents but are not classified “hazardous waste” by NYSDEC. A Special Waste Drop-Off Site in Staten Island has been accepting latex paint, household and automotive batteries, vehicle fluids and filters, fluorescent tubes, and thermostats. In FY 2000, materials accepted from 760 residential participants included over 32,000 pounds of batteries, 3,500 gallons of oil, and 4,000 pounds of paint.

Under an operations contract awarded in April 1999, a new vendor assumed

WASTE PREVENTION, REUSE AND RECYCLING

• **“Waste Prevention Research Reports,”** is a series of ten detailed reports issued at the conclusion of two long-term multi-faceted programs intended to (a) examine waste prevention strategies elsewhere in the country; (b) develop measurements of local waste prevention programs; and (c) promote waste prevention, recycling, and the purchase of goods containing recycled material in both the public and private sector through technical assistance and waste audits.

• **“Measuring Waste Prevention in New York City,”** one of the longest reports, was commissioned to determine whether satisfactory methods could be developed to measure achievements in waste reduction. It summarizes the Department’s waste prevention programs and their impacts, many of which turn out to be relatively modest. The report also addresses the problems inherent in the ephemeral nature of attempting to measure something that does not happen.

• **“NYCitySenSe Summary Report”** covers single-day snapshot reviews of recycling, and longer-term reviews to identify waste prevention opportunities, at nine City agencies.

• **“The NYC WasteLe\$\$ Summary Report”** covers a waste prevention technical assistance program provided to businesses and institutions in nine economic sectors in New York City, and includes hotel and airport case studies. Materials developed through the WasteLe\$\$ program, including newsletters, case studies, and measurement tools to assess particular waste prevention changes, can be accessed at www.nycwasteless.com

• **“Recycling: What Do New Yorkers Think? Five Years of Market Research,”** issued in Fall 1999, reported on the results of comprehensive baseline, benchmark, and follow-up surveys undertaken by a professional market research firm to assess public

You rake 'em We'll take 'em

**Leaf and Yard Waste Collection in Queens
November 11, 25 and December 9.**

Last Fall, Queens residents did a fantastic job raking up and collecting millions of pounds of leaves and yard waste for composting.

We'll have to do it again. On these Saturday nights—November 11 and 25, and December 9—we rake your leaves, and yard waste, and Mulberry branches at the curb in QUEENS (not in Manhattan or at local parks). Bundle large limbs and branches for fire (no longer and six inches wide). Be with twice, and get out next to the bagged leaves. Collection will commence the next day.

Composting leaves instead of buying them as tree supports. Please Council's commitment to low the Bush (Kiss world) by 2001. And later get the response is used in beauty City parks, ball fields, and community gardens.

For more information about composting and recycling, call the Sanitation Action Center at (212) 219-4090 or visit the Sanitation website: www.nyc.gov/sanitation.

Leave your leaves at the curb on these Saturday nights: November 11 and 25, and December 9.



Don't let your yard waste go to waste.

attitudes and behavior regarding recycling and waste prevention. To ensure statistical significance, respondents included thousands of New Yorkers from the general population, including Spanish-speaking and Housing Authority residents, representative of the NYC population in age, income, ethnicity, sex, and other demographic factors. The research revealed that the majority of New Yorkers view the recycling program positively, and over 80% correctly identified the major categories of recyclable materials, although there was a tendency to be over-inclusive about which items are accepted in NYC.

Here's the dirt on free compost.

(And how to get a \$70 compost bin for \$20.)

The NYC Department of Sanitation is giving away compost. If you're a City resident, or community group (sorry, no commercial landscapers or other businesses allowed), just bring a shovel and enough high- or containers to take home up to 30 gallons of compost.

We're also selling recycled bins at the discounted price of \$20. The bins are made of recycled plastic (durability), and when assembled measure 23" x 23" x 10".

Proof of NYC residency is required for discounted bin sales. Compost is available on a first-come, first-served basis. For more information, call the Sixten Island Botanical Garden at (718) 273-0629 or visit: www.sitg.org/compost.html.

Last year, the NYC Department of Sanitation collected and composted over 10,000 tons of leaves and 2,500 tons of Citrus tree leaves. The Department and the City's four botanical gardens sponsor these free compost giveaways and bin sales so you can enjoy the benefits of this recycling program.

Here's where to go:

SUNDAY, September 17, 10am - 3pm
Location: Mount Loretto Campus, Lymington Parking Lot (6551 Hyman Blvd.)

SATURDAY, October 21, 10am - 3pm
Location: Historic Kirtlandtown Parking Lot (441) Clarke Ave, between Astorway and Astorway (K88 Rd.)

Sheryl L. Baker, City of New York, Bushida W. Citrus, Mayor Department of Sanitation, Kevin P. Farrell, Commissioner www.nyc.gov/sanitation

The Department of Sanitation has funded compost education throughout the City's four Botanical Gardens since 1998.



Studies were also conducted on waste prevention, textile recycling, school recycling, Sanitation Workers' assessments, in the Chinese community, backyard composting, and usage fees.

The data gathered during this period allows the Department to track changes in residents' attitudes over time. Market research continues and will be periodically reported in a series of subsequent reports.

• **“NYC Recycles: More Than a Decade of Outreach Activities by the NYC Department of Sanitation, FY 1986-1999”** documents the broad range of public education, outreach, and advertising efforts that have taught New Yorkers about recycling, from program inception to the achievement of 20% diversion 12 years later. The report covers key phases of the program's development as it describes the many creative promotional activities that shaped public participation at each stage of program growth. It is illustrated with many of the brochures, flyers, direct mailers, decals, and advertising campaigns that the Department of Sanitation used to promote recycling in New York City.

• **“Backyard Composting in New York City: A Comprehensive Program Evaluation”** presents data from a pilot conducted in four low-density neighborhoods by the Department in 1997-1998 to measure the potential impact of residential backyard composting. Staff from the City's botanical gardens assisted volunteers with bin installation, and provided extensive instruction, literature, and videos on composting, periodic site visits, and access to “compost hotline” telephone numbers. The pilot included substantial emphasis on data collection leading to program evaluation: diversion rates were measured through a series of waste composition studies in each neighborhood conducted before, during, and

WASTE PREVENTION, REUSE AND RECYCLING

after compost bin installation. The Department also held focus groups and issued surveys to collect opinions from program participants and non-participants on organic waste recycling, including backyard composting, organic waste collection, and use of in-sink garbage disposals.

The report demonstrates that backyard composting has primary appeal to residents who garden, and that the number of potential composters is limited both by interest and backyard access. This knowledge, combined with the direct measurement of approximately 2.5 pounds of diverted organic materials per household per week, indicates that backyard composting can have no significant impact on the amount of waste the Department must ultimately export for disposal. At the same time, the Department learned that its sponsorship of compost bin distribution programs can be a cost-effective means of heightening awareness of waste issues among City residents.

ORGANICS

Leaf and Yard

Waste Composting

Collection

In 1999, the Department expanded leaf collection to include a total of 33 districts in Staten Island, the Bronx, Brooklyn, and Queens in fall 1999; a 34th district, (Brooklyn 6) was added to the program in fall 2000. This year's promotion efforts featured the new "raking leaves" cartoon character: a self-mailer, "Don't Let Yard Waste Go To Waste," was sent to residents, landlords, and institutions in the appropriate community boards; "You rake 'em, We'll take 'em" newspaper advertisements ran in local weekly papers; and Sanitation collection trucks sported full-color posters. 15,183 tons of leaves were collected during the six week period which ran from November 11 to December 16.

Compost Sites

Under its joint agreement with the Parks Department, the Department constructed a new composting site at Soundview Park in the Bronx. This six acre facility can accommodate 3,000 tons of leaves per year and replaces a site at Ferry Point Park, which was closed to make way for a new golf course. The Department also composts leaves at Canarsie Park in Brooklyn, Idlewild Park in Queens, and at Fresh Kills on Staten Island. All four facilities are now operated by the Department's contractor, Organic Recycling Inc.

