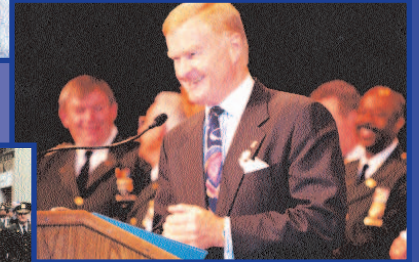


DSNY



ANNUAL REPORT 2004



DSNY EMERALD SOCIETY PIPE AND DRUM BAND

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Message from

Mayor MICHAEL R. BLOOMBERG



I would like to extend my heartfelt congratulations to the Department of Sanitation as it approaches its Diamond Anniversary on December 1, 2004. This is quite a milestone for a Department that since 1929 has worked tirelessly to keep New York City clean all year round, collecting trash and recyclables, managing solid waste, fighting litter, combating illegal dumping, and removing snow and ice from our streets.

It would be impossible to mention all the myriad changes Sanitation has undergone in the last 75 years. Just as an example, Sanitation has gone from using horse-drawn carriages in the early years, to today's state-of-the-art vehicles equipped with satellite positioning systems!

Keeping a city the size of New York clean is a daunting task. Over 8 million residents and countless commuters, business visitors and tourists walk and drive on our streets every day. And although the city's recent economic recovery is wonderful news, it has resulted in a considerable increase in vehicular and pedestrian traffic. But the dedicated men and women of Sanitation always meet their challenges, no matter how many or how tough. And, today New York City is the cleanest it's been in the last three decades.

So, congratulations again on your achievements and on a job well done. It's great to know that the city can always count on you.

A handwritten signature of Michael R. Bloomberg in black ink. The signature is stylized and cursive, written over a faint, large circular seal of the City of New York in the background.

Message from Commissioner JOHN J. DOHERTY



I am pleased to present to you the New York City Department of Sanitation's Fiscal Year 2004 Annual Report highlighting the past year's achievements. I take great pride in acknowledging the work of New York's Strongest in tackling Fiscal Year 2004's busy snow season during which a number of storms - - ranging from small ice storms to all-out blizzards - - dumped a total of more than 40 inches of snow on the city. One of the Department's new initiatives to monitor our progress while fighting storms was the installation of Global Positioning Systems (GPS) on some of our salt spreaders. Through this ground-breaking technology, we were able to track salt spreader route productivity more effectively.

The resumption of plastic and glass recycling has demonstrated DSNY's ongoing dedication to creating a stronger recycling program that is both financially and environmentally sound while continuing to develop ways to manage our waste more efficiently. Our proposed Solid Waste Management Plan will do just that by creating a 20-year structure for transporting the City's residential and commercial waste, as well as recycling and lessening our reliance on any single method of disposal.

We should also continue to honor the men and women of Sanitation at every level and title for their tremendous efforts in making New York City the cleanest it has been in the past 30 years. Their hard work and dedication has made our great city even greater.

Thank you.

A handwritten signature in black ink that reads "John J. Doherty". The signature is stylized with a large, flowing "J" and "D".



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION



EXECUTIVE COMMITTEE



John J. Doherty
Commissioner



Michael Bimonte
First Deputy Commissioner



Lorenzo Cipollina
Deputy Commissioner
Administration



Robert Orlin
Deputy Commissioner
Legal Affairs



Vito A. Turso
Deputy Commissioner
Public Information



Thomas T. Milora
Executive Assistant
to the Commissioner



Danny Walsh
Chief of
Engineering



Fernando Camacho
Director
EEO



Harry Szarpanski
Assistant Commissioner
Long Term Export



Rocco DiRico
Assistant Commissioner
Support Services



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION



UNIFORMED CHIEFS



CHIEFS



Martin Bellew
Director
Waste Disposal



Anthony Etergineoso
Director
Cleaning & Collection

OTHER RANKING CHIEFS



Ralph DaMario
Special Assistant
to the
1st Deputy Commissioner



Peter McKeon
Chief
Collection Operations



Bernard Sullivan
Chief
Cleaning Operations



David W. Nati
Director
Operations
Management Division



Wallace Williams
Director
Personnel
Management Division



Steven Harbin
Chief
Safety & Training



Renzo Ferrari
Chief
Bureau Operations



Michael Mucci
Deputy Director
Waste Disposal



353 Salt Spreaders

The DSNY Salt Spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 320,000 tons of salt during the FY 2004 snow season alone. At the completion of FY 2004's snow season, the salt spreaders had traveled a total of 90,000 miles of city streets.



298 Front-End Loaders

Throughout FY 2004, the DSNY Front-End Loaders transferred over 320,000 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.



15 Snow Melters

DSNY Snow Melters have the capability to melt 60 tons of snow an hour. They melt snow at a rate of 240 gallons a minute and work around the clock. The liquefied melted snow is drained through approved NYC sewer connections after passing through filters to catch large debris. In FY 2004, the DSNY melted approximately 200,000 tons of snow.

FACTOIDS & FOTOS



2,230 Collection Trucks

DSNY Collection and EZ-Pak trucks collect 12,000 tons (2,000 pounds = 1 ton) of refuse and recycling each day. Collection trucks service curbside refuse and recycling along with basket collection and can hold up to 12 tons of refuse each. EZ-Pak trucks collect refuse that is stored in containers.



450 Street Sweepers

The DSNY sweeps 47,400 scheduled routes covering 6,000 miles of roads - equivalent to sweeping from New York to Los Angeles and back again - on a daily basis.



190 Cut-Downs

The multi-purpose Cut-Downs are used for lot cleaning operations, snow operations, and hauling hefty materials.

OFFICE OF THE FIRST DEPUTY COMMISSIONER

The First Deputy Commissioner directs the operations of the Department. Daily cleaning, refuse, and recycling collection, waste disposal, enforcement of the health and administrative code, and waste prevention are all controlled through the First Deputy Commissioner's office.

The Bureau of Cleaning and Collection provides daily curbside refuse and recycling services for every residential household, public school, and many large institutions in NYC.

The Personnel Management Division works in conjunction with Human Resources concerning all Department employees.

The Division of Safety and Training is responsible for all training, both administrative and operational, to ensure that employees have the knowledge and skills to perform their jobs safely and effectively.

Lastly, the Bureau of Waste Disposal is accountable for managing the waste export program.



Equipment training

BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

Street Cleaning

The Department is responsible for clearing litter and removing abandoned vehicles from City streets, as well as cleaning debris from vacant lots. In an effort to increase street and sidewalk cleanliness for FY 2004, the Department focused on problem areas most in need of street sweeping and rubbish removal. Managing a fleet of approximately 450 mechanical brooms, the Department assigned operators to sweep over 47,400 scheduled mechanical broom routes covering 6,000 city street miles. In addition, 91 basket trucks were assigned daily to collect and service over 25,000 litter baskets situated on city street corners. The Department's strategic approach of assigning personnel and equipment resources to problem areas resulted in reductions in sidewalk and street litter and ultimately in street cleanliness ratings reaching a 30-year high.



Mechanical Broom

Operation Neighborhood Intensive Clean-Up Effort (N.I.C.E.)

A cleaner environment is essential to maintaining and improving the quality of life in the city. In an attempt to heighten public awareness and improve our ability to address the potential barriers to cleaner communities, the Department implemented a citywide initiative known as Operation N.I.C.E. (**N**eighborhood **I**ntensive **C**lean-Up **E**ffort). This program is designed to help each District Superintendent identify and combat litter conditions in their district and provide the necessary

conduit to communicate with community leaders and other city agencies. An essential part of this program is the N.I.C.E. booklet, which identifies all of the cleaning issues and problems in each district.

Initially, this program focused on the community boards with the lowest Scorecard cleanliness ratings. As the one year anniversary of the program approached, all districts had N.I.C.E. booklets available to them. All Borough Deputy Chiefs are responsible for monitoring the district's use of this booklet. Over time, all District Superintendents will be scheduled to meet with the Director of the Bureau of Cleaning and Collection, and the Chief and Assistant Chief of Cleaning Operations to review program elements of the N.I.C.E. initiative and the effective use of the booklet as a managerial tool.

Scorecard Cleanliness Ratings

On a monthly basis, the Mayor's Office of Operations rates each of the Sanitation districts and sections for street cleanliness. Trained evaluators inspect and rate the amount of surface litter on randomly selected streets and sidewalks in comparison to a photographic standard. By evaluating the results of the Scorecard data, the Department is able to assess its street cleaning performance and can implement operational adjustments and develop service delivery plans and strategies best suited for a particular community, where necessary. Using Scorecard data to compare district ratings, seasonal fluctuations, motorist compliance and current trends, the Department can improve the effectiveness of its operating standards. The overall citywide average for FY 2004 was 89.8 of streets rated 'acceptably clean.' This is the highest annual rating since the inception of the program.

Adopt-A-Basket Program

The Adopt-A-Basket Program is a citywide initiative designed to promote and encourage community involvement in reducing street litter caused by overflowing litter baskets. As part of the agreement terms of the program, participants "adopt" litter baskets. Participants bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department. The neatly bundled refuse is then left adjacent to the litter baskets and are scheduled for col-

lection service by Department employees as needed. In 2003, approximately 1,139 litter baskets were adopted by program participants.

New Street Cleaning Rules

Street Cleaning Regulations (SCR) may be suspended from time to time in parts of the city in order to post new regulations. This program is a cooperative Department of Transportation/Department of Sanitation effort to change existing street cleaning rules, as well as to replace missing, damaged, or outdated parking signage. Of the 59 community board districts citywide, 90-minute street cleaning rules are in effect in 54 districts. Currently, Staten Island Districts 1, 2, 3, and Queens East Districts 10 and 11 do not have parking regulations for street cleaning purposes. Three hour rules still remain in effect in Brooklyn 6.



Derelict Vehicle Operations

The Derelict Vehicle Operations (DVO) Unit monitors the reporting and removal of derelict abandoned vehicles from city streets, lots, parkways, expressways and main thoroughfares. A vehicle is considered abandoned if it is left on a city street for more than six hours without license plates and meets a certain criteria, which vary according to the age and condition of the vehicle.

In FY 2004, a total of 13,035 vehicles were removed by city-contracted vendors, which generated \$587,485.37 in revenue, resulting from contracted vendors paying the City for vehicles. In addition, other vehicles such as derelict trucks, vehicles impounded by the New York City Police, Transportation Departments, and non-passenger vehicles such as boats, trailers and abandoned containers were processed by D.V.O. and removed by city-contracted vendors.



