

DSNY



MAKING NEW YORK CLEANER AND GREENER

ANNUAL REPORT 2011





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2011 DSNY ANNUAL REPORT

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Message from Mayor MICHAEL R. BLOOMBERG



I would like to extend my gratitude to the Department of Sanitation for continuing to make New York City clean and safe. The Department works tirelessly to keep our city clean, day in and day out, collecting 11,000 tons of refuse and recyclables daily, managing the export of solid waste, fighting litter, combating illegal dumping, and removing snow and ice from our more than 6,000 miles of streets during the winter months. No wonder they're called "New York's Strongest!"

As our city moves forward, I know that I can count on the dedicated men and women of the DSNY to meet the challenge of keeping the Big Apple shining each and every day.

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is written in a cursive style and is positioned above a thin horizontal line.

Message from Commissioner JOHN J. DOHERTY

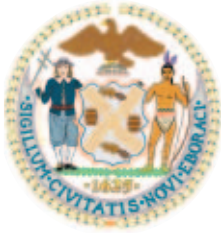


I am pleased to present to you the New York City Department of Sanitation's Annual Report for Fiscal Year 2011. Since 1929, the Department - originally established as the Department of Street Cleaning - has had the responsibility of keeping New York City clean, healthy and safe, a challenge that we have continuously met.

I am proud to be a part of an agency that consistently delivers one of the most essential of municipal services. I wholeheartedly thank the entire Sanitation family for their hard work and dedication that has made this Department the great agency that it has become.

Thank you.

A handwritten signature in black ink that reads "John J. Doherty". The signature is written in a cursive, flowing style.



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION
EXECUTIVE COMMITTEE



John J. Doherty
Commissioner



Bernard Sullivan
First Deputy Commissioner



Lorenzo Cipollina
Deputy Commissioner
Administration



Robert Orlin
Deputy Commissioner
Legal Affairs



Vito A. Turso
Deputy Commissioner
Public Information



Harry Szarpanski
Deputy Commissioner
Long-Term Export



Danny Walsh
Chief of
Engineering



Terry Neal
Director
EEO



Thomas M. Milora
Executive Assistant
to the Commissioner



Rocco DiRico
Deputy Commissioner
Support Services



THE CITY OF NEW YORK DEPARTMENT OF SANITATION



UNIFORMED CHIEFS



CHIEFS



Dennis Diggins
Director
Waste Disposal



John Nucatola
Director
Cleaning & Collection

OTHER RANKING CHIEFS



Douglas Marsiglia
Chief
Cleaning Operations



Peter McKeon
Chief
Collection Operations



David Callery
Chief
Bureau Operations



Alfred Ferguson
Director, Operations
Management Division



Steven Costas
Director, Personnel
Management Division



Steven Harbin
Chief
Safety & Training



Thomas Killeen
Deputy Director
Waste Disposal



John Capo
Special Assistant to 1st
Deputy Commissioner

FACTOIDS & FOTOS



2,023 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.



365 Salt Spreaders

The DSNY Salt Spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 350,000 tons of salt during the Record-Breaking FY 2011 snow season alone.



435 Street Sweepers

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



282 Front-End Loaders

Throughout FY 2011, the DSNY Front-End Loaders transferred over 350,000 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.



151 Cut-Downs

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



36 Snow Melters

DSNY Snow Melters have the capability to melt 60 or more 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.

OFFICE OF THE FIRST DEPUTY COMMISSIONER



1st ROW seated (left to right) Chief Dennis Diggins, FDC Bernard Sullivan, Chief John Nucatola,
2nd ROW (left to right) Chief David Callery, Chief Peter McKeon, Chief John Capo, Chief Douglas Marsiglia,
Chief Steven Harbin, Chief Thomas Killeen, Chief Steven Costas, Chief Alfred Ferguson

The First Deputy Commissioner directs all daily operational aspects of the Department. The Bureau of Cleaning and Collection (BCC), the Bureau of Waste Disposal (BWD), the Enforcement Division, the Division of Safety and Training (DST), the Personnel Management Division (PMD), and the Field Inspection and Audit Team (FIAT) are all controlled through the First Deputy Commissioner's Office.

BCC provides daily curbside refuse and recycling services for every residential household, public school and many large institutions throughout the City. It ensures the cleanliness of the city by providing mechanical sweepers that sweep the streets on a regular schedule. In addition, BCC keeps the streets of New York open during the winter months by plowing and salting over 6,000 miles of New York City streets whenever there is snow and ice.

BWD is accountable for managing the waste export program for both refuse and recycling.

The Enforcement Division monitors compliance with administrative, recycling, and health laws governing the maintenance of clean streets, illegal dumping and the proper storage of waste and recyclable materials by both residents and commercial establishments.

DST is responsible for all Departmental training to ensure that employees have the knowledge and proper skills to perform their jobs safely and efficiently.

PMD works hand in hand with the Department's Human Resources Division regarding the hiring, promotion, and demotion process, along with all other personnel actions that take place in the Department.

FIAT conducts daily field inspections and internal audits.

BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

STREET CLEANING

The Department of Sanitation continues to strive to improve the cleanliness of the City by clearing litter and abandoned vehicles from city streets and cleaning vacant lots. In FY 2011 the Department, once again, focused on problem areas in each community board through our NICE program, while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms to sweep approximately 6,300 miles of streets daily proves to be our most effective street cleaning operation. In addition, an average of 64 basket trucks are dispatched daily to supplement our collection force as we service over 25,000 litter baskets. The Department's strategic approach of assigning personnel and equipment to standard routes while managing the weekly allocation of personnel to address litter conditions and dump-outs has resulted in record high ratings for the cleanliness of our streets.