The Department also expanded its residential compost giveback program: in spring and fall 2000, 17 compost givebacks were held citywide, resulting in the distribution of 1,405 cubic yards of compost and the sale of 3,131 backyard compost bins to New York City residents. The givebacks were announced through mailings and distribution of over 160,000 flyers, advertising in local papers featuring the new "compost bin" character, and cable TV ads.

Rikers Island

The Rikers Island compost facility was constructed by the Department in 1996 to test the feasibility of high-volume food waste composting. Though initially designed to process 15 tons of food waste per day, experimentation with facility operations have allowed the Department to increase its capacity by nearly 80% to 27 tons per day. Additional capital improvements initiated in 2000 should ultimately enable the Department to process the 36 tons per day of food waste that are generated by all 10 prison facilities on Rikers Island.

Botanical Gardens Projects

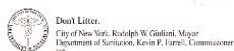
The City's four Botanical Gardens continue to promote composting education and assistance to all New Yorkers through a program funded by the Department of Sanitation since 1993. Year 2000 highlights include the introduction of a Master Composter Program; this "train the trainer" course will be offered each spring to build a cadre of backyard composting experts citywide. The gardens have also continued to offer grass recycling workshops and seminars to private landscapers and residents; these have resulted in several landscapers converting their entire practice to leave grass clippings on the lawn, significantly reducing the yard waste placed out for Department collection and disposal. The Botanical Gardens also assist the Department in conducting and promoting the compost

Christmas Tree Collection January 3-22



For information call the Sanitation Action Center:

212-219-8090

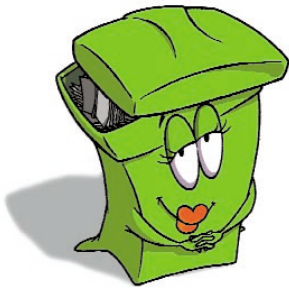


Compost Givebacks

A compost distribution program was established at the Queens Botanical Garden in July. Through this new initiative, the Department provides for the delivery of its compost to community gardens and other non-profit greening organizations in all five boroughs. A total of 988 cubic yards were delivered to 146 groups in 2000.

WASTE PREVENTION, REUSE AND RECYCLING

**Keep your presents.
Return the paper.**



**Wrap up your Holidays right.
Recycle your gift wrap and boxes.**



givebacks and Christmas tree collections described above.

The year ended with a newspaper and truck poster campaign reminding New Yorkers that their Christmas trees are collected and composted. The Department created flyers that were mailed through the four Botanical Gardens with the message "Mulch, Chip, and Compost your holiday greens," promoting Parks Department and Sanitation collection of Christmas trees and wreaths.

WASTE PREVENTION NY Wa\$teMatch

Started in 1997, NY Wa\$teMatch is designed to help businesses save money by providing a brokering service for industrial scraps, packaging, and other items that are reusable, but for which there are no well established recycling markets. The program is similar to others operating throughout the country, and it builds on the locally successful programs in Long Island City and East Williamsburg. Matchmaking services are provided through subcontracts with the Industrial Technology Assistance Corporation and Long Island City Business Development Corporation.

The Department's objective is for NY Wa\$teMatch to become primarily self-sustaining by fund-raising, reducing the Department's annual contribution over time and enabling program expansion. Business assistance agencies, trade groups, and other organizations interested in sustainable business practices are potential sources of sponsorship.

The NY Wa\$teMatch website, www.wastematch.org, was launched in fall 2000, funded by a grant obtained from the United States Environmental Protection Agency (USEPA). Through 251 transactions, more than 1,500 tons of waste materials and used equipment have been exchanged and thus diverted from the waste stream. Project clients have realized over \$91,000 in fair market value revenues and savings in purchasing and disposal costs. The project collected \$2,615 in user fees.

NYC WasteLe\$\$

A website for NYCWasteLe\$\$, www.wasteless.com, was launched in 2000. The site details the Department's efforts to offer waste prevention consulting services to various business and institutional sectors throughout the City, undertaken in conjunction with Science Applications International Corporation (SAIC). The nine sectors include: restaurants, manufacturing, hospitals, airlines/airports, retail food, wholesale, retail non-food, schools, and stadiums/arenas/convention centers.

NY CitySen\$e

Through the CitySen\$e project, concluded in 2000, the Department conducted waste audits and recommended waste reduction plans for numerous Mayoral Agencies. Eight seminars were held in May/June for Mayoral Agency purchasing staff and ACCOs on waste prevention, enhanced recycling, and/or environmentally preferably purchasing. With the assistance of SAIC, an Environmentally Preferable Purchasing training manual and a CitySen\$e Guide for City Agency purchasing personnel was developed for classes to be taught through the

Procurement Training Institute in spring 2001. The Department's activities help City Agencies comply with MD96-2, the Mayoral Directive on Waste Prevention.

NY Stuff Exchange (1-877-NYCSTUFF)

The Department has established a hotline to promote the reuse of second-hand goods by providing information on stores and organizations that buy, sell, repair, or accept donated goods for reuse. The menu-driven automated telephone system was begun as a pilot in Staten Island, and deemed successful; it is now being launched citywide. Over 15,000 organizations and businesses were originally listed on the service; new features added this year allow civic and non-profit charitable institutions to list short-term donation drives. The hotline was promoted in by advertisements in the Staten Island Advance and posters on the Staten Island Ferry. Posters were also displayed at local colleges, stores, and thrift shops. In summer 2000, a letter and poster were mailed to the thousands of businesses and organizations listed, as well as civic and charitable organizations, requesting that they promote the service.



BUREAU OF LONG-TERM EXPORT

Bureau Responsibilities

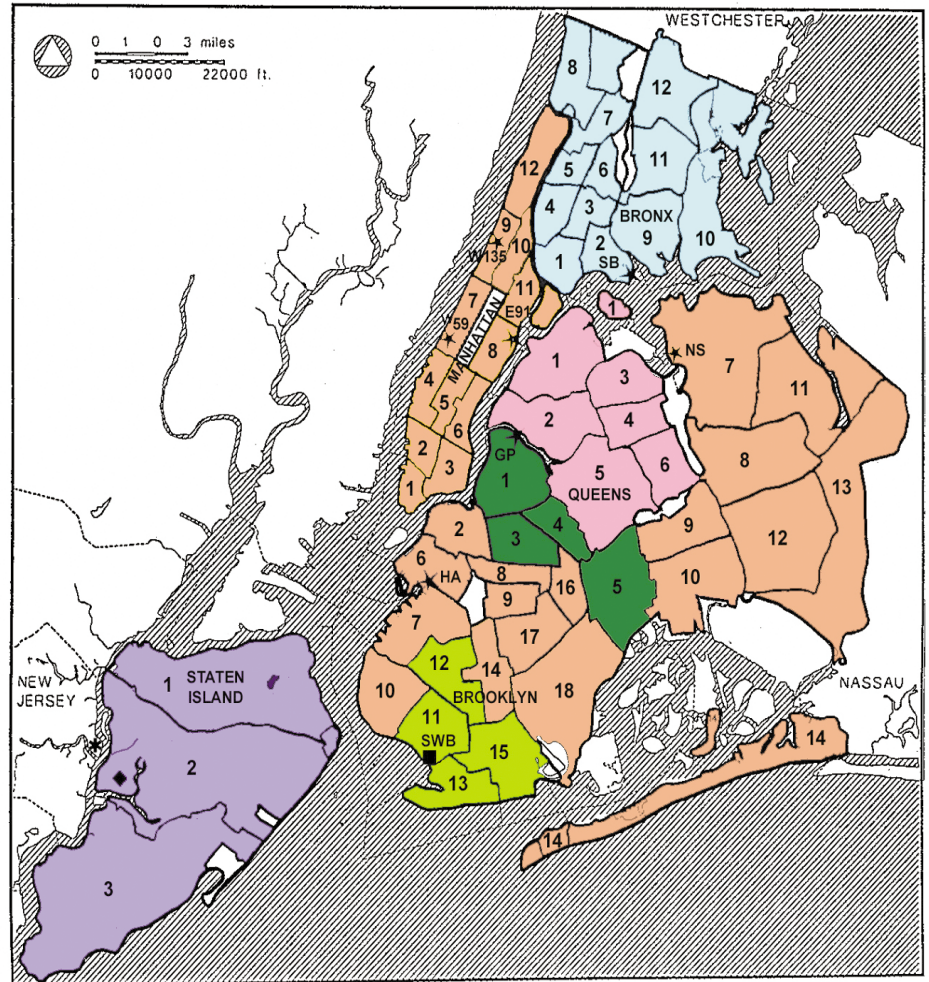
The Bureau of Long-Term Export is responsible for solid waste planning, and the procurement and implementation of a long-term export system for the waste that was historically disposed of at the Fresh Kills Landfill. The Department's commitment to the closure of Fresh Kills and to the development of an environmentally sound, reliable and efficient long-term export system were key elements of the 2000 Modification of the City's ten-year Comprehensive Solid Waste Management Plan (the Plan) prepared by the Bureau with the assistance of other Department Bureaus and consultants.