DERELICT VEHICLE FISCAL YEAR 2004 STATISTICS

| | <u>TAGGED</u> | <u>PICKED-UP</u> | <u>% PICKED-UP</u> | <u>NOL</u> | <u>OWNER CLAIM</u> |
|---|----------------------|-------------------------|---------------------------|-------------------|---------------------------|
| MANHATTAN | 859 | 684 | 80% | 128 | 32 |
| BRONX | 3528 | 2804 | 79% | 596 | 93 |
| BROOKLYN NORTH & SOUTH | 7232 | 3998 | 55% | 2119 | 931 |
| QUEENS WEST & EAST | 6153 | 4171 | 68% | 1376 | 577 |
| STATEN ISLAND | 748 | 528 | 71% | 195 | 10 |
| SUB TOTAL | 18520 | 12185 | 66% | 4414 | 1643 |
| TRUCKS MANHATTAN & BRONX | 191 | 120 | 63% | 44 | 8 |
| DSNY TOWED | | | | | |
| TRUCKS BROOKLYN & QUEENS | 452 | 255 | 56% | 44 | 60 |
| SI TRUCKS & CITY WIDE NON VEHICLES | 610 | 475 | 78% | 96 | 30 |
| SUB TOTAL | 1253 | 850 | 68% | 221 | 98 |
| GRAND TOTAL | 19773 | 13035 | 66% | 4635 | 1741 |



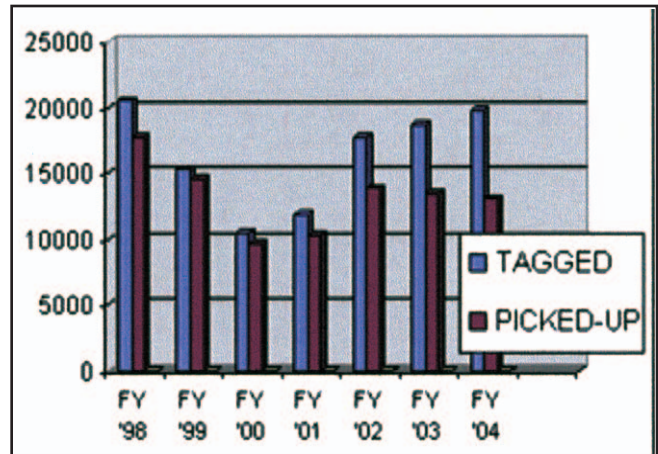
The unit is also responsible for transporting intra-agency vehicles to repair locations. It also assists in transporting specialty equipment throughout the city (i.e. snow melters, distribution of new front end loaders and heavy equipment etc.)

DERELICT VEHICLE OPERATIONS FY 04 STATISTICS

| | <u>TAGGED</u> | <u>PICKED-UP</u> | <u>% PICKED-UP</u> |
|---------------|---------------|------------------|--------------------|
| FY '98 | 20488 | 17709 | 86% |
| FY '99 | 15270 | 14575 | 95% |
| FY '00 | 10443 | 9659 | 92% |
| FY '01 | 11844 | 10257 | 87% |
| FY '02 | 17705 | 13844 | 78% |
| FY '03 | 18661 | 13496 | 72% |
| FY '04 | 19773 | 13035 | 66% |

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) to reduce urban blight in low and moderate income areas. This federal grant has enabled the



Department to clean vacant lots surrounding premises of city-owned buildings littered with garbage, debris and bulk refuse to meet the City's Health Code standards. Monthly cleaning schedules keyed to community boards are based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs and community board requests. In FY 2004, 5,725 vacant lots were cleaned. Of this figure, 4,024 were city-owned and 1,701 were privately-owned.

During periods deemed by the city as snow emergencies and when a snowfall has reached a depth of three or more inches, CD resources will be re-directed to snow cleaning duties. Personnel and equipment will be utilized in Community Development eligible areas. Snow clearing work will involve the opening of streets in the service district to allow for the passage of emergency service vehicles, food and fuel deliveries, public transportation, school buses, and other non-emergency services personnel to make repairs to infrastructure and residential buildings. Personnel will also be assigned to pedestrian and public safety needs such as salting and clearing of crosswalks, step streets, bus stops, and fire hydrant areas.

| | <u>FY 2001</u> | <u>FY 2002</u> | <u>FY 2003</u> | <u>FY 2004</u> |
|---------|----------------|----------------|----------------|----------------|
| Target | 5,000 | 5,500 | 5,500 | 5,500 |
| Cleaned | 6,011 | 6,046 | 4,707 | 5,725 |
| City | 4,554 | 4,674 | 3,611 | 4,024 |
| Private | 1,457 | 1,372 | 1,096 | 1,701 |

COLLECTION

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 FY 2004, the Department assigned approximately 5,500 trucks each week to collect 60,650 tons of curbside residential refuse and assigned 500 EZ-Pack and Roll-on/Roll-off containerized trucks to collect an additional 8,500 tons. The amount of refuse generated by the 8 million residents of New York City is subject to seasonal variations.

In July 1, 2002, due to fiscal concerns, glass and plastic items were suspended from the Recycling Program. Plastic bottles, jugs and beverage cartons were removed from the refuse waste stream on July 1, 2003. Glass again became recyclable on April 1, 2004.

The Department allocates weekly truck and tonnage targets to each of its 59 districts. These targets are closely monitored to ensure that productivity improvement goals are met. District Superintendents must constantly evaluate routes and tonnage in their districts to achieve these targets.



Operation Dumpster

The Operation Dumpster Program was expanded to all districts in September 2002. The program strictly regulates when and where commercial dumpsters, receptacles, containers and refuse bags can be placed out for collection. The following regulations are now in place citywide:

- Commercial locations can no longer store dumpsters or containers on their sidewalks.
- Commercial locations must place refuse out for collection **one (1)** hour before closing if their private carter picks up after they are closed at night. If the private carter collects from the location on days, the refuse must be placed out within **two (2)** hours of the actual collection.
- Commercial locations must keep the dumpster or container either inside or at the rear of the premises.
- Commercial locations cannot leave refuse out over the weekend.
- Commercial locations with overnight collection will be allowed **one (1)** hour from the time a responsible person is on the premises to remove and store containers before a summons will be issued.



Waste Export

The Department fulfilled its commitment to closing the Fresh Kills Landfill March 2001. All residential and institutional refuse collected in New York City is brought to private vendors and incinerators with whom the Department has a contract.

The closing of the Fresh Kills Landfill was accomplished in five phases, the first of which began in July 1997. The final phase was completed in February of 2001. There are currently 18 different vendor locations that are utilized by the Department to deliver refuse. Under the renewal of the Brooklyn Waste Export contract, two (2) additional vendors were added. This began on November 2, 2003. The Department is constructing a transfer station on Staten Island for refuse collected in the borough. This facility is expected to open for Department trucks in the 2005.

School Trucks

The Department collects refuse each school day at all New York City public schools that receive curbside service. In January 2001, in conjunction with the Board of Education, the Department began a program to utilize new dual bin collection trucks to provide additional recycling and refuse collection each school day on the night shift. All public schools that receive daily curbside service also receive daily refuse service on the 4-12 shift. Paper is collected three (3) days per week and metal/plastic recyclables are collected two (2) days per week.

Housing Authority Trucks

Each week, Department collection trucks are assigned to provide one additional refuse collection service above the regular district collection frequency to all New York City Housing Authority (N.Y.C.H.A.) developments. Currently, an additional 29 trucks are assigned weekly for this purpose.

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 must be exported. The Department's recycling collection operation consists of several programs: curbside collection, containerized collection, bulk metal recycling, tire disposal, special waste sites, and chlorofluorocarbon (C.F.C.) evacuation.

Curbside and Containerized Programs

The Department assigns 1,975 curbside and 70 containerized trucks to collect approximately 12,500 tons of recyclables each week. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons and all other household paper items. The metal / glass / plastic collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances, such as refrigerators and stoves, and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons are also collected by metal/glass/plastic trucks. Glass items were added to recycling on April 1, 2004. Weekly curbside recycling collection resumed on April 1, 2004.

Leaf Collection

Leaf Collection resumed this year after being suspended the past two (2) years due to fiscal concerns. There were two (2) leaf compost sites, Fresh Kills on Staten Island and Soundview Park in the Bronx.

Christmas Tree Collection

Citywide Christmas tree collection resumed in January 2004. Approximately 104,000 discarded Christmas trees were collected by dedicated tree trucks over a one (1) week period, from January 5 through 10, 2004. Two (2) disposal sites were utilized, Fresh Kills on Staten Island and Wards Island in the Bronx. All trees delivered to Wards Island were chipped by the



Mayor Bloomberg participates in Christmas tree mulching program

Department of Parks and Recreation. This joint agency partnership in processing trees proved to be extremely successful.

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 on 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 any one of the five (5) Department operated Special Waste Sites: Muldoon Avenue on Staten Island, Manhattan 6 Garage, South Bronx 7, Southwest in Brooklyn and North Shore in Queens. Additionally, residents may bring up to four (4) tires to any of the Department's 59 district garages.

Household Special Waste Sites

The Department operates Household Special Waste Sites at Muldoon Avenue on Staten Island, Manhattan 6 Garage, South Bronx MTS, Southwest in Brooklyn and North Shore MTS in Queens that are open on Saturday, excluding holidays. To accommodate Sabbath observers, Special Waste sites are open on the last Friday of each month, and closed the following Saturday. New York City residents can bring to these sites the following materials: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters, latex paint and passenger car tires. The hours of acceptance at the five (5) facilities are 10:00 A.M. to 5:30 P.M.

Self-Help Bulk Sites

Due to fiscal concerns, on July 1, 2003, the Department closed all four (4) Self-Help Bulk Sites where city residents were permitted to dispose of self-generated waste and bulk. Residents can place up to six (6) items of bulk, furniture and construction debris out for pick up on each collection day.

Chloro-Flouro Carbon Removal Program

In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro-Flouro Carbon (C.F.C.) Gas (a common example is Freon) was developed by the Department. 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 determined that C.F.C.s have a harmful effect on the ozone layer and 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 311 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 recycling collection truck then collects the appliance on the scheduled recycling day (usually the next day).

The Department is equipped with 39 vans and currently has 180 Sanitation Workers, seven (7) Supervisors and two (2) Deputy Chiefs certified in C.F.C. evacuation. During FY 2004, Sanitation Workers processed 241,723 appliances.

New Collection Service

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, in conjunction with the Bureau of Legal Affairs, makes a determination regarding the eligibility of new applicants by performing on-site inspections of new housing, loft conversions and other works to ensure that all qualified residents receive service through this process.

A resident / non-profit organization must contact the Office of Collection/Recycling in order to obtain information on the Department's procedure on how to receive Department services.

Professional Fee (Pro-Fee) Program

In 2003, the Department expanded the Professional Fee (Pro-Fee) Program to include lawyers and chiropractors. Under the Pro-Fee Program, for an annual fee, collection services are provided to professionals who conduct business in residential buildings. This service was first offered to medical doctors and dentists in 1992. There are currently over 1,000 Pro-Fee clients.

BUREAU OPERATIONS

The Bureau Operations Office (B.O.O.) is the Department of Sanitation's primary communication center, handling all interagency communications. To ensure efficient communications, the Bureau Operations Office Radio Room known as "Central Control" maintains and monitors citywide radio communications, equipment repair, upgrade, maintenance, and inventory.

B.O.O. also oversees all Department facilities, administers the Bureaus Expense Budget, controls fuel and lubricant inventories, as well as tools and supplies for citywide use.

Department facilities need constant monitoring and, when required, need updating, upgrading and repair. The Equipment and Facilities unit of B.O.O. works closely with Support Operations to attain this goal. In addition, this office works with the Department of Design and Construction to upgrade all underground storage tanks. This year, 8 districts were upgraded with new underground hoist-oil, motor-oil, and waste-oil tanks. In addition, 5 districts were upgraded with new underground heating tanks.

The Department of Sanitation, in co-operation with the Mayor's Anti-Graffiti Task Force, removed a total of 486,235 square feet of graffiti by power wash and paint at 616 locations in 29 neighborhoods throughout the city. The Department also maintains a Mayor's Community Paint Program, monitored in B.O.O., distributing paint and supplies to community residents utilizing vouchers issued by appropriate Community Boards.