Already in progress, the advancement of long-term export projects will necessarily be a central element of the City's next ten-year Plan for the period of 2003 through 2012. The Bureau also provides engineering and planning support for a number of capital projects the Department has implemented in compliance with Plan milestones.

Long-Term Plan for Waste Export

As set forth in the 2000 Plan Modification, the long-term waste barge and rail export system will rely on the use of five existing Sanitation-operated marine transfer stations and a mix of public and private waste transfer facilities in the City. Under this system, by 2005 all of the non-recyclable solid waste Sanitation manages each day will be exported out of the City by barge or rail from the borough in which it was generated and disposed at state-of-the-art facilities that allow the receipt of New York City waste.

Specifically, roughly half, or approximately 6,500 tons, of the non-recyclable Sanitation-managed waste collected each day will be barged from five marine transfer stations to a privately-built and operated enclosed barge unloading containerization facility in Linden, New Jersey (Linden EBUF). From Linden,



Proposed Long-Term Plan

Facility Locations and Wastesheds

- TBD** Facility Location to be Determined
- Southwest Brooklyn Truck-to-Container-to-Barge Transfer Facility
- Southwest Brooklyn Truck-to-Container-to-Barge Transfer Facility Wasteshed
- ★ Greenpoint Brooklyn Truck-to-Container-to-Barge or Rail Transfer Facility
- Greenpoint Brooklyn Truck-to-Container-to-Barge or Rail Transfer Facility Wasteshed
- TBD** Queens Truck-to-Container-to-Barge or Rail Transfer Facility
- Queens Truck-to-Container-to-Barge or Rail Transfer Facility Wasteshed
- TBD** Bronx Truck-to-Container-to-Barge or Rail Transfer Facility
- Bronx Truck-to-Container-to-Barge or Rail Transfer Facility Wasteshed
- ◆ Staten Island Truck-to-Container-to-Rail Transfer Facility
- Staten Island Truck-to-Container-to-Rail Transfer Facility Wasteshed
- ★ Linden New Jersey Enclosed Barge Unloading Facility
- Linden New Jersey Enclosed Barge Unloading Facility Wasteshed

containerized waste will be transported by rail to distant disposal facilities. The Linden EBUF will receive waste accepted at the West 135th, West 59th Street and East 91st Marine Transfer Stations in Manhattan, the North Shore Marine Transfer Station in Queens and the Hamilton Avenue Marine Transfer

Station in Brooklyn. The other half of the non-recyclable Sanitation-managed waste collected each day will be exported from a number of other public and private waste facilities modified or developed through the City's procurement processes.

BUREAU OF LONG-TERM EXPORT

Among these other long-term export facilities is the Staten Island Transfer Station (SITS) for Staten Island waste, proposed to be constructed at the Fresh Kills Landfill. The Bureau advanced the land use and design and permitting elements of the SITS project in 2000.

MTS/RFP and Long-Term Plan Development

During the four years since the Mayor's decision to close the Fresh Kills Landfill was announced, Bureau staff have moved forward to develop a long-term plan for waste export. The MTS/RFP issued in June 1997 was designed to determine the extent to which the City's existing marine waste transfer infrastructure could be relied on to support export. In addition, a comprehensive study of the feasibility of modifying the marine transfer stations was completed in 1999. In March 2000, after the completion of a Department review of the alternative long-term plans for replacing Fresh Kills reflected in the recommendations of the MTS/RFP Evaluation Committee, a proposed long-term plan for export was adopted by the Mayor. It became the cornerstone of the Plan Modification issued in May 2000 and made credible the Administration's pledge not only to meet the Fresh Kills Landfill 2001 closure deadline, but to ensure that Fresh Kills remains closed.

Plan Modification and Environmental Review

The Bureau prepared and the Department issued the Plan Modification and Draft EIS (DEIS) in May 2000. Upon issuance, the documents were submitted to the City Council for consideration. The Plan Modification and DEIS constituted more than 4,000 pages in five volumes weighing a total of 37 pounds. In the interest of waste prevention, a Compact Disc (CD) containing the full set of documents was made available for distribution.

In addition to being available at the Department and on the Sanitation web site, copies and CDs were delivered to

five public repositories located at public libraries in each of the boroughs and to the offices of the Borough Presidents; in all, more than 400 copies of the documents and CDs were distributed. Simultaneous with submission to the Council, a notice of the issuance of the Draft Plan Modification and DEIS was published which contained information on the availability of the documents, the scheduling of a public hearing and establishment of a public comment period.

A series of public hearings on the Plan Modification and DEIS were held by the Council's Environmental Protection Committee (EP Committee) in May and June 2000. Deputy Commissioner Hirst testified on behalf of the Department at the first hearing. She outlined the docu-

New Jersey residents, the Manhattan Solid Waste Advisory Board, local organizations and environmental advocates.

In June 2000, the Bureau organized and held a public hearing on the Plan Modification DEIS in accordance with City Environmental Quality Review Procedures (CEQR). Deputy Commissioner Hirst outlined the key features of the Plan Modification and the DEIS. Approximately 100 members of the public attended the hearing; 42 made statements on the record. The testimony centered on the terms of the proposed long-term export contracts and contingency plans, proposals for more recycling and waste prevention, Bronx rail capacity, commercial waste transfer in the Bronx and Brooklyn, concerns



Mayor Rudolph W. Giuliani adopts the proposed Long-Term Export Plan.

ments and showed a videotape on the Linden EBUF. Questions centered on the terms of the proposed Linden EBUF contract, long-term export contingency plans and waste prevention. At subsequent hearings the EP Committee heard public testimony on the Plan Modification and DEIS. Speakers included representatives from the Manhattan and Brooklyn Borough President and State Senator Duane, a Linden City Councilman, three

about reliance on private sector facilities, and the need for public review of the environmental analysis underway for the Scott Avenue site in Brooklyn. Many speakers applauded the fact that the Plan Modification did not propose an enclosed barge unloading facility at Erie Basin.

The Bureau issued the Final EIS (FEIS) and FEIS Findings Statement in October 2000. FEIS issuance was the last

BUREAU OF LONG-TERM EXPORT

step in the CEQR environmental review process for the Plan Modification. The FEIS contained a chapter providing responses to the comments received on both the DEIS and the Plan Modification during the DEIS comment period (May 3 through June 16, 2000), and new and revised text, all of which was approved by the involved City agencies. As with the DEIS, the complete text of the FEIS and the Draft Plan Modification, made available on CD, appeared on the Sanitation web site and was distributed to a large mailing list, the public repositories, and Offices of the Borough Presidents. A series of new Department waste prevention reports were also issued in a Plan Modification Appendix on the CD.

In October and November 2000, the EP Committee held three additional public hearings on the Plan Modification, one of which was devoted to a discussion of waste prevention.

To obtain Council approval of the Plan Modification, negotiations were conducted throughout November 2000 with the assistance of the Mayor's Office, the Law Department and staff in several Department bureaus. Discussions centered on, among other issues, proposed amendments to the Plan Modification, including waste prevention program enhancements, and legislation to require a Department study on commercial waste management in the City with Council Committee on Environmental Protection Members and Council staff. During the same period, the Bureau also responded by letter to written comments on the Plan Modification submitted by the New York State Department of Environmental Conservation (the State).

The negotiations with the EP Committee and staff culminated in agreed-upon amendments to the Plan Modification and a unanimous vote to move the following legislation out of committee on November 28, 2000: 1) Intro. 282-A, a bill to approve submission to the State of the Administration's Comprehensive Solid Waste Management Plan Draft Modification, November 2000, as amended; 2) Resolution 1632 finding that the Plan Modification envi-

ronmental review conforms to the State Environmental Quality Act; and 3) Intro. 842, a bill that would amend the Administrative Code of the City of New York to require the Department to conduct a comprehensive study of the commercial solid waste management system in the City. The Council subsequently voted overwhelmingly to adopt the legislation; Intro. 282-A and Intro. 842 were signed into law by Mayor Giuliani in December 2000. At the bill signing, the Mayor was joined by Commissioner Farrell, Staten Island Borough President Molinari and a number of Council Members, Mayor's Office and Bureau staff. Thereafter, the November 2000 Plan Modification was submitted to the State for final review.

Advancement of the Linden EBUF Project

The Linden EBUF project was advanced in 2000 when the Linden City Council unanimously approved an agreement to host the Linden EBUF, a key element of the long-term waste export plan set forth in the Plan Modification. After the issuance of the Plan Modification and at the request of the EP Committee, the Bureau conducted a tour for interested members of the Committee and staff. At the end of November, the Union County (NJ) Board of Freeholders voted unanimously to include the Linden EBUF in the county's solid waste management plan, the approval of which will pave the way for the issuance of permits for the project.

Advancement of the SITS Projects

The Bureau advanced the SITS project with the completion of the design during the summer of 2000 and the receipt of Art Commission approval of the design. Thereafter, the SITS Uniform Land Use Review Procedure (ULURP) application was submitted to the NYC Department of City Planning for certification. The agency certified the project application in October 2000. As part of the community review component of the

ULURP process, the Staten Island Community Board 2 Land Use and Environmental Committees held a public hearing on the ULURP application at which Bureau staff made a detailed presentation of the project. At the hearing, the Committees voted, 16 to 1, to approve the application for the project. A week later, the full Community Board 2 voted to disapprove the SITS. (The City Planning Commission ultimately approved the SITS ULURP application on February 14, 2000.)

Simultaneous with these efforts, the Bureau completed the permit applications for the SITS project. In October 2000, an application was submitted to the State to obtain permits to construct and operate the SITS. Permit approvals are pending while the November 2000 Plan Modification is under review for approval by the State.

Engineering and Planning Support

In 2000, the Bureau also provided engineering and/or planning support for the Rikers Island Compost Facility, the Staten Island Compost Facility, yard waste compost facilities in parks located in the Bronx and Queens, and Special Waste Collection facilities. In addition, Bureau staff assisted in the oversight of the water main construction that will allow the Department to locate the hydrants required by the Fire Department to be installed at each of the flare pads operated under the Fresh Kills Landfill Gas Concession, as well as other ongoing matters related to the Landfill Gas Concession.

DIVISION OF SAFETY AND TRAINING

The Division of Safety and Training is responsible for all training, both administrative and operational, to ensure that employees possess the knowledge and skills to perform their jobs safely and effectively in a hazard-free workplace.

The Division:

- develops and maintains several programs which emphasize safe work practices and accident prevention;
- investigates injuries and vehicular collisions in order to identify the contributing factors;
- conducts job-specific orientation programs for new and recently promoted employees;
- conducts Department-wide workshops in the areas of managerial development and computer training.



New Sanitation Workers learn how to drive a D.S.N.Y. collection truck.

Safety Division

Defensive Driving Course

During 2000, the Department offered the National Safety Council's Defensive Driving Course. This course, given by accredited Safety Officers, is designed to inform employees of effective defensive driving techniques and consequently results in a 10% insurance reduction, and license point removal, if applicable. Twenty-five classes were given and 635 employees attended.

Critical Driver Program

The Division of Safety and Training continues to monitor the status of licens-

es for all Department of Sanitation employees. The Division is authorized to issue complaints, carry out suspensions, and place employees who lose their driving privileges into the status of leave without pay until they secure a valid license.

Training Division

New Sanitation Worker

Commercial Driver's

License (CDL) Candidate

Training

The Randall's Island Training Center has continued the Sanitation Worker Candidate training in 2000. This program is

designed to assist candidates in securing their Commercial Driver's License prior to their employment date. In 2000, Randall's Island trained 1,174 candidates, with 79% of the candidates successfully pass-



New Sanitation Workers learn how to properly operate a Front End Loader.

ing the road test.

Uniformed Training for New-Hires and Promotions.

Sixteen classes were given:

New Sanitation Worker

10 classes, 1085 new employees

New Supervisor

2 classes, 105 promoted

New General Superintendent

4 classes, 20 promoted

Snow Training

Each year the newest Garage Supervisors and Sanitation Workers



Randall's Island instructor shows a new Sanitation Worker the controls in the cab of a collection truck.

receive refresher training from experienced garage personnel regarding snow policies and procedures. In 2000, 1,274 employees were trained in the following:

Snow Inspector & Special Snow Clerk

14 classes and 508 employees trained

Load and Dump for Snow Removal

38 classes and 441 employees trained

Truck Measuring for Snow Removal

14 classes and 325 employees trained

DIVISION OF SAFETY AND TRAINING

CNG Permit Training

A new FDNY law requires anyone fueling a Compressed Natural Gas (CNG) vehicle to have a permit indicating that they have been qualified to fuel these vehicles. The Training Division coordinated this permit certification with the Department of Citywide Administrative Services, Con Edison, and Keyspan to train 1,100 employees.

Computer Training

The Computer Program offers training for both the mainframe (SCAN) and personal computer business software such as Microsoft Office, Lotus, WordPerfect, E-mail, and managing the Windows Operating System.

There were 44 software program classes given to 385 employees. Our SCAN mainframe training for the garages included 32 classes for 365 employees.

Management and Professional Development (MPD)

In 2000, a total of 227 employees attended Management and Professional Development (MPD) courses.

The MPD curriculum is comprised of more than 20 courses designed to sharpen participants skills for their current job.

The following represents some of the courses that were offered during 2000:

- Leadership & Influence
- Time Management
- Employee Motivation
- Stress Management
- Meeting Leadership
- Delegation
- Presentation Skills
- Change Management
- Interpersonal Communications
- Team Building
- Assertiveness
- Coaching & Counseling
- Performance Evaluation: Policies
- Business Letter & Memo Writing
- Performance Evaluation: Documentation
- Analytical Report Writing
- Problem Solving & Decision Making
- Project Management



Sanitation Workers learn to change a collection truck tire.

In addition to agency wide "open-enrollment" classes, several courses were designed and tailored to meet the training needs of a particular bureau/unit. During 2000, a total of 227 employees attended MPD courses.

Right-to-Know Training

Every employee has attended Right to Know (RTK) training. This course identifies potential hazards in the workplace, demonstrates the important role that each employee has regarding exposure and how to use products safely. Class content is specific to the employee's job title and work environment. Employees initially attend a core class and, a brief refresher class annually thereafter. As needed, DST conducted "specific-topic" RTK training, such as "West Nile Virus".

During 2000, a total of 2,603 employees attended RTK training, including 797 participants in "West Nile Virus" training.

EEO and Workforce Diversity Training

The Department of City Administrative Services (DCAS) and the Equal Employment Opportunity (EEO) Office require all employees to receive training concerning their rights and responsibilities under the EEO laws, the Department's guidelines for preventing

harassment in the workplace, and how to work cooperatively with others as a member of a diverse workforce. A total of 2,619 employees attended EEO and Workforce Diversity training.