B.O.O. coordinates snow fighting plans and schedules for the entire city. Over 6,000 Department employees are activated to "fight" snow when conditions warrant such action. Special 12 hour shifts are initiated, resulting in over 2,200 Sanitation Workers available each shift for field operations. With this amount of personnel, the Department is able to deploy 353 salt spreaders, 180 front-end-loaders, 58 large wreckers and up to 1,630 vehicles with plows.

This year, nine new snow melters were added to our snow fighting fleet, thus increasing our capabilities.



Front-End Loader dumps snow into Snow Melter

Snow Operations

A total of 9 storms hit New York City during the winter of FY 2004, dropping a total of 38.5 inches of snow on the city. The season started early and the snow came often as New York was hit with 6 storms that dumped 36 inches in December and January alone.

DSNY used over 300,000 tons of rock salt over that period, and still managed to keep the 35 salt storage locations filled to meet the demands for the remainder of the snow season.

On December 5, 2003, the first of two Nor'easters hit. The first storm came in on Friday, December 5th and dumped 6 inches of snow. The second came in right behind it on Saturday, December 6th and another 5 inches fell. The Department spread over 115,000 tons of salt over the course of 6 days to keep the city moving. The Department fought these two storms with a fleet of over 350 salt spreaders, 1,300 plows and 100 front end-loaders and over 4,000 Sanitation Workers. Every primary street in New York City was salted and plowed by 5:00 AM on Saturday, December 6th and every secondary street was plowed and salted by 12:00 noon. Completing the spreading and plowing schedules in record time following two consecutive storms was an enormous accomplishment and only possible because of the dedication and hard work of everyone in the Department.



Snow melting operation

Global Positioning System (GPS)

The Department installed Global Positioning System (GPS) tracking sensors in 27 of the 353 salt spreader trucks as part of a pilot program for the snow season. The 27 spreaders were distributed throughout the city, with every borough participating. Installing the GPS into these spreaders enabled the Department to monitor the progress of its snow-fighting operation throughout the 5 boroughs. Due to the success of this pilot program, an additional 33 spreaders will have the GPS device installed for the upcoming snow season.

Facilities

In March 2004, the Department opened the "NEW" Brooklyn South 14 garage, located on Ralph Avenue & Chase Court. The renovated facility allowed District 14 to move from an older building, located at 346 Winthrop Street.

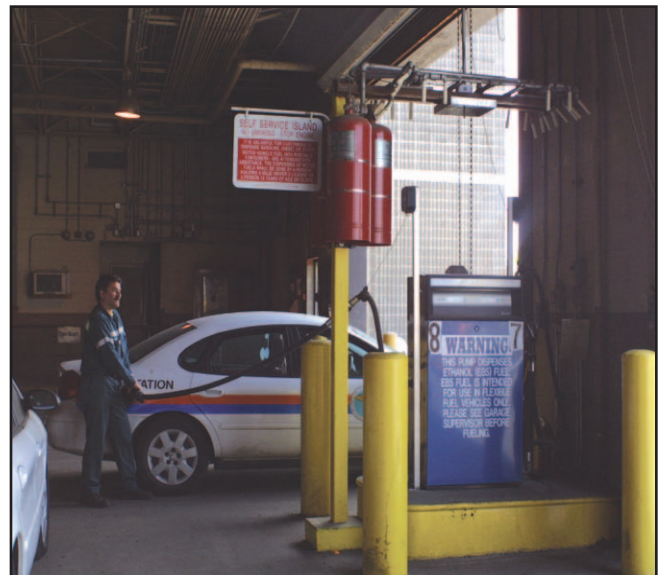
Snapple Vending Units

Following the Mayor's initiative In January 2004, the Department began placing Snapple vending machines in each district and other locations. As of August 2004, 76 units have been installed citywide. The Department will receive a percentage of the City's overall commission from the sale of Snapple products at DSNY locations

The program is very successful so far, and the Department is encouraged by this accomplishment.

Alternative Fuel

The Department has completed installation of six (6) E85 Ethanol Fueling Stations. DSNY is taking a leading role in applying alternate-fuel vehicles to its fleet.



ENFORCEMENT DIVISION

The Enforcement Division, comprised of Sanitation Police Officers (SPO) and Sanitation Enforcement Agents (SEA), 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.

The Enforcement Division is comprised of 56 SPOs and 104 SEAs.

SPOs are Sanitation Workers and Supervisors who are fully trained peace officers. SEAs are civilians who undergo a comprehensive classroom and field-training program.

In FY 2004, the Enforcement Division issued 305,109 Notices of Violation (NOVs). Supervisors at the Bureau of Cleaning and Collection issued an additional 106,639 for a grand total of 411,748 NOVs.

Posting Unit

There are five SEAs dedicated to enforcing illegal posting violations. In FY 2004, 24,173 NOVs were issued citywide for illegal posting.



Illegal posting

Canine Unit

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for other quality of life violations, such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In FY 2004, over 2,610 NOVs were issued for these violations.

Illegal Dumping

The Illegal Dumping Task Force is comprised of an Inspector, six Lieutenants and 32 SPOs. In FY 2004, Task Force personnel impounded 311 vehicles and issued 556 NOVs for illegal dumping.

Vacant Lot Unit

The Vacant Lot Unit monitors the cleanliness of vacant lots throughout the city. Owners of vacant lots found to be in violation of the administrative code are issued NOVs. In FY 2004, the unit issued 12,584 NOVs.

Auto Auction Unit

The Auto Auction Unit is responsible for auctioning unclaimed vehicles resulting from illegal dumping impounds. For FY 2004, 31 vehicles were sold at auction for a total of \$7,111.

The five most common violations, which represent 55.3 percent of the total for which NOVs were issued, are as follows:

| | |
|---------------------|----------------|
| Dirty Sidewalk | 106,417 |
| Failure to recycle | 35,674 |
| 18" into the street | 33,157 |
| Improper Container | 27,601 |
| Improper Disposal | 25,041 |
| Total | 227,890 |



SPO issues NOV for failure to recycle

DIVISION OF SAFETY AND TRAINING

The Division of Safety and Training is responsible for all training, both administrative and operational, to ensure that employees have the knowledge and skills to perform their jobs safely and effectively in a hazard-free work place. The division develops and maintains several programs, which emphasize safe work practices and accident prevention; investigates injuries and accidents to identify the contributing factors; conducts job-specific orientation programs for new and recently promoted employees; conducts equipment training and CDL driver training at Floyd Bennett Equipment Center; conducts Department-wide workshops in the areas of management development and computer training.

In FY 2004, over 3,100 employees participated in the programs offered by the division. In addition, 776 prospective employees were given Commercial Driver License training to acquire a CDL Class "B" license to qualify for appointment to sanitation worker.

Emergency Response Division

DST helped develop the Emergency Response Division (ERD), a unit of employees who are specially outfitted and trained to respond and work safely at a disaster site where DSNY support may be needed. Employees in the ERD Unit received specialized training in the use and care of all personal protective equipment (e.g., gloves, goggles, masks, respirators) issued for their protection.

As part of the plan, a special emergency response vehicle has been retrofitted to meet ERD needs. This vehicle is equipped with emergency supplies and an inventory of personal protective equipment to ensure that safeguards are immediately available to protect the health and safety of DSNY emergency responders.

Critical Driver Program

The Division continues to monitor the license status of all Department employees. General Order 98-10 specifically assigns the Division the responsibility 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.

Defensive Driving Course (DDC)

During FY 2004, the Department included the National Safety Council's D.D.C. course in the New Sanitation Worker program. This course, given by accredited Safety and Training Officers, entitles all attending employees a 10 percent insurance reduction and license point removal, if applicable. There were nine classes given and 428 employees attended.

Uniform Training for New-Hires and Promotions

Seven classes were conducted.

| | | |
|----------------------------|-----------|-------------|
| New Sanitation Worker | 4 classes | 412 hired |
| New Enforcement Agent | 1 class | 14 hired |
| New Supervisor | 1 class | 24 promoted |
| New General Superintendent | 1 class | 21 promoted |

Equipment Training at Floyd Bennett Training Center

126 classes were conducted.

| | | |
|--------------------------------------|------------|----------------|
| New Candidate CDL Licensing | 11 classes | 776 candidates |
| Class A License | 7 classes | 27 employees |
| Side-Loading Basket Truck | 4 classes | 40 employees |
| CFC Removal Test-Prep | 3 classes | 30 employees |
| Compressed Natural Gas Certification | 1 class | 22 employees |
| CPR First Aid | 1 class | 4 employees |
| Flat Bed – Car Carrier | 2 classes | 16 employees |
| Driver Evaluation | 13 classes | 16 employees |
| Mechanical Broom Training | 34 classes | 154 employees |
| Large Wrecker | 20 classes | 73 employees |
| EZ Pack Training & Refresher | 30 classes | 255 employees |

Truck Measuring Unit

Each year, the Truck Measuring Unit conducts classes for snow removal. They also measure all City-owned salt and sand piles for accurate stockpiling information and reordering. They are liaisons for the Department's Private Carters Liaison Unit and the Fiscal Services Division.

Other truck measuring programs include:

- Measuring containers, trailers and compactor trucks that dump at Department facilities and issuing special decals,
- Inspecting and measuring trucks and containers for the various paper recycling programs and landscapers for the Staten Island Compost site,
- Inspecting and affixing decals to all City vehicles that dump at any of the waste transfer stations and the Housing Authority Program.



Truck operations training

Snow Training

Each year, the Division trains and refreshes Borough and District personnel on snow policies and procedures. In FY 2004 the DST trained 497 employees in the areas listed.



Training Classes

| | |
|-----------------------------------|---------------|
| Snow Inspector: | |
| 5 classes | 66 employees |
| Load and Dump Snow Removal: | |
| 11 classes | 143 employees |
| Truck Measuring for Snow Removal: | |
| 5 classes | 98 employees |
| F.E.L./Snow Blower | |
| 17 classes | 190 employees |

Computer Training

The Computer Program offers training for both the mainframe (SCAN) and business software, such as Microsoft Office, LOTUS, WordPerfect, E-mail, database management and navigating the Windows Operating System.

In FY 2004, there were 10 classes conducted in a variety of software programs to 83 employees.

Management Skills Training

The Management Skills Training Program is composed of more than 20 courses designed to sharpen partici-

pants' management skills. Based on personal goals and development needs, managers choose the courses they want to attend.

In FY 2004, 26 managers participated in the Leadership & Influence Skills course.

Right-to-Know Training (RTK)

Federal and state laws require that every employee attend RTK training. The course identifies potential hazards in the work place and how to guard against exposure and use products safely. Class content is specific to the employee's job title and work environment. As needed, DST conducted "special-topic" RTK training, such as "West Nile Virus."

In FY 2004, a total of 664 employees participated in core and refresher training classes.

EEO and Workforce Diversity Training

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

the work place, and how to work cooperatively with others as a member of a diverse workforce.

In FY 2004, a total of 442 employees participated in EEO training classes.

College Degree Initiatives

DST, in conjunction with the Commissioner's Office, has extended the avenues for DSNY employees to attend college. In addition to the John Jay College program, employees now can choose to attend Empire State College (ESC), a State University of New York (SUNY) member.

ESC provides employees with the flexibility and convenience to pursue a college degree almost entirely from home using the Internet. This program offers college credit for life experience, which significantly reduces college costs. A range of financial aid is also available.

Both the John Jay College and Empire State College programs provide employees with the flexibility to attend college while holding a full-time job. Both programs are designed to fit into the changing work schedule of the Department.



Salt Spreader familiarization

BUREAU OF WASTE DISPOSAL

The Bureau of Waste Disposal (BWD) is responsible for the disposal of all Municipal Solid Waste and Recycling collected by the Department. The bureau consists of Solid Waste Management Engineering, the Export Contract Management Unit, Marine Transfer Stations and the Fresh Kills Landfill. With the closing of Fresh Kills Landfill and the end of the WTC operation in July of 2002, the BWD has resumed its preparations for the final closure of Fresh Kills Landfill. Sub-base grading at the Landfill is accomplished through the use of the Inter-Agency cover program. Through this program, during FY 2004, the Department received 875,611 cubic yards of cover soil along with 370,434 cubic yards of road material for a total of 1,246,045 cubic yards. The Bureau also operates a crushing and screening plant that recycles road material, which is then utilized in the maintenance and construction of roads in the Landfill. The amount processed in FY 2004 was 88,276 cubic yards.

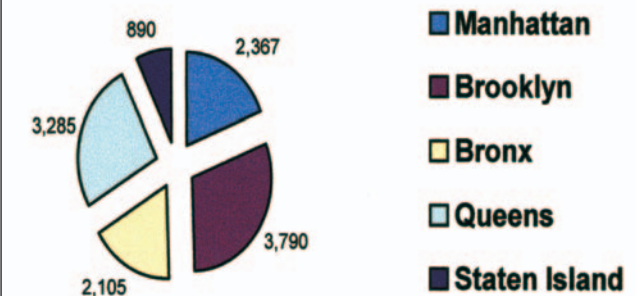
BWD operates a Marine Transfer Station at West 59th street in Manhattan to transport paper and cardboard from the borough of Manhattan to Visy Paper on Staten Island. This facility also accepts commercial paper contracted by Visy Paper. The yearly total accepted at 59th street is 148,544 tons. This is broken down as follows: 96,778 tons from DSNY trucks and 51,769 tons collected from private vendors. All material is transported to Visy Papers' facility by DSNY barges.

Export Contract Management Unit

In the FY 2004, the Department exported 12,445.74 tons per day of the City's residential and institutional waste.

The Department has contracts with nine (9) different vendors who operate 18 putrescible waste disposal facilities. Of these facilities, 15 are transfer stations and three (3) are resource recovery plants. Within the City limits, five (5) transfer stations are located in Brooklyn, two (2) in Queens, and two (2) in the Bronx. In near by New Jersey, there are six (6) transfer stations and two (2) resource recovery plants. On Long Island, there is one resource recovery facility that the Department utilizes.

FY 2004 Tonnage by Borough



Closure Design and Construction

The *Fresh Kills Landfill Final Closure Plan* documents the closure elements already designed and constructed, (i.e., corrective measures, landfill gas migration and emissions controls, and closure at Sections 2/8 and 3/4), as well as the remaining work to complete closure. The remaining work consists principally of contouring the site to shed water, completing the landfill gas collections system and installing final cover and stormwater control systems.

In April 2003, the contouring work at Section 6/7 was completed by DSNY forces using Inter-Agency Cover material. In October 2003, the Department developed design equivalents and a design variance request for the final cover and drainage control systems. These designs were proposed as alternatives to the original design to better ensure the long-term integrity of the final cover, and facilitate the operation and maintenance of the landfill gas emissions control system. These design additions were approved by NYSDEC (New York State Department of Environmental Control) in April 2004, and incorporated into the closure designs.

With completion of the contouring work at Section 6/7 in April 2003, this operation shifted to Section 1/9. In an effort to supplement the source for grading material, the Department submitted to NYSDEC a request for a Beneficial Use Determination to use Processed Dredge Material as an alternative grading material. This request was approved in February 2004.

As a result of the placement of 1.3 million tons of material at Section 1/9 during the World Trade Center Recovery Project, additional closure design modifica-



Fresh Kills Landfill

Recovery Project, additional closure design modifications were needed for this site. A supplemental design report with these changes was submitted to NYSDEC in October 2003. Once these changes are reconciled and approved, they will be incorporated into the design.

End Use Development

In July 2003, the city, with the New York City Department of City Planning (NYCDP) as lead agency, entered into contract with a team led by Field Operations for development of the Fresh Kills End-Use Master Plan. The contract is overseen by a Contract Steering Committee (CSC), which provides guidance and recommendations in the planning process and reflects input and data in each member's area of expertise.

The End-Use Master Plan will shape future uses; open spaces and general building design and layout; describe the infrastructure, such as roads and drainage systems required to support the plan components; and provide recommendations for financing site improvements and stewardship, including natural resources management.



BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

The Bureau of Waste Prevention, Reuse and Recycling (BWPRR) plans, implements, and evaluates the Department's recycling, composting and waste prevention programs. The Bureau also manages the contracts to process the materials collected by DSNY's recycling program.

Due to budget cuts, glass and plastic recycling was suspended in July 2002, along with DSNY's leaf collection and composting programs. A year later, the recycling of plastic bottles and jugs and beverage cartons was reinstated, but recycling collection moved to alternate weeks. April 2004 saw the full restoration of recycling with the re-addition of glass bottles and jars to the program and the return of weekly collection.

These changes to the recycling program greatly impacted many of the BWPRR's operations, including public education, composting, and materials processing. However, by the end of the



Recycling poster from "Go Poster" campaign

2004 fiscal year, BWPRR was well on its way to restoring and even improving its services.

Public Education

The Public Education Unit within BWPRR works to increase public participation in recycling and waste prevention through on-going outreach and education.

To communicate the return of plastic and beverage carton recycling and the switch to alternate-week collection, DSNY sent two mailers in July 2003. One mailer describing what to recycle and another containing borough maps and a calendar showing the dates for alternate-week collection.

2004 Golden Apple Awards

BWPRR's Golden Apple Awards program includes the following three school contests:



Awards ceremony at Louis D. Brandeis High School: 2004 Team Up to Clean Up citywide winner in the High School division

TrashMasters! SuperRecyclers:

Recognizes schools that have implemented model school recycling programs.

TrashMasters! Reduce & Reuse Challenge:

Rewards winning schools for implementing the most successful and innovative waste prevention practices.

TrashMasters! TeamUp to CleanUp:

Acknowledges schools exhibiting the most extensive and original neighborhood cleanup projects

In addition to the award money, 2004 Golden Apple winners received framed certificates. Citywide winners were offered ceremonies at their schools and received Golden Apple trophies. All participating schools received certificates for entering. See descriptions of the 2004 winning entries on the DSNY website: <http://www.nyc.gov/html/dos/html/news-events/contest-winners4.html#elementary1>.

NYC WasteLe\$\$ Website

A revamped and renamed website for the NYCWasteLe\$\$ Business Project was launched in December 2004, with new sections added on Green



The NYC WasteLe\$\$ website received the 2004 Silver Communication Excellence Award from the Solid Waste Association of North America.

Building and Extended Producer Responsibility. Now known as the NYCWasteLe\$\$ *business* site, it is housed with the NYCWasteLe\$\$ *individual* and *government* sites under one URL, which is branded as the NYCWasteLe\$\$ website: www.nycwasteless.org

The NYCWasteLe\$\$ website received SWANA's **2004 Silver Communication Excellence Award**. SWANA (the Solid Waste Association of North America) issues these awards to recognize "programs that promote socially, environmentally and economically sound waste management."

2004 Waste Characterization Study

In April of 2004, BWPRR initiated a Citywide Waste Characterization Study. Over the next two years, this study will assess the generation rates and material composition of DSNY-managed municipal solid waste (MSW), including refuse and recycling.

The Study will be carried out in stages. In the spring of 2004, DSNY conducted a preliminary study in which the curbside refuse and recyclables stream was characterized for the city as a whole. The preliminary study will be followed by Phase I, scheduled for fall 2004 through 2005, during which residential and street-basket waste will be examined. During Phase 1, there will also be a special focus on the refuse and recyclables generated by multi-unit buildings.

Contracts

The Visy plant on Staten Island receives paper that DSNY collects in Staten Island, Manhattan, and portions of Brooklyn. BWPRR also maintains contracts with paper processing vendors in the remaining three boroughs, both to process the paper collected in those boroughs and to provide Manhattan and Staten Island with alternative delivery points should the Visy plant not be available or should DSNY exceed the plant's capacity.

During FY 2004, DSNY delivered about 166,000 tons of paper to Visy and 217,000 tons to its other paper processors. Total revenue from these contracts for FY 2004 came to approximately \$1.6 million from Visy and close to \$2.2 million from the other paper processors.

Unlike paper, the commingled metal, glass, and plastic (MGP) recyclable commodities stream has relatively low economic value. Therefore, the market factors that enabled BWPRR to develop revenue-only contracts for paper do not hold true for BWPRR's MGP contracts.

From July 2003 to April 2004, DSNY delivered over 96,000 tons of metal and plastic to Hugo Neu Schnitzer East (HNSE) for which it received \$490,393. Since HNSE also submitted the lowest bid for the interim MGP contract, the company began receiving the City's commingled metal, glass, and plastic recyclables in April 2004, when glass recycling resumed. For the remaining three months of FY 2004 (April to June 2004) DSNY delivered 62,259 tons of commingled MGP to HNSE, paying the company \$51.00 per ton for a total of \$3.2 million.

To address the ongoing challenges of MGP recycling, BWPRR issued a Request for Proposals (RFP) in August 2003. The RFP was structured to encourage long-term contracts for the acceptance, processing, marketing and end-use manufacturing of the MGP stream within the City's borders. In early 2004, HNSE was tentatively selected and entered into contract negotiations with the Department.

Waste Prevention

BWPRR oversees the **NY Wa\$teMatch program** (www.wastematch.org)—a materials exchange program for industrial materials—in conjunction with the City University of New York and the NYC Industrial Technology & Assistance Corporation. In addition to running an on-line exchange service (www.wastematch.org), Wa\$teMatch also provides businesses with waste assessments and technical assistance. For FY 2004, NY Wa\$teMatch programs diverted 4,176 tons of industrial material from the NYC waste stream, saving participants \$931,677.

BWPRR received a grant from Dell Inc. and Lexmark to hold one or more **electronics recycling events in New York City**. The planning process for staging the collection events, and creating public education and publicity materials began in late FY 2004. Multiple collection events will be held in the fall of 2005.