College Degree Initiatives

In pursuit of Commissioner Kevin P. Farrell's wish to have Sanitation personnel attend college, the Division of Safety and Training has

finalized a collaborative agreement with the John Jay College of Criminal Justice. This agreement allows Sanitation personnel to pursue courses leading to a college



Sanitation Workers learn how to eject contents of collection truck.

degree. Upon entry into this degree program, employees are awarded four (4) and nine (9) credits respectively for the New Sanitation Worker and Sanitation Supervisor Training Programs.

The availability of these courses are flexible to allow employees to remain in college, even with the changing work schedule of this agency. In 2001, the Division of Safety and Training, in conjunction with the Commissioner's Office, will continue plans and initiatives for other alternative degree programs that will satisfy the needs of all Sanitation employees.

ADMINISTRATION



Planning and Budget

Citywide Export

The Bureau of Planning and Budget was instrumental in planning and implementing the final two phases of export from Brooklyn and Queens. The work that was completed in 2000 was part of a continuous process that began in 1996 and will end in 2001 when the Department delivers the last loads of residential waste to the Fresh Kills Landfill.

Planning and Budget directed the Department's environmental review process for each phase of export. This included developing routes from each collection district to each proposed vendor location, determining round-trip travel times and any effects on collection routes and staffing requirements. The Bureau also directed the consultant's preparation of the Department's Environmental Assessment Statement, which analyzes the effects of the export operation on traffic, air and noise. These documents contain hundreds of pages of narratives, tables, and maps, and must provide an accurate prediction of the actual export operation months before it begins.

In November 1999, the Department began exporting waste from all of Manhattan and Staten Island to facilities in New Jersey. During 2000, the New York State Attorney General initiated a lawsuit in State Supreme Court against the City regarding the export from Manhattan. The Attorney General alleged that the Environmental Assessment prepared in 1999 in anticipation of Manhattan export did not meet the requirements of the environmental quality review regulations. The Court found in favor of the City and determined that the City had complied with the applicable regulations.

The decision to close the Fresh Kills Landfill and the expansion of recycling have resulted in significant changes to the Department's budget. Since 1996, when the Mayor announced that the landfill would close in 2001, the Department's budget has nearly doubled from approximately \$500 million per year to almost \$1 billion. This is the largest budget increase in the Department's history, in both percentage and absolute terms. The Bureau of Planning and Budget managed the budget process, identified the resources required to recycle more materials, increase the frequency of recycling collection citywide, close the landfill and export waste.

Human Resources

The Bureau of Human Resources achieved a record in hiring new Sanitation Workers in 2000. In a nearly continuous, eleven-month stream of hiring that began in the fall of 1999, the Bureau hired 1,500 new Sanitation Workers by the fall of 2000. The 1,500 new Sanitation Workers are more than the Department has hired in any one year period. All hiring was from a civil service list that was established in 1999, the first new list since 1993.

The current list contains several new requirements that did not apply to candidates from previous civil service lists: Sanitation Worker candidates must now have high school diplomas and commercial driver's licenses before they are appointed and many candidates have to meet additional proof-of-residency requirements. In addition, Sanitation's Human Resources has taken over portions of the hiring process that used to be performed by other City agencies.

As the unprecedented hiring rate was not anticipated before the year began, the Department needed to construct a new Sanitation Worker physical test because there were not enough candidates on the civil service list who had passed the qualifying physical test. The Bureau of Human Resources coordinated with the Bureau Operations Office, Support Operations and the Department of Citywide Administrative Services to convert a former incinerator building at the northern tip of Manhattan to a testing facility and administer the physical test to thousands of additional candidates.

Medical

One of the Medical Division's functions is to determine that candidates for Sanitation Worker positions are medically qualified to perform the physical tasks and operate large vehicles that the job typically requires. The unprecedented level of Sanitation Worker hiring required the Medical Division to examine and qualify a record number of applicants, while taking over the responsibility for

ADMINISTRATION

evaluating appeals of medical disqualifications from other City agencies.

The Medical Division is also responsible for monitoring medical leave and enforcing the medical leave policies. In 2000, Sanitation's medical leave usage rate declined below the previous year and showed the largest improvement of any of the uniformed agencies.

Since 1995, Sanitation's Medical Division has also been responsible for conducting random drug and alcohol testing for over 8,000 employees in Sanitation and eight other City agencies. The percentage of employees testing positive for drug or alcohol use declined nearly 70% from 1995 to 2000.

Management Information Services

For Management Information Services, the Year 2000 began in the Spring of 1996, when the Bureau inventoried the systems that were critical to achieving Sanitation's mission and identify those systems that needed to be upgraded to be Year 2000-compliant. Over the next two-and-one-half years, MIS upgraded, tested and produced ten major systems. The best of all possible results occurred when January 1, 2000, arrived: nothing happened.

During the year, the Bureau shifted its focus to e-Government: Enabling our customers to request services through the Internet at all times. The most frequently requested service is an appointment for the removal of chlorofluorocarbon (CFC) gas from refrigerators, air conditioners, freezers, dehumidifiers and water coolers. In the first year of citywide CFC removal operation, customers made more than 120,000 appointments. In August 2000, the Department enabled customers to make CFC removal appointments online.

During the remainder of the year, MIS worked toward a March 2001 completion date for enabling all customer-service requests to be communicated over the Sanitation website:

www.nyc.gov/sanitation

Fiscal Services

Fiscal Year 2000 was the first year of implementation of the City's new Financial Management System (FMS). During 2000, Sanitation's Fiscal Services bureau continued to fine-tune the Department's use of FMS, including assisting other bureaus (and other City agencies) in a variety of implementation issues. Fiscal Services adapted to the



New Sanitation Worker class listens to instructions regarding Department of Sanitation rules and regulations.

new system while experiencing a tremendous increase in workload. The dollar value of expense-budget-funded invoices paid increased 44%, from \$173 million in Fiscal Year 1999 to \$248 million in Fiscal Year 2000. As the Department expanded export in the last half of 2000, the volume and dollar value of invoices continued to grow. Despite the increase in workload and adaptation to a new system, Fiscal Services, which won the Procurement Policy Board's Prompt Payment Award for three consecutive years, continued to have one of the best on-time payment records in the City.

Work Experience Program

The Work Experience Program (WEP) assigns recipients of public assistance to perform clerical, custodial and street-cleaning tasks in the Department. In 2000, the trend of a declining welfare population continued to create challenges for the Work Experience Program Bureau. At its peak in the summer of 1996, there were as many as 1,000 WEP

participants cleaning streets each day. By the end of 2000, the number of street cleaners had declined by 90% to just 100 each day. At the end of the year, the Department entered into an agreement with the Wildcat Services, a company that provides short-term paid employment for individuals making the transition from welfare to work. By using Wildcat employees, in custodial assignments, the Department was able to reassign custodial WEP participants to street-cleaning assignments.

SUPPORT OPERATIONS

Support Operations designs, purchases, maintains, and repairs all Department motor vehicles and equipment; performs the maintenance and repair of existing Department facilities; the design and construction of new facilities; and the development and monitoring of the Department's Capital Budget.

Bureau of Motor Equipment

The Department of Sanitation has approximately 5,600 motor vehicles in its fleet, including: collection trucks, mechanical brooms, cranes, tractors, front end loaders, salt spreaders, passenger cars, skimmer boats, and large refuse haulers. The Bureau of Motor Equipment (BME) is responsible for designing, buying and maintaining this diverse fleet.

Equipment Operations

The largest Support Operations division and the direct link to the Bureau of Cleaning and Collection (BCC) and the Bureau of Waste Disposal (BWD) is Equipment Operations. Its trade title employees are distributed among the four borough repair shops, 73 BCC locations and the Fresh Kills Landfill.



One of 100 Dual Bin Collection Trucks purchased in 2000.

Equipment Operations is responsible for directing and coordinating repairs and setting overall priorities, such as scheduling



preventive maintenance and upgrade programs, allocating manpower and resources and managing warranty repair activities. The District Shops are responsible for minor repairs (brakes, periodic maintenance) whereas borough shops are responsible for the larger jobs, such as major component (i.e. engines and transmissions) exchanges, heavy electrical work and any other major intensive repair that cannot be efficiently handled at the district shop level.