Composting

Owing to budget cuts in July 2002, BWPRR had to curtail many of its composting services. For the past two years, only the Fresh Kills and Rikers Island Compost



Paper recycling collection

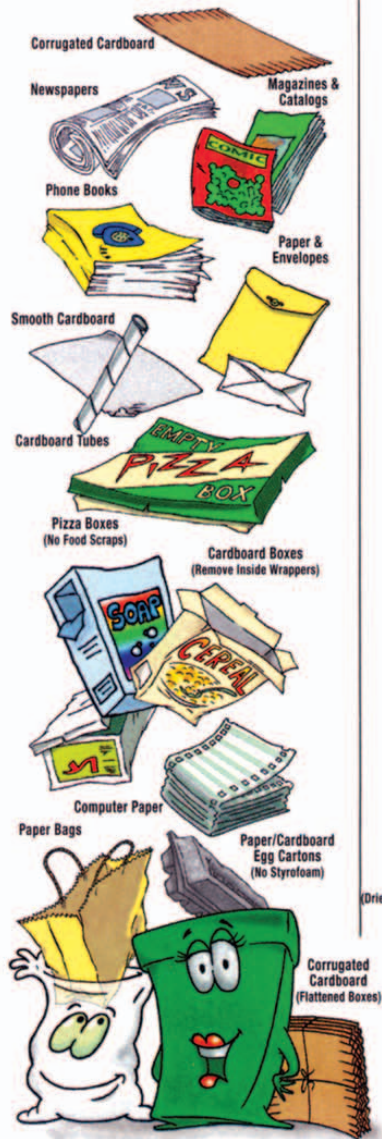
Facilities have operated at full capacity. The other facilities—Soundview Park, Canarsie Beach Park, and the Spring Creek Compost Facility—received no leaf or yard waste deliveries during this period. All the material previously delivered to these sites has been maintained but not actively composted. The Composting Program is scheduled to resume in the fall of 2004.

At the **Fresh Kills Composting Facility**, the Department accepts yard waste, comprised primarily of grass, leaves and brush, from private landscapers. The brush is ground and the material is incorporated into the windrows at the site. In FY 2004, the Fresh Kills Compost Facility received approximately 2,946 loads of landscaper material, weighing nearly 6,685 tons and measuring approximately 21,564 cubic yards. During FY 2004, DSNY distributed a total of 19,437 cubic yards of compost. Most of the compost (17,690 cy) was sold to Staten Island Topsoil, the rest of the material (1,477 cy) went to the Department of Parks and Recreation and Department of Transportation for use on city projects.

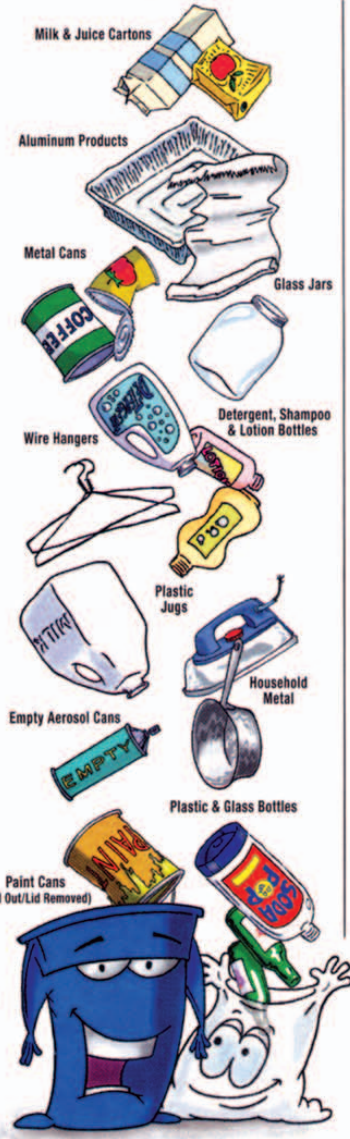
The **Rikers Island Compost Facility**—a food-waste composting program that accepts kitchen waste from ten jails, five days a week continues to operate smoothly. In FY 2004, the facility received over 4,616 tons of food waste. The Department of Corrections uses the resulting compost in landscaping and beautification projects on Rikers Island. Some material was also used by the Department of Parks and Recreation.

In order to further public understanding and dialogue surrounding recycling issues, BWPRR periodically issues in-depth reports on various topics relevant to NYC's recycling program. Digital copies of BWPRR's reports are posted on the DSNY website (<http://www.nyc.gov/html/dos/html/recywprpts.html>).

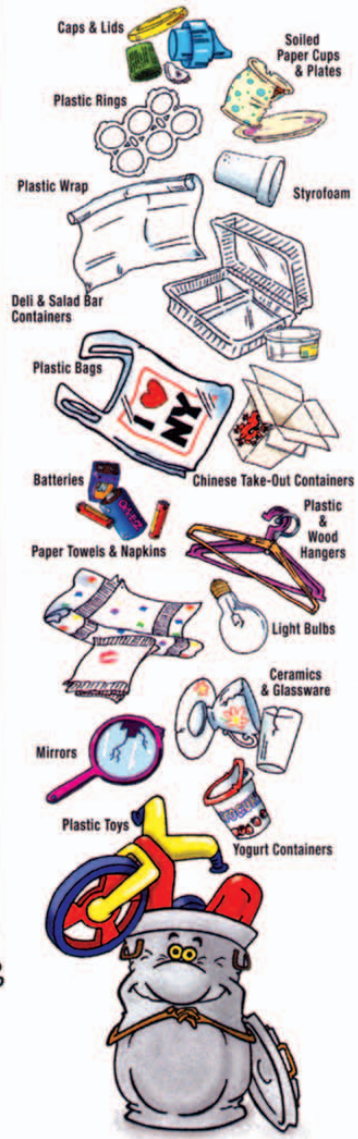
With your help, it's all falling into place.



Use Green bins, clear bags, or any bin with this Green decal.



Use Blue bins, clear bags, or any bin with this Blue decal.
Empty and rinse all containers. Return 5c deposit bottles and cans to the store for refund.



Non-recyclables and trash



Don't litter.
City of New York
Department of Sanitation

For more info, call 311 or visit www.nyc.gov/sanitation.



6/04

PERSONNEL MANAGEMENT DIVISION

The Personnel Management Division (PMD) works closely with the Bureau of Human Resources regarding the hiring of new Sanitation Workers, promotions, demotions, employee assistance and other personnel actions regarding Department employees.

PMD monitors daily manpower usage and recently implemented several internal initiatives to safeguard employee identity theft. PMD also acts as the Department liaison for various Departmental Charitable drives during the year.

During FY 2004, the Department hired 413 Sanitation Workers, promoted 24 candidates to Sanitation Supervisor and made 27 GS1 promotions.

The Department personnel breakdown by titles is:

| | |
|-----------------------------------|-------------|
| Sanitation Workers | 6315 |
| Supervisors | 886 |
| GS1s | 154 |
| GS2s & GS3s (SCA) | 71 |
| GS4 and above | 8 |
| Civilians (various titles) | 1851 |
| <hr/> | |
| TOTAL | 9285 |



Newly promoted Supervisors

Mayor Bloomberg honors heroic employees during Department Graduation Ceremony



BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

The Bureau of Public Information and Community Affairs is responsible for communicating the Department's policies and procedures and services, both internally and externally. The Bureau manages and monitors the general public's opinions of the Department's performance and assists with public policy development. The Bureau also coordinates all DSNY special events, ceremonies and community outreach programs.

OFFICE OF PUBLIC INFORMATION

The Office of Public Information is the Department's ambassador and voice, representing the Department of Sanitation both internally and to outside audiences. Working as the porter of information, Public Information is a multifaceted division that works directly with the media (print, television, film and radio) in promoting the Department's achievements, happenings, and overall image.

The Public Information Office oversees the Department's videos and photo units utilized to create educational films and record events. A daily newspaper clipping digest of all news articles focused on the Department is maintained by Public Information and distributed agency-wide. Managing the editorial portion of the Department's website ensures that information is accurate and up-to-date providing residents as well as the interested public with answers to various inquiries and factual knowledge about the Department. Through speech writing, production of Departmental publications and brochures, and truck poster creation, the Public Information Office is able to assist with creative services that endorse the Department's programs and mission.

The Office collaborates with counterparts in other City agencies on issues that impact the City and its inhabi-



Mayor Bloomberg and Commissioner Doherty during snow preparation press conference

tants. Furthermore, the Office of Public Information is the Department's Ceremonial Unit planning and developing events such as Agency award ceremonies, funerals, and the annual Department-wide New York City Strongest's Billy Fund Holiday Toy Drive. In FY 2004 more than 2,000 toys for tots were distributed city-wide.



OFFICE OF COMMUNITY AFFAIRS

The Office of Community Affairs (OCA) is the Department's liaison to elected officials, the City's community boards, merchant groups, Business Improvement Districts, civic organizations, business associations, schools and the general public. OCA staff represents the Department at community meetings and forums throughout the city, serving as the Department's ambassador to the community. In addition, OCA provides support services to the Department's Bureau of Operations 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 also serves as the Department's liaison to the Mayor's Community Assistance Unit, Mayor's Office of Intergovernmental Affairs, Mayor's Office of Correspondence Services, the New York City Citizen Service Center (311), the City's Business Improvement Districts and the Council on the Environment.

Community Liaison Unit (CLU)

The Community Liaison Unit (CLU), formerly known as the Sanitation Action Center, reviews and processes the Department's web-site service request and complaint forms. The CLU fulfills orders for printed material and recycling decals requested by community residents, elected officials and community boards, which come to the CLU via the website, the City's 311 system and e-mails. The Unit also serves as a referral point for the City's 311 system, handling unusual, unique or complex DSNY service issues. In addition, the CLU conducts general monitoring and review of the complaints and requests received by the Department. The Unit also keeps the City's 311 system up to date on Department projects, policies and activities.

In FY 2004, the CLU handled over 31,000 web-site service requests and complaints filed by community residents. During the year, CLU representatives processed more than 170,000 requests for recycling decals and literature, and mailed out over 900,000 pieces of literature/fliers/brochures and recycling decals. The CLU also handled over 10,000 specifically-referred telephone calls and inquiries.

Central Correspondence Unit (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from the public, elected officials and letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting the written complaints or requests for service via the Department's e-mail messaging system to the appropriate districts and bureaus for action, as well as accumulating necessary information for 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 service or information, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During FY 2004, the CCU responded to 1,539 letters and e-mail messages. The CCU is also responsible for updating and maintaining the DSNY's Digest of Codes booklet.

Governmental Issues

The Office of Community Affairs serves as the Department's liaison to elected officials on service issues. As such, it responds to specific needs, coordinates activities and facilitates solutions that balance the Department's operational requirements with elected officials' political needs and those of their constituents.



Sponsored high-end litter basket

Litter Baskets funded by Council Members:

The Office of Community Affairs works with Council Members who allocate their discretionary funds to purchase high-end litter baskets for their districts. OCA acts as a liaison between the Department and the Council Members' offices to coordinate the effort, as well as photo opportunities to unveil the litter baskets.

Special Events

During FY 2004, OCA coordinated these events:

● ***The Audrey John Day Care Center***

Commissioner Doherty, accompanied by Brooklyn Community Board #4 District Manager Nadine Whitted and Audrey Johnson Day Care Center Executive Director Julie Dent announced the Department's campaign against illegal dumping in the area.

● ***Anti Litter Ads***

As part of an anti-litter campaign, the Office of Community Affairs created an anti-litter ad and arranged for it to be translated in several foreign languages such as Yiddish, Korean, Russian, Spanish, and Chinese

● ***Keep America Beautiful***

OCA worked with Keep America Beautiful's (KAB) Great American Cleanup™ on several clean-ups throughout the city. The Department loaned cleaning tools for KAB clean ups. Commissioner Doherty also attended Keep America Beautiful's (KAB) Great American Cleanup™ kickoff at Times Square, along with KAB President G. Raymond Empson and various VIPs

● ***New York Mets "Salute to Sanitation"***

OCA coordinated the New York Mets' "Salute to Sanitation," an event honoring the Department for keeping our city clean. On Sunday, April 18, the pre-game ceremony was dedicated to New York's Strongest. The Mets presented DSNY with their hard work and contributions to the city's cleanliness."

From left to right: Joe Mannion, President of Local 444; Vito A. Turso, Deputy Commissioner; John Franco, New York Mets; Harry Nespoli, President of Local 831; Russ Taormina, President Uniformed Sanitation Chiefs Association.



BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION



Deputy Commissioner Larry Cipollina

The Bureau of Planning and Budget

The Bureau of Planning and Budget develops and monitors the Department's \$1 billion operating budget, as well as the Capital Budget (\$151 million in FY 2004). It also develops the Department's portion of the Mayor's Management Report and is one of the Department's primary liaisons to oversight and outside agencies.

During FY 2004, Planning and Budget focused on the continuing fiscal constraints placed on the Department. Faced with the mandate to do more with less resources, the Bureau was able to formulate and work with OMB to implement a net reduction of over \$91 million. In addition, even though the hiring of new employees had been restricted during this time, Planning and Budget was able to convince the Mayor's Office of Management and Budget to allow the Department to hire new Sanitation Workers.

The Bureau of Planning & Budget was also instrumental in assisting the Department in achieving over 126 percent of its capital commitment plan target in FY 2004. The Bureau ensured that sufficient funding was available and that all the budgetary approvals were received for awarding the following contracts: the purchase of 268 collection trucks and 30 salt spreaders; construction of the Queens 14 Garage; rehabilitation of Winthrop St. Garage for the Brooklyn 9 District; roof replacement at the Queens 7 Garage; and the demolition of the Greenpoint and Hamilton Ave. Incinerator.

Bureau of Fiscal Services

The Bureau of Fiscal Services provides the Department's essential financial management and control functions, through preparation, modification and monitoring of the annual expense, revenues budgets and submission and analyses of the agency's monthly spending plan. The bureau is responsible for various procurement functions, including the processing of requisitions, purchase orders and the submission of vouchers, which facilitate payments for all goods and services purchased by the department. Fiscal Services is also responsible for the billing and collection of various Department fees and serves as a liaison to FISA on various Financial Management System (FMS) security and training issues.

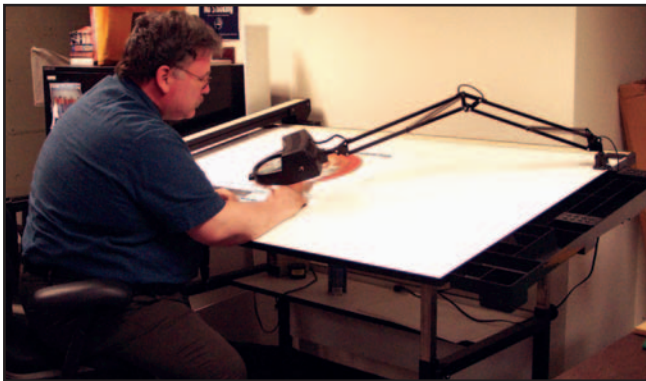
During FY 2004, over 47,000 invoices were paid, totaling more than \$500. Over 98 percent of the payments were made within the Procurement Policy Board's Prompt Payment guidelines, one of the best records in the City. Approximately 3,500 purchase orders were submitted and nearly 500 OTPS (Other Than Personal Services) budget modifications were prepared to insure the availability of funds for the purchase of good and services. In addition, revenues totaling \$28.9 million were collected.



Future Queens District 14 Garage

Operations Management Division

The unit provides statistical review and analysis for evaluating the Department's managerial, operational and financial performance. Operations Management Division (OMD) achieves its goal by conducting methodical time motion studies and in-depth analysis of New York City Sanitation services and functions. OMD's Forms and Reprographics Unit coordinates the design and production of over 1,000 Departmental forms, and over 20,000,000 impressions of various documents including snow routes, flyers, maps, orders, and other Department information needs.



Louis Seeley, Supervisor of the Forms and Reprographics Unit, inspects art work before its goes to production.

OMD functions include the following:

- Monitors all aspects of Bureau of Cleaning and Collection (BCC) operations.
- Reports Refuse and Recycling collection data.
- Measures workload and productivity levels.
- Maintains historical productivity and performance data.
- Performs analysis of Department operations to determine trends and forecasts for future planning.
- OMD's **Operations Assistance Unit (OAU)** conducts field surveys to collect data needed to perform a more accurate and complete analysis.
- Coordinates testing of new and existing equipment.
- Routing of Snow Removal and Mechanical Broom operations.
- Collection Service Frequency Analysis.
- Develops and maintains maps with district and section boundaries.
- Global Positioning System (GPS) data collection, interpretation, and reporting.
- Forms and Reprographics unit.
- Print Shop and Distribution Center.
- Maintains the Intranet for DSNY Headquarters.



Supervisor David Timmes of OMD - GPS Unit monitors DSNY spreader operations during a snow storm.

Bureau of Human Resources

The Bureau of Human Resources is responsible for processing all personnel and payroll transactions for DSNY employees, as well as for administering health benefits and the Department's photo ID system. In the first half of FY 2004, Human Resources staff processed 303 Sanitation Workers for reinstatement; the balance of the 508 uniformed employees who were laid off in May of 2003.

In January, the staff worked in Long Island City at the physical test site of the new examination (#2052) for Sanitation Worker to expedite the orientation process for the 410 hires planned for the spring. In total, over 2,200 candidates appeared at the office of Human Resources for pre-employment orientation sessions conducted during the second half of the Fiscal Year.

The 410 Sanitation Worker appointments in the second half of the Fiscal Year enabled DSNY to implement the return of glass and weekly recycling in April. Four hundred and twenty uniformed employees were separated from service in FY 2004. The staff of Human Resources processed their separation paperwork, their final paycheck and other payments, and their health benefit continuation/cancellation.

For the first time since the inception of the CDL Driver's License requirement for Sanitation Worker appointments, DSNY initiated a recoupment of the training expense that the Department incurred by providing CDL training to eligible candidates from list #2052. This payroll deduction began with the class of Sanitation Worker appointments on March 22, 2004, and continued with the classes of April 12th, May 3rd, and May 24th. Through the end of the fiscal year, approximately \$83,000 had been reimbursed to the Department by the employees appointed in these four classes for the CDL Training provided by DSNY.

An audit of duplicate payments for snow overtime in the 2002-2003 snow season was also completed during FY 2004. The collaborative efforts of both Payroll and ITO staff resulted in the creation of a macro to detect duplicate payments for the same earned date. Payroll staff members processed over 780 PMS adjustments, which recouped approximately \$119,000 in overpayments.

Engineering Audits

The Engineering Audit Bureau performs an independent pre-audit of capital payments for construction projects, equipment purchases, design and construction management contracts, and certain types of expense vouchers, such as the waste export contracts to ensure

they reflect the values of goods or services received as specified in the respective contracts. The Bureau also monitors compliance with requirements for participation by Local, Small and Minority owned businesses. In FY 2004, the dollar values of the payments audited reached almost \$400 million, with \$250 million dedicated to Waste Export contracts.

Medical Division

The Medical Division ensures that employees are fit to perform their jobs by conducting pre-employment medical examinations, clinically monitoring sick-leave usage, monitoring medical treatment resulting from line-of-duty injuries, randomly testing for drugs and alcohol use and managing the Employees Assistance Unit.

During FY 2004:

- The clinic had 22,701 visits.
- Supervised Sick Leave knocked on over 18,460 doors, made 72,891 telephone checks and wrote 1,875 complaints.
- The Employees Assistance Unit had 1,311 visits for a variety of reasons, including substance use, psychological, stress, financial and marital problems.
- The Drug and Alcohol Testing Unit conducted 7,738 tests for 12 mayoral agencies as well as Health and Hospital Corporation and New York City Housing Authority.
- The LODI Billing Unit processed over 10,000 medical bills, paying out \$2.6 million (billed \$4.0 million) for 1,760 work related injuries.

Work Experience Program

The WEP office provides the Department with clerical, custodial and street cleaning support services. Utilizing several programs, such as the Work Experience, Senior Aide, Wildcat and Project Pride, approximately 270 participants are processed bi-weekly. Since reintroducing the Work Experience Program into the agency, the WEP office has been tracking the assignment, attendance and drop-out patterns of WEP participants in order to address the high turn over rate.

This year, the WEP office has also shifted its focus to keep in line with the Welfare-to-Work philosophy. The WEP office has conducted several SWEEP training sessions (Sanitation Work Experience to Work Program, Public/Private partnership). SWEEP provides six weeks of comprehensive job readiness training in customer service, data entry training and job search to WEP participants. Upon completion of the training, 25 percent of the trainees are expected to obtain employment.

BUREAU OF LEGAL AFFAIRS

The Bureau of Legal Affairs is the Department's in-house legal department. It provides legal counsel in such areas as procuring and managing contracts, drafting and enforcing statutes and regulations, and regulating solid waste transfer stations. The Bureau also serves as the Department's liaison with the City Council and State Legislature, manages the Department's City Environmental Quality Review processes, coordinates the Department's responses to Freedom of Information Law requests for documents, and provides litigation support to the City Law Department in connection with lawsuits involving the Department. Finally, the Bureau is the Department advisor on the legal aspects of its environmental compliance efforts.

Long-Term Projects

During FY 2004, the Bureau of Legal Affairs ("BLA") continued to work closely with the operating bureaus on evolving long-term arrangements for (a) municipal waste processing and disposal and (b) recyclables handling for the twenty-first century. BLA advised on and assisted in implementing innovative procurements and unique contractual arrangements to effectuate the long-term plans of the Bureau of Long Term Export and other operating bureaus. These plans include both multi-faceted, long-term (20-year) processing and disposal procurements and procurements for the construction of marine transfer stations that will permit the export of City waste by barge, thus reducing truck traffic and pollution within the City. BLA provided both direct legal support, including participation in complex contract negotiations, and managed retained private counsel. The 1998 Gas Concession Agreement for the collection, processing and sale of gas generated by decomposing waste at the Fresh Kills Landfill was successfully renegotiated. The BLA has also continued to provide legal support for

RFPs and contracts to effectuate the Department's long term paper and commingled metal, glass, and plastic recycling programs.

Regulation of Private Solid Waste Transfer Stations

During FY 2004, the BLA published several amendments to the Department's rules regarding the siting, operation and maintenance of private solid waste transfer stations regulated by the Department. Proposed amendments to the Department's siting rules include restrictions on the siting of new solid waste transfer stations and the ability of existing transfer stations to increase their lawful daily permitted throughput capacity. The amendments also encourage the development of transfer stations that transport solid waste from

the City by rail or barge. Additionally, proposed amendments to the Department's transfer station operating and maintenance rules impose more stringent operating and maintenance requirements for private transfer stations, including (a) restrictions on visible air contaminant emissions produced by stationary equipment and nonroad motor vehicles operating outdoors at transfer



Mayor Bloomberg signs bill at City Hall

stations, (b) strict ventilation and odor control measures designed to improve the air exchange rate at putrescible transfer stations and neutralize odors, and (c) more effective dust control measures. In order to facilitate the export of waste from the city by rail or barge, BLA also promulgated rules in June 2004 relating to the registration and operational requirements for intermodal solid waste container facilities that will handle containerized solid waste.