The Department's Central Repair Shop (CRS) is one of the country's largest non-military repair facilities, having 360,000 square feet of floor space. It is as long as the Empire State Building is tall. CRS is capable of performing any type of vehicle repair ranging from an oil change to a complete vehicle refurbishment. CRS is responsible for handling the overflow from the borough shop's, fleet-wide upgrade programs, light-duty fleet repairs, component rebuilding and servicing and any major metal work project that would limit a borough shop's repair flexibility. There are several repair shops located within CRS - the machine shop, the body shop, and the forge shop, as well as the light-duty vehicle and tire repair shops.

In addition, there are various shops capable of rebuilding vehicle components such as engines, transmissions, hydraulic cylinders, rear ends, pumps, electrical accessories, fuel injectors, vehicle seats and radiators.

The Fresh Kills Landfill Repair Shop is responsible for the repair and maintenance of the Bureau of Waste Disposal equipment that includes heavy-duty off road vehicles, cranes, boats, and compactors.

Vehicle Acquisition and Warranty Division

The Vehicle Acquisition and Warranty Division (VAWD) consists of three separate Units: New Equipment, Warranty, and Engineering.

The New Equipment Unit inspects and approves payment of all new Department vehicles received each year. During the calendar year 2000, a record 1,200 new vehicles were received into our fleet inventory. The Warranty Unit is responsible for approximately 2,500

SUPPORT OPERATIONS

vehicles that are eligible for warranty repairs at any given time. The Engineering Unit consults with operating Bureaus to develop equipment specifications and purchases an average of 600 pieces of capital equipment, totaling approximately \$65 million annually.

Expansion of Recycling

To support the expansion of the Recycling Program, the Bureau has tested many different designs of recycling vehicles. In 2000, the Department purchased 100 dual bin collection trucks as an integral part of the goal to provide weekly recycling to all New York City. D.S.N.Y. will procure an additional 200 vehicles in 2001 bringing the dual bin fleet to a grand total of 15 % of the collection truck fleet.

Vehicle Refurbishment

To supplement the purchase of new vehicles, BME has embarked on a pilot program to completely refurbish vehicles currently in the fleet. The trucks are stripped to the chassis rails and completely rebuilt. By the end of 2000, BME completely refurbished 35 vehicles.



BME personnel repair cutting edge of a plow.



Bureau of Motor Equipment(BME) personnel repair a Front End Loader bucket.

Subway Series

In 2000, the Department participated in honoring Mets pitcher John Franco, the son of a Sanitation Worker who proudly publicized his relationship with the Department. BME created a display around a collection vehicle that appeared at Shea Stadium during the series.

Clean Air - Initiatives

The New York City Department of Sanitation is at the forefront of the Nation's light-duty and heavy-duty Alternative Fuels Research and Development. More than 700 of the Department's vehicles operate on alternative fuels. Alternative fuels include: ethanol, methanol, electric, and compressed natural gas (CNG).

While continuing to test various approaches to reducing emissions through alternative fuels, the Department is also involved in projects to reduce emissions in diesel engines, which com-

prise the majority of the heavy-duty fleet. Presently, all heavy-duty vehicles in the fleet have computerized, electronically controlled diesel engines that result in lower emissions with optimum performance.

Employee Suggestion Program

Support Operations personnel are very active in devising methods for increasing productivity and reducing costs. In 2000, thirteen BME employees received citations for suggesting improvements. Suggestions such as, redesigning grill guards on refuse haulers reduced overheating and radiator problems; and developing a security device to prevent air bags from being stolen.. Other technical modifications and redesigns on various pieces of equipment contribute to a more reliable and safer fleet while often reducing costs at the same time. The number of participants and suggestions received annually demonstrates a motivated and concerned workforce.

SUPPORT OPERATIONS



Bureau of Motor Equipment welder repairs plow equipment.

Materials Management & Administration

Administration

The Administration Division is responsible for BME's personnel, payroll, time-keeping and auditing, time and leave reporting, overtime tracking, performance evaluations, disciplinary hearings, and travel arrangements.

Materials Management

The Materials Management Division is responsible for the purchase, warehousing and distribution of supplies, equipment and repair parts to support fleet repair operations for the Bureau of Motor Equipment and snow plow parts and related items for the Bureau of Cleaning and Collection. During 2000, the central parts warehouse and purchase operation were relocated from rented space into a city-owned facility. Approximately 100,000 square feet of inventory, shelving and equipment was moved without interrupting full service to our customers. The move was completed within the required timeframe, within budget, and with no impact on service delivery.

Fiscal Services and Computer Support

Fiscal Services handles the accounting functions for BME. This unit is the liaison with the Agency's central budget unit and ensures fiscal procedures are in compliance with the City requirements. The unit is also responsible for fleet reporting and inventory. The daily fleet status and fleet size are monitored, tracked and reported. The Computer Support Unit maintains the network connecting BME facilities and providing support for the Bureau and Citywide applications including the Fiscal Management System and the Fleet Management System.

In 2000, Fiscal Services data systems and procedures were adapted to reconcile with the new Financial Management System that was implemented citywide. The Computer Support Unit conducted a complete upgrade to the infrastructure, hardware and software on the BME LAN/WAN. This project will result in improved capacity and performance and the better integration of citywide information systems.

Bureau of Building Maintenance

The Department of Sanitation has over 200 locations throughout the city, including garages, section stations, marine transfer stations, the Fresh Kills Landfill, repair shops and office buildings. The Bureau of Building Maintenance (BBM) is responsible for providing both routine maintenance and emergency building repairs for these facilities. In addition, the Bureau is responsible for painting and lettering all Department trucks and equipment. BBM consists of blacksmiths, carpenters, electricians, painters, plumbers, machinists, steamfitters and welders.

In 2000, BBM played a critical role in the Y2K preparedness efforts. Primary facilities in each Borough were identified and auxiliary generators were installed to provide energy for fueling, lighting and radio communication. Regulations ensured that the Department of Sanitation would have been fully operational in the event of the feared Y2K power loss.



Bureau of Engineering

The Bureau of Engineering provides engineering support services to the Department's operating bureaus; including the preparation of design drawings and specifications to upgrade and maintain the infrastructure of the Department's facilities; bidding and awarding construction and consultant service contracts; and, construction supervision. Projects include the rehabilitation, the design and construction of new garages, borough repair shops, marine transfer stations and other Department facilities.

Bureau of Capital Budget and Engineering Support

The Bureau of Capital Budget and Engineering Support develops, prepares, and administers the Department's Annual Four-Year and Ten-Year Capital Budgets. This includes coordinating, reviewing and monitoring fiscal policy matters. Individual Bureaus supply their anticipated fiscal needs for evaluation. Decision making meetings are then held with the Bureaus and their respective managers.

In Fiscal Year 2000, the Department achieved the highest ranking among city agencies for its capital commitment performance by achieving 141% of its projected capital performance targets. The Bureau successfully funded the following projects: a Compressed Natural Gas (CNG) Fueling Facility, the installation of alcohol fuel tanks, upgrading the Department's computer technology, and the design and construction of a Truck to Container to Barge (TCB) Waste Export Facility at the former SouthWest Brooklyn Marine Transfer Station.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The mission of the Equal Employment Opportunity Office (EEO) is to ensure equality of opportunity. This is accomplished through educating managers and workers regarding their responsibilities to support and adhere to the Department of Sanitation's EEO policy and Code of Conduct. As a consequence, the EEO Office helps to maintain a better work environment and provides a forum for resolving employee disputes that disrupt the workplace.

The EEO Director reports directly to the Sanitation Commissioner. The success of the Department's EEO program is directly related to the ardent support of the Commissioner of Sanitation for equality of opportunity and his anti-discrimination stance. The Office is staffed by a Director, a Senior Investigator, an Investigator and a Clerical Associate. The Director is responsible for developing and monitoring the implementation of the Department's EEO program. The Commissioner has charged the EEO Director with the specific responsibility of the strict enforcement of the Department's zero tolerance sexual harassment policy.