BUREAU OF LONG-TERM EXPORT

The Bureau of Long-Term Export has two responsibilities. First, in conjunction with other DSNY bureaus and City agencies and entities, the bureau must develop a Comprehensive Solid Waste Management Plan for the 20-year planning period (New SWMP) beginning in Fall 2004 and a supporting Environmental Impact Statement that can be adopted by the New York City Council and approved by the State. Secondly, it must implement the proposed long-term waste export system for DSNY-managed waste set forth in the approved New SWMP.

Long -Term Export

In FY2004, the Bureau managed the implementation of Mayor Bloomberg's July 2002 program for long-term waste export by barge and rail (long-term export plan) that centered on the development of state-of-the-art Marine Transfer Station (Converted MTS) facilities at the sites of the eight existing MTSs located in every borough, except Staten Island. The Converted MTSs would be DSNY-operated waste containerization facilities from which waste would be transported in container barges. The new MTSs would replace the predominantly truck-based waste export contracts DSNY implemented to close the Fresh Kills landfill. Also, part of the long-term export plan was a new facility that would handle the DSNY-managed waste generated on Staten Island.

In FY 2004, construction of the new Staten Island truck-to-container-to-rail facility, located on a site at the former Fresh Kills landfill, was underway under Bureau management. To advance the long-term export plan for the other four boroughs, the Bureau managed the development of 75% level designs for the Converted MTSs and the preparation of draft state and federal permits for the facilities and related approvals. In December 2003, the Bureau issued three procurements to solicit private vendors to provide alternatives to the Greenpoint and South Bronx Converted MTSs. The resulting proposal review and evaluation process continued through the end of FY 2004. To explore in-State opportunities for disposal capacity, disposal sites and facilities, and host communities, the Bureau issued a Request For Expressions of Interest (RFEI), in February 2004.

Also, the Bureau participated in a task force established by the Mayor to develop long-term export plan components, along with other DSNY Bureaus and the City's Economic Development Corporation, the Law



Future Staten Island Transfer Station

Department, the Mayor's Office and the Office of Management and Budget. The Task Force met weekly throughout FY 2004.

Comprehensive Solid Waste Management Plan

The New SWMP is required to provide for the management of all solid waste (including recyclables) that is generated in the city and collected by DSNY and other city agencies and the private sector, as well as to meet the requirements of the State Environmental Conservation Law. To comply with a Local Law requirement and to develop the programmatic basis for the New SWMP commercial waste components, the Bureau's consultant conducted a study on commercial waste management in the city, issued by DSNY in March 2004. The Bureau issued a Draft Scoping Document for the Draft Environmental Impact Statement for the New SWMP in March 2004. Also, ten public scoping meetings were held at the end of FY 2004 as part of an effort to conduct an enhanced public outreach community program on the issue of environmental justice.

BUREAU OF SUPPORT SERVICES

BUREAU OF MOTOR EQUIPMENT (BME)

Support Services is composed of the Bureau of Motor Equipment (BME) and the Bureau of Building Maintenance (BBM). BME is responsible for all phases of fleet management, including drafting vehicle specifications, procurement, research and development of new technology, clean air initiatives, maintenance and repair. BBM is responsible for both routine maintenance and emergency repairs required for Department office buildings, repair facilities and garages.

BME has been successful in meeting all major vehicle targets in support of the Department's Cleaning and Collection operations. Overall, BME has maintained equipment at historically low out-of-service rates. Productivity gains, a healthy labor/management relationship within the bureau, equipment improvements and a robust preventative maintenance program has enabled B.M.E. to continue to provide the Department with the equipment needed on a daily basis.

Another accomplishment was the substantial decrease in repair parts inventory, yielding a substantial savings to the city. A substantial landfill inventory reduction on Staten Island, in addition to two large sales of surplus Fresh Kills landfill equipment, put approximately \$3 million into the city's treasury during FY 2004.

Recycling

On April 1, 2004, the Department resumed full weekly recycling of glass, metal, plastic, paper and cardboard.



Passenger car repair



Front End Loader repair

Although the same amount of material was collected from city streets, the nature of collection changed. Due to revisions in routes and dumping patterns. Support Services responded by making the proper adjustments to equipment operations to enable all vehicle requirements to be met.

Field Locations

During the entire year, the Department's diverse fleet of over 5,500 vehicles and ancillary equipment require the mechanical expertise of B.M.E.'s personnel. Field locations provide the front-line support for the Department's daily equipment needs. The field is comprised of 73 district locations located throughout the city and four Borough Repair Shops. Each Borough Shop supports the districts assigned to its geographic location. Typical district locations house an average of approximately 75 pieces of equipment including collection trucks, recycling trucks, street sweepers, front-end loaders, cut downs, salt spreaders, supervisory vehicles powered by diesel, gasoline, CNG, ethanol, or hybrid electric and, for the most part, are staffed with two auto trade personnel on the day shift and one or two auto trade personnel on the night shift. Most of these specialized vehicles come equipped with complicated state-of-the art hydraulic powered components, specifically designed to meet NYC's requirements. Despite reductions in staffing levels and changes in operations, sufficient equipment was always available to meet the Department's needs.



Services had contingency plans that were rapidly put in place. Portable generators - - seven large and 60 small - - were distributed to provide power for fuel pumps and communications equipment. Other city agencies also benefited from DSNY's preparations by obtaining fuel at Department locations.

The Department's contingency plans worked well, but the lessons learned from the event resulted in additional measures being put in place. Adding additional generators and connections at more locations and improvements to communication systems will allow uninterrupted service in case of a similar event.

The actual snow season might only last a few winter months, but ensuring that the Department's snow equipment is in top condition by the beginning of snow season is a year-long mission. Inspections and upgrades to snow equipment are done throughout the spring, summer and fall to prepare for the rigors of winter. Various campaigns and modifications also take place on other non-snow equipment to increase vehicle efficiency, safety and/or reliability.

Central Repair Shop

The Central Repair Shop (CRS) is the largest repair facility in the Department comprised of several shops, including special chassis, body, forge, passenger car, tire, major component, minor component and machine. The building, located in Maspeth, Queens, is as long as the Empire State Building is tall.

Vehicle Acquisition and Warranty

The Vehicle Acquisition and Warranty Division (VAWD) consists of three separate units; new equipment, warranty and engineering. New equipment and engineering have been at the forefront of developing and implementing the Global Positioning Sensing Program into the Department's fleet of salt spreaders, as well as various other fleet series.

Summer Power Outage

On August 14, 2003, a major electrical power outage occurred in the Northeast United States. The outage affected all of New York City, with portions of the city having no electrical service for up to four days. Support

2003/2004 Snow Season

The official snow season began in the second week of November 2003 and a significant snow event occurred in the first week of December 2003. Throughout the entire snow season, there were smaller snow events, with the Department enjoying a serviceability rate of salt spreaders of 96.6 percent during the entire winter. Snow Melters became a front line fleet for snow fighting in 2001. This year, we expect 10 additional melters to augment snow operations, bringing the total snow melter fleet to 20.

Transfer Stations

The Department has begun construction of a Transfer Station on Staten Island, which will facilitate the dispos-



al of waste generated on Staten Island. Capitalizing on the many years of experience Support Services personnel have accrued in supporting the Fresh Kills landfill, they have become active participants in designing and specifying details on both the structure and vehicles that will be used in this contemporary transfer station that will ship refuse out by rail box car.

Clean Air Initiatives

In addition to keeping the streets of New York City clean, the Department has also taken various clean air initiatives to help improve the air quality in the city. Sanitation continues to apply state-of-the-art technology to its fleet to reduce diesel exhaust emissions. Currently, all of the Department's light, medium, and



heavy-duty diesel vehicles utilize the industry's latest computer-controlled and regulated clean-diesel engines. The Department has also incorporated and is monitoring the citywide use of Ultra Low Sulfur Diesel (ULSD) fuel. The Department is the first Mayoral agency to implement the use of ultra-low sulfur diesel fuel, well in advance of the mandatory regulations scheduled to take effect in June 2006.

The Department is at the forefront of the nation's alternative fuels research and development. Ten years ago,

the Department pioneered the development of the first dedicated compressed natural gas (CNG) street sweeper and refuse collection truck. Sanitation currently has over 800 vehicles that operate on alternative fuels (e.g. CNG, electric and ethanol).

The Department's first CNG fueling facility will be constructed in Woodside, Queens. This facility will be designed to accommodate a small portion of the Department's CNG vehicles. Sanitation is the first city agency to use ethanol fuel (85% ethanol/15% gasoline) in its fleet. Currently, there are six "E85" fueling facilities in operation.

CFC Collection Program

As part of an ongoing program to reduce damage to the environment due to released freon, ChloroFluroCarbon gases are collected from appliances, such as refrigerators and air conditioners. The Department has a total fleet of 33 CFC Collection Vans, which collect CFC gases for recycling.

The CFC vans utilize a small gasoline generator to power an evacuation pump to remove the gas. As part of an innovative program, BME has tested an innovative method of powering the pumps using a power inverter to produce electricity. Using this technology saves fuel, reduces hydrocarbon emissions and reduces down-time of these vehicles. One half of the fleet of CFC collection vans has currently been fitted with power inverters. As these specialized vehicles are not commercially made, they were designed and built through the joint efforts of BME, BBM and BCC.



CFC removal

BUREAU OF BUILDING MAINTENANCE (BBM)

The Bureau responds to the needs of approximately 200 facilities throughout the City including garages, section stations, marine transfer stations, the Fresh Kills Landfill, repair shops and office buildings. BBM is responsible for providing both routine maintenance and emergency structural repairs. BBM has a staff of 170 employees consisting of carpenters, electricians, plumbers, machinists, steamfitters and welders.

BBM also does renovations associated with B.C.C. operational changes, such as the Auxiliary Field Force relocation. BBM has completed renovations at the Bronx Encumbrance yard, brought in a new electrical service and installed two 50 foot trailers for locker rooms and bathrooms. In preparation for the demolition of the Hamilton Avenue Incinerator, BBM removed all services from the three trailers occupied by the Permanent Enforcement Unit and set them up in Floyd Bennett Field at the DSNY Training Facility. During the citywide power outage of August 14, 2003, BBM immediately set up large generators in several locations to allow B.C.C. operations to continue, which required the fueling of vehicles and many other tasks that required electrical power.

BBM responds and handles all DSNY violations as well as the Building Department, Fire Department, D.E.P. and D.E.C. on a regular basis. BBM receives approximately 14,500 work order requests a year. Some are large projects, while the majority are emergency requests. Eighty-three percent of the requests are quickly rectified.

New York Power Authority

The Department is a participant in the New York Power Authority (NYPA) program to reduce electrical consumption during peak demand days. In 2003, DSNY received a check for over \$100,000. In addition to saving money for the city, this program benefits everyone since it balances the electrical demand.

As a result of the success of the initial NYPA program, the Department has elected to participate in the NYPA ENCORE program. To reduce the Department's energy consumption, Support Services has contacted NYPA to conduct surveys at ten locations. NYPA has suggested making \$4 million in improvements, funded entirely through energy savings, to install high efficiency lighting, quick operating overhead doors and high efficiency burners and motors at these targeted loca-

tions. NYPA, DCAS and DSNY have all agreed on enrollment in the Encore Program.