The EEO Office investigates all complaints of discrimination filed by applicants or employees. The Director reports

the findings of the EEO investigations to the Commissioner and recommends steps to resolve complaints. While the EEO Office investigates many allegations of discrimination, the EEO staff spends a significant amount of their time counseling and educating employees.

The last eighteen years have demonstrated that many complaints made to the



Director of EEO, Fernando Camacho, discusses a case with his staff.

EEO Office are not issues of discrimination. Many complaints of discrimination turn out to be labor/management complaints having to do with job assignments or seniority. The EEO Office directs the labor/management complaints to the appropriate location where they can be resolved, such as the employees' union. Other complaints result from the lack of communication skills on the part of the people involved. In these cases, the EEO

staff's responsibility is to mediate and assure that the parties involved can work out their differences.

The EEO Office works closely with the Department's Training Division. Together, the Training Division and the EEO Office provide extensive managerial and supervisory EEO training. During the past two years, the Department of Sanitation completed EEO awareness training for all of its uniformed Supervisors and Sanitation Workers. This completes the EEO training of approximately 9,000 employees.

In Fiscal Year 2000, the EEO Office conducted twenty-seven investigations of allegations of discrimination. Twelve complaints were filed with agencies outside of the Department. Nine of these complaints had a handicap/disability as the principle reason for filing the complaint. Race and National Origin made up the remaining complaints. Internally, fifteen complaints alleging discrimination were filed by employees. Eight of these complaints alleged sexual harassment or sex discrimination. The remaining seven complaints alleged Race/Color or National Origin discrimination. The Department endeavored to resolve all complaints to the satisfaction of the complainants.

BUREAU OF LEGAL AFFAIRS

The Bureau of Legal Affairs is the Department's in-house legal counsel that serves as the liaison with New York City Council and State Legislature, manages the Department's City Environmental Quality Review processes, coordinates responses to Freedom of Information Law requests for documents, and provides litigation support to the City's Law Department in connection with lawsuits involving the Department. The Bureau serves as advisor concerning the legal aspects of environmental compliance efforts, and also provides counsel on employment and personnel matters.

The Bureau helped draft the Consalvo Bill which provides additional support to the family of fallen Sanitation Worker Frank Consalvo.

Contracts, Bid Solicitations, Requests for Proposals and Procurement

Legal Affairs works with the other Bureaus in the Department by developing and drafting contracts, bid solicitations, and requests for proposals (RFP) in order to obtain the myriad services the Department needs, most notably waste export. The Agency Chief Contracting

Officer (ACCO) in Legal Affairs is responsible for the execution of the Commissioner's charter-based authority with respect to procurement.

Environmental Enforcement

The Bureau works closely with the Department's Environmental Enforcement Units, providing legal advice and interpretation of the Department's statutes and rules, as well as representing those units in civil proceedings at the Environmental Control Board (ECB). The Bureau focuses its enforcement efforts on waste transfer stations because of their importance to successful waste export and illegal dumping because of their impact on the City and other serious quality of life offenses, including illegal posting, littering, improper disposal and pooper scooper (Public Health Law) violations.

Litigation Support and Liaison

Serving as the Department's liaison with the New York City Law Department, the legal support team provides litigation assistance in connection with all lawsuits in which the Department is a party. These cases range from routine workers com-

pensation claims to complex environmental actions. The Litigation Unit is instrumental in the City's success in responding to numerous lawsuits.

The Intergovernmental Unit serves as the Department's liaison with legislators and legislatures, closely monitoring federal, state, and local legislative sessions and legislation that might affect D.S.N.Y. operations. The Department's liaison with the City Council coordinates the Department's responses to City Council inquiries and drafts testimony for Council hearings. The Intergovernmental Unit also drafted proposed State and local legislation and Department rules, during the 2000 State Legislative session.

Employment and Disciplinary Matters

The Office of Employment and Disciplinary Matters (OEDM), commonly referred to as the Advocate's Office, provides legal counsel for employment and personnel matters. It acts as the liaison with the New York City Law Department regarding all litigation involving employment and personnel issues.



Mayor Rudolph W. Giuliani signs the Consalvo Bill.

ENFORCEMENT DIVISION



Illegal dumpers unloading a truck full of tires. (See below for end results.)

The Enforcement Division, comprised of 114 Sanitation Police Officers and an average of 59 Enforcement Agents, monitors compliance with administrative, recycling and health laws governing the maintenance of clean streets, illegal dumping, and the proper storage and disposal of waste and recyclable materials by both residents and commercial establishments.

Sanitation Police Officers are Sanitation Workers and Supervisors, that are fully trained peace officers. Enforcement Agents are civilians who undergo a comprehensive classroom and field training program.

In 2000, the Enforcement Division issued 342,783 summonses. Supervisors in the Bureau of Cleaning and Collection issued an additional 121,688 summonses for a grand total of 464,471 summonses.

The five most common infractions for which summonses were issued were:

<u>Infractions</u>	<u>Number of Summonses</u>
Dirty Sidewalk	165,679
Failure to Sweep 18 inches from Curb	28,949
Improper Storage of Receptacles	20,992
Loose Rubbish	19,544
Sidewalk Obstruction	17,503

Posting Unit

There are 6 Enforcement Agents specifically dedicated to enforcing illegal posting violations. In 2000, the unit issued over 29,000 illegal posting summonses citywide. In addition, the Sanitation Police made 21 arrests and impounded 21 vehicles for violations of the posting law.



Sanitation Police apprehend illegal dumpers.

Canine Unit

The Enforcement Division has a Canine Unit that is specifically dedicated to patrolling the 5 Boroughs for canine violations. The Canine Unit patrols the entire city and issues summonses for Quality-of-Life violations, such as failure to clean up after a dog and failure to properly leash a dog. In 2000, over 2,500 summonses were issued for these infractions.

Illegal Dumping Task Force

The Illegal Dumping Task Force is comprised of 34 Sanitation Police Officers and 6 Lieutenants. In 2000, Task Force personnel impounded 317 vehicles and issued 720 summonses for illegal dumping.

Private Carter Task Force

In 2000, Sanitation Commercial Recycling Police began monitoring the compliance of private carting companies with regard to recycling and administrative code laws. Thus far, 50 private carting companies have been identified as being in violation and 219 summonses have been issued.

Vacant Lot Unit

The Vacant Lot Unit, comprised of 4 Enforcement Agents, monitors the cleanliness of all vacant lots citywide. Owners of vacant lots found to be in violation of the administrative code are issued summonses. In 2000, the Vacant Lot Unit issued 21,581 summonses.

Auto Auction Unit

The Auto Auction Unit, comprised of 1 Lieutenant and 2 Sanitation Police Officers, is responsible for the auctioning of unclaimed vehicles resulting from illegal dumping impounds.

In addition to the auctioning of vehicles, the Auction Unit participates in all Multi-Agency Sweeps throughout the five Boroughs. For 2000, 22 vehicles were sold at auction for a total of \$6,719 in revenue. The Auction Unit participated in 46 Multi-Agency Sweeps and issued a total of 305 summonses.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

PUBLIC INFORMATION

The Office of Public Information is the Department's ambassador and voice, representing the Department of Sanitation internally and externally, to the media and the public at large. Additionally, the Office of Public Information oversees the historical recording of Department events through the utilization of its Audio/Visual and Photography Units.