Through the Encore Program, there is no cost to the Department for the facility upgrades. The upgrade program began in January 2004 and is projected to be completed in June 2005.



BBM Electricians repair light fixture

ENGINEERING

The Bureau of Engineering provides engineering support services to the Department's operating bureaus. The support services includes preparing design drawings and specifications to upgrade and maintain the infra structure of the Department's facilities; overseeing the consultant design of new garages; administering the procurement for consultant services and construction contracts; overseeing and managing the implementation of consultant design and construction contracts. The projects involved consist of the design and construction of new garages, the rehabilitation of garages and other facilities under the Department's jurisdiction.

The Bureau is working on a major program to build new garages at existing and new sites over the next ten years. These new garages will replace rental garage facilities which are inadequate to accommodate the increased equipment and personnel needs to accommodate increased demand for sanitation services.

Design consultant contracts are in place to proceed with the design of new Brooklyn 3 garage and the design of the new Manhattan 6/8A/8 garage.

The new garages which have been designed and currently under construction are:

- Queens 7 Annex garage which is expected to be completed May, 2005.
- Brooklyn 1 & 4 garages which is expected to be completed in 2006.
- Manhattan 4/4A/7 garage is in the steel erection phase.
- Queens 14 garage construction started October, 2004

All of the above garages in construction have received the New York City Art Commission's Award for Design Excellence.



Future Manhattan District 4 Garage



Future Brooklyn Districts 1 and 4 Garages

EXECUTIVE ASSISTANT TO THE COMMISSIONER

PERMIT INSPECTION UNIT

The Permit and Inspection Unit (PIU) is responsible for issuing permits and enforcing the regulations of solid waste transfer stations and fill material operations in New York City. The PIU has Environmental Police Officers and Supervising Lieutenants who conduct regular inspections to ensure compliance with the rules and regulations governing solid-waste transfer stations.

Fill Material Operations (FMOs) consist of the grading, leveling, surcharging and compacting of fill materials for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of FMOs to ensure that fill materials are used to grade and fill lands within New York City, rather than solid waste destined for disposal at a licensed landfill. Additionally, the PIU plays a critical role in identifying and closing illegal dumpsites.

Through the Permit and Inspection Unit's rigorous enforcement efforts, the number of permitted transfer stations has declined from 96 facilities in 1996 to 58 permitted facilities in 2004.

In FY 2004, the PIU conducted over 5,760 inspections of solid waste transfer stations and FMO's issuing over 5,450 Notices of Violations. They impounded 73 vehicles for illegal dumping, operating transfer stations and FMOs without the required permit. Summonses issued to transfer stations have penalties ranging from \$2,500 to \$10,000 and are heard by the New York City Environmental Control Board.



ENVIRONMENTAL ENFORCEMENT UNIT

The Environmental Enforcement Unit (EEU) enforces Local Laws 70 and 75 governing the storage, transportation and improper disposal of asbestos, regulated medical and hazardous waste. The EEU conducts Solid-Waste Removal Plan inspections of hospitals and nursing homes to ensure proper disposal of regulated medical waste.

The EEU responds to incidents and opens cases involving chemical waste, asbestos material and regulated medical waste, including needle-stick injuries involving Sanitation Workers.

In FY 2004, the Unit responded to 649 emergency incidents, conducted 1,120 inspections and opened 33 new asbestos and regulated medical waste cases.

Summonses are primarily adjudicated at the Environmental Control Board and violators are subject to penalties of \$2,500 to \$25,000. The EEU works closely with local, state, and federal environmental and law enforcement authorities.



EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The Equal Employment Opportunity Office mission is to develop DSNY's EEO policy, EEO program and to monitor their implementation by the Department's management and workers. Much of what the EEO office does is accomplished through educating management and workers about their responsibilities to support and adhere to the Department's EEO policy and the Code of Conduct. Just as important is the role of the EEO office in assisting all employees to understand that the Department's EEO policy helps to bring about and maintain a better work environment and provides every

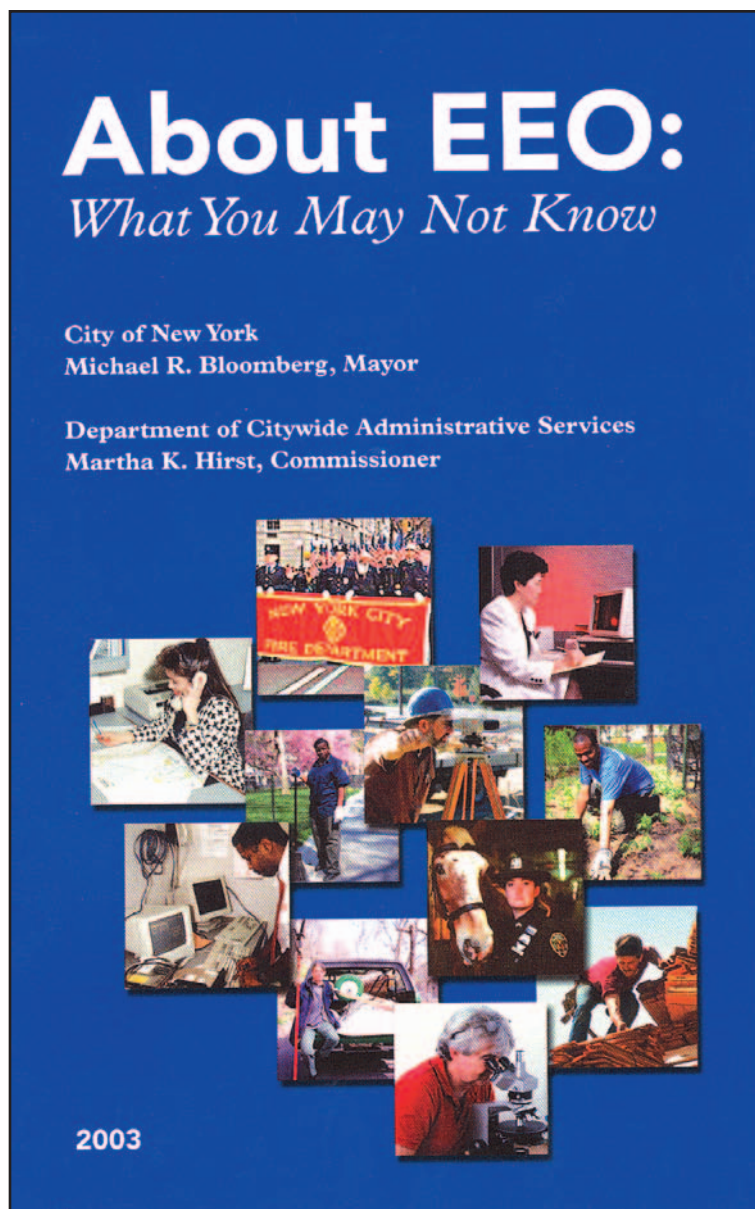
employee with a forum for resolving disputes and misunderstandings that disrupt the workplace.

The success of the Department's EEO program is directly related to ardent support for the EEO program and zero tolerance stance toward discrimination. The EEO Office investigates all complaints of discrimination filed by applicants or employees by working closely with the New York City Corporation Counsel on discrimination lawsuits filed against the Department.

During the spring of 2004, the Equal Employment Practices Commission conducted a successful audit of the Department. The EEPC made some recommendations which were in sync with DSNY's desire to have the most effective EEO program possible. During FY05, the Department will:

- Create & release a new, updated EEO Training Video
- Complete the EEO Training of all DSNY employees
- Launch an EEO Counselor Pilot Program

Equality of opportunity is the goal of the Department. Any employee or applicant who believes they have an EEO concern can contact the EEO Office at 137 Centre Street, New York, N.Y. 10013. The telephone number is (917) 237-5214 and office hours are 6:30 a.m. to 4:00 p.m., Monday through Friday.



ACROSS 75 YEARS, THE DSNY PERSEVERES

by Dr. Robin Nagle, Ph.D.

New York City's Department of Sanitation was established late in 1929, while the first shockwaves of the Great Depression were rippling across the nation. The need for the DSNY was urgent; the city's solid waste concerns were only growing, and options for what was then called "final disposition" (today we call it "waste disposal") were increasingly limited.

The DSNY evolved out of the Department of Street Cleaning (DSC), which had been established by the Department of Health nearly 50 years earlier to tackle problems of refuse collection and public hygiene. The DSC made its first real mark in the 1890s, when Col. George Waring, who had earned his rank during the Civil War, organized the city's street sweepers along military lines. He created a chain of command, required workers to wear uniforms, and most importantly, made his "troops" accountable for their work.

By the late 1920s, however, the city needed more comprehensive ways to deal with the refuse generated by its nearly seven million residents, and so the DSNY was launched. In response to lawsuits from landowners along waterfront properties in New Jersey and Long Island, the U.S. Supreme Court ordered New York City to stop all ocean dumping by July 1, 1934. This was almost as dramatic as the closing of Fresh Kills landfill would be decades later. The DSNY had to scramble to find alternatives. By the time the last scow was dumped, the city was operating 22 incinerators and 89 landfills.

Landfilling in particular had an irrevocable impact on the shape of the City. Landfills were euphemistically called "land reclamation projects," since marshes and swamps thought useful only for mosquito breeding were transformed into parks, airports, and highways. Recreational spaces still enjoyed today, like Orchard Beach in the Bronx, Flushing Meadows Park in Queens, Great Kills Park in Staten Island, Riverside Park in Manhattan, and the Gateway National Recreation Area in Brooklyn were created by DSNY landfills and then turned over to the Parks Department.

All this work, of course, was only possible through the labors of the thousands of men (and eventually women) who have always comprised the heart of the DSNY. The job has always been dangerous; early annual reports list workers killed on the job when they fell off

scows and drowned, or were kicked in the head by horses, or were crushed beneath the wheels of newly motorized equipment. But the dangers of the job didn't detract from its appeal; the 1939 civil service exam attracted 85,000 applicants for a \$1860.00 annual salary. Even from the beginning, the work involved snow. The winter of 1947-1948 was especially brutal, dumping more than 63 inches on the city. And all this labor happened without union representation until 1956, when Teamster's Local 831 bested Local 111-A in an election that drew almost all the city's 9000 sanitation men.

Today's Department is responsible for keeping a city of eight million not just clean, but functioning smoothly. The cost of solid waste disposal has always been high, both in measures of dollars and of human energy expended, and the problems of 75 years ago remain, since New Yorkers, of course, still generate trash.

The challenges of today dwarf those of prior years, however, since Gotham is without its own disposal facilities for the first time in its history. But just as the DSNY has found solutions across the past three quarters of a century, so it will continue to work with the public and with the city to develop innovative answers to current solid waste dilemmas.



Robin Nagle, Ph.D.

Nagle is working on a book about the DSNY, called *We All Wear Green*. Besides giving a history of the Department and its importance to the City, the book is rich with stories about day-to-day work on the streets and the complexity of the Department's responsibilities. One day she hopes to be the DSNY's anthropologist-in-residence.

In Memoriam of Those We Lost in the Line of Duty

Supervisor James McMillian
3/2004

Supervisor Daniel Sanchez
3/2004

Sanitation Worker Eva Barrientos
1/2004

Sanitation Worker Keith Bridges
12/2003

Supervisor Abdiel Wright
10/2003

Sanitation Worker Robert Herbst
7/2003

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