In 2000, the Office of Public Information:

- Handled over 1,000 local, national, and international print, television, film, and radio media inquiries including CNN, MSNBC, and NBC Nightly News.
- Acted as liaison for television shows such as LAW AND ORDER, LAW AND ORDER: SPECIAL VICTIMS UNIT, THIRD WATCH, NYPD BLUE, 100 CENTRE STREET and for major movie studios such as Columbia Pictures, 20th Century Fox, Paramount Pictures, Disney and others.
- Coordinated and developed scripts, awards etc. for four Sanitation promotion and award ceremonies.
- Organized "Snow Preparations in August" media event at the Department's Central Repair Shop (CRS) in Queens.
- Assisted in the development of a Public Service Announcement that highlighted the consequences of "Illegal Dumping."
- Recorded and distributed print and video clips throughout the Department of Sanitation on a daily basis.
- Set up 78 tours of the Fresh Kills Landfill for over 2,000 people including students, media, photojournalists, waste management professionals, domestic and international dignitaries.
- Served as a liaison for the United Nations by facilitating information exchange meetings.
- Provided creative services and support for other bureaus within the Department.
- Coordinated a garage dedication for Sanitation Worker Frank Consalvo who died in the line of duty in February 2000.
- Managed a "Salute to John Franco" event at Shea Stadium during game 3 of the Subway Series between the New York Mets and New York Yankees.
- Compiled facts and responded to over a hundred e-mail inquiries and "Ask the Mayor" letters.
- Provided photographs of the historic Times Square snow removal for the Mayor's State of the City Address and for local and national print media.
- Rendered over a dozen live television interviews with the media.
- Served as liaison to the Mayor's Press Office and other city agency Public Information Offices.



Deputy Chief Alfred Ferguson and Deputy Commissioner Peter C. Fenty gather information for the media at the New York Yankees Ticker Tape Parade.



Commissioner Kevin P. Farrell with a Met fan at Shea Stadium during game 3 of the Subway Series.



Deputy Chief Alfred Ferguson responds to questions posed by news reporters from Channels 2, 5, and 11.



Channel 2 News Reporter Amy Stone interviews BME employee regarding his role in "Snow Preparations in August" media event at the Department's Central Repair Shop (CRS) in Queens.

COMMUNITY AFFAIRS

The Office of Community Affairs is the Department's service delivery liaison to elected officials, the city's Community Boards, merchant groups, Business Improvement Districts, civic organizations, business associations, and the general public. The office also represents the Department at public, parochial and private Schools throughout the city giving presentations on school career days and school assemblies on environmental topics that deal with Sanitation such as Recycling, Waste Disposal, and Anti-Littering campaigns. During calendar year 2000, our Community Affairs Citywide Coordinator appeared at approximately 80 community meetings and visited over 35 schools throughout the city. Community Affairs personnel have also addressed senior citizens at 15 senior centers and libraries throughout the past year. In addition, the office provides support services to the Department's Operations Bureau by preparing materials regarding neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and planning of both community and Sanitation programs. This office serves as the Department's liaison to the Mayor's Community Assistance Unit, The Mayor's Anti-Graffiti Task Force, Mayor's Action Center, Mayor's Office of Correspondence Services, Business Improvement Districts, and the Council on the Environment.

Sanitation Action Center (SAC) (212) 219-8090



Sanitation Action Center employee fields a call from a concerned citizen.

The Sanitation Action Center, (SAC) the Department's hotline, responds to requests for service, complaints and questions regarding Sanitation and Recycling, and orders for printed material (informational booklets, brochures, recycling decals, etc.).

The Chlorofluorocarbon (C.F.C.) Gas Recovery Program resulted in a dramatic increase in telephone calls to the Sanitation Action Center. Under the program, residents must first contact SAC before discarding any appliance which contains C.F.C. (i.e., Freon) gas. As a result, telephone calls to Sanitation service representatives have increased by more than 94 % compared to last fiscal years levels.

The Sanitation Action Center staff handled over 209,600 calls in Fiscal Year 2000. Service representatives processed over 129,800 requests for service and complaints. In addition, the Sanitation Action Center processed more than 51,000 requests for Department literature and recycling decals. Also, the public was able to utilize the Sanitation Action Center's automated information system more than 280,000 times in Fiscal Year 2000.

In order to handle the increased phone volume, it was necessary to expand the Sanitation Action Center. As a result, in 2000, the Action Center was expanded in order to accommodate 5 additional service representatives. Moreover, there was an expansion and further upgrade to the Action Center's telephone technology.

"On-Line" Service Form

On August 16, 2000, the Department, working with the e-Government Office, launched an on-line service form that may be used to schedule appointments for C.F.C. gas recovery from appliances being discarded. During the last five months of 2000, residents accessed this on-line form 928 times. This on-line request form is also processed by the Sanitation Action Center's representatives.

Central Correspondence Unit (CCU)

The Central Correspondence Unit (C.C.U.) responds to and maintains records of all general correspondence from the public and letters forwarded to



the Department from the Mayor's Office of Correspondence Services. C.C.U. is responsible for tracking incoming correspondence, transmitting the written complaints or requests for service via the Department e-mail messaging system to the appropriate Districts and Bureaus for action, and accumulating the necessary information for a response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the appropriate responsible agency. Letters may include requests for services or information, requests for Department signs (i.e., Clean Up After Your Dog, Don't Litter, Please! and No Dumping), suggestions from the public, complaints about service delivery, commendations for employees, comments on service performance, and requests for lot cleaning services. During Fiscal Year 2000, C.C.U. responded to over 2,300 letters.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

COMMUNITY AFFAIRS

Team Up To Clean Up

The Team Up To Clean Up (TUTCU) Contest is a program that introduces and reinforces environmental awareness in the student population of public and private schools within New York City. City-wide, over 1,800 schools are eligible to participate in the annual competition. Projects include school and community cleanups and beautification; anti-littering behaviors and education; waste reduction, reuse and recycling programs; and ecology and conservation projects.

TUTCU provides students with an opportunity to learn how each of them, as individuals and collectively, can take actions which contribute toward a cleaner city and environment. In the process, broader long-term goals are internalized: waste reduction, litter-free communities and pollution-free waterways.

The contest can be a catalyst for educators and students to uncover new information about the Department of Sanitation and our mandates for keeping New York City clean. During this process, students can learn the responsibilities of other agencies including: Department of Environmental Protection, Parks Department, United States Environmental Protection Agency, New York State Department of Environmental Conservation and how these agencies interact with this department to ensure a clean city.

Mayor's Anti-Graffiti Task Force

The Department of Sanitation is a member of the Mayor's Anti-Graffiti Task Force established to improve the quality of life for all New Yorkers. The objectives of the Task Force are to combine resources to mount a concerted and coordinated effort for the purposes of enforcing existing local laws; developing new legislative initiatives; initiating mechanisms to encourage and aid in the removal of graffiti.

The Task Force has coordinated a series of neighborhood clean-up initiatives



involving City agencies and community volunteers in an intensive effort to eradicate graffiti and organize prevention efforts in selected areas.

The Department of Sanitation plays a major role in the Mayor's Anti-Graffiti efforts. The Department of Sanitation is a major participant in each clean-up initiative, using its special cleaning equipment for power washing and painting properties. In 2000, the Department removed 254,434 square feet of graffiti from 628 sites as part of the Task Force clean-up initiatives in 10 neighborhoods throughout the City. The 10 neighborhoods included: Bushwick, Chelsea, Chinatown, Coney Island, Dyker Heights, Lower East Side, Maspeth, Sunnyside, West Side Highway and Woodside.

Recycling Enhancement Unit

The Recycling Enhancement Unit was formed in September 2000 with the goal of increasing recycling in New York City Public Schools.

The Recycling Enhancement Unit conducted an extensive recycling survey at 9 select schools in Queens and the Bronx in September 2000. The results of the survey indicated that with extensive education and outreach, city schools should be able to increase their level of recycling.

As part of the pilot program, the Department replaced regular collection trucks on 3 school routes with dual bin trucks. This enables the Department of Sanitation to increase the recycling collection in the pilot schools from 1 day a week to 5 days a week.

The Recycling Enhancement Unit closed out 2000 by completing the final stages of education in the 70 pilot schools in the Bronx and Queens. A successful increase in the recycling at these schools would result in the expansion of this program throughout the five boroughs and would include all 699 schools that receive curbside collection.



The Anti-Graffiti Task Force at work.

DAYS GONE BY...





D.S.N.Y. SNOW OPERATIONS





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