NEIGHBORHOOD INTENSIVE CLEAN-UP EFFORT (N.I.C.E.)

A cleaner environment is essential to maintaining and improving the quality of life in our 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 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. Within one year, all 59 districts had implemented the program. All Borough Deputy Chiefs are responsible for monitoring the district's use of this booklet. Over time, all District Superintendent's 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

Since FY 2005 through FY 2011, the acceptably clean street citywide rating has been above 90 percent. The FY 11 Citywide annual average was 94.5. The last three fiscal years, FY 2009 thru FY 2011, have given way to cleanliness ratings above 94 percent. In addition, for FY 2011, 46 of the 59 districts rated 90% and 232 of the City's 234 sections received average rating of 80% or better for the year.

The Department attributes its strong performance and continued ascent in cleanliness ratings to sustained focus on problem areas through Operation N.I.C.E., improved communication with other city agencies, and prompt reporting and resolution of quality-of-life issues reported by



New Yorkers through 3-1-1 for a healthier and cleaner city.

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-a-basket" and bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department of Sanitation. The neatly bundled refuse is then left adjacent to the litter baskets and are scheduled for collection service by Department employees as needed. In FY11, there were approximately 921 litter baskets enrolled in the program.

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, ninety-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.

REDUCED MECHANICAL BROOM SWEEPING REGULATIONS

Community Board (CB) districts that have a two-time a week sweeping regulation for each side of the street can apply for a one-time a week sweeping regulation for each side of the street if they have attained scorecard cleanliness ratings of 90 percent or above for two consecutive fiscal years just prior to a formal CB request. The following CB districts have successfully converted to a one-time a week sweeping regulation: Bronx 8, Brooklyn 2 and Brooklyn 6. These districts continue to maintain scorecard ratings over 90%. Brooklyn CB 7 is presently being converted to a one-time a week sweeping regulation.



NEW YORK'S STRONGEST HARD AT WORK COLLECTING LITTER



SNOW - FIGHTING EQUIPMENT



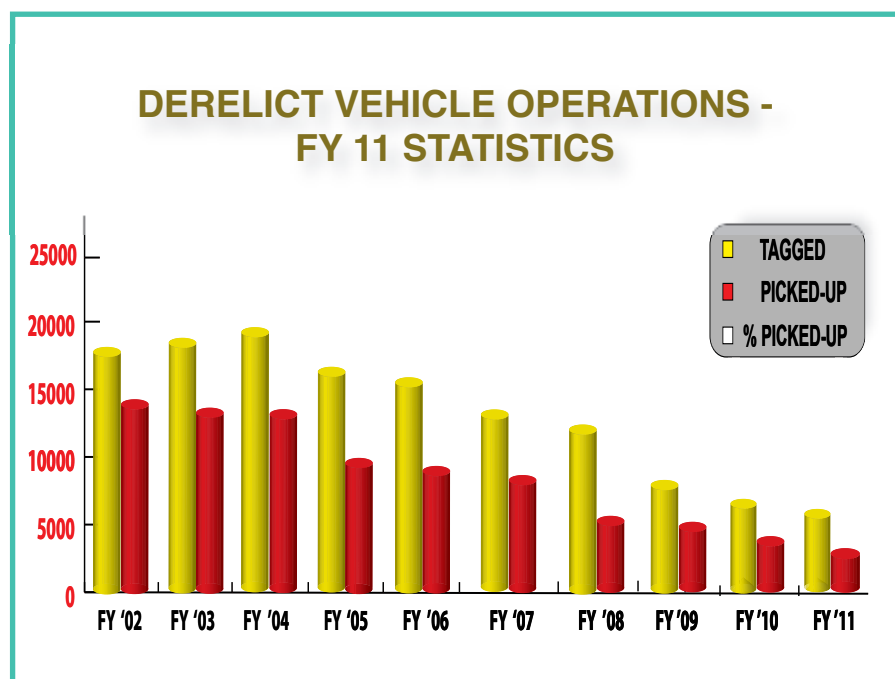
DERELICT VEHICLE

DERELICT VEHICLE FISCAL YEAR 2011 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
MANHATTAN	121	73	60%	30	14
BRONX	707	394	56%	238	67
BROOKLYN NORTH & SOUTH	2,304	1,151	50%	802	216
QUEENS WEST & EAST	1900	954	50%	706	192
STATEN ISLAND	228	122	54%	74	23
SUB TOTAL	5,260	2,694	51%	1,850	512
TRUCKS MANHATTAN & BRONX	44	21	48%	15	3

DSNY TOWED

TRUCKS BROOKLYN, QUEENS & SI	279	117	42%	94	51
CITYWIDE NON VEHICLES	298	178	60%	73	38
SUB TOTAL	621	316	51%	182	92
GRAND TOTAL	5,881	3,010	51%	2,032	604



	TAGGED	PICKED-UP	% PICKED-UP
FY '00	10,443	9,659	92%
FY '01	11,844	10,257	87%
FY '02	17,705	13,844	78%
FY '03	18,661	13,496	72%
FY '04	19,773	13,035	66%
FY '05	16,294	9,789	60%
FY '06	15,904	9,251	58%
FY '07	13,614	7,998	59%
FY '08	12,056	5,851	49%
FY '09	8,748	4,896	56%
FY '10	8,234	4,327	53%
FY '11	5,881	3,010	51%

LOT CLEANING DIVISION

The Lot Cleaning Division manages the Neighborhood Vacant Lot Cleanup Program, an initiative that has been funded for more than 30 years by the United States Department of Housing and Urban Development (HUD) to reduce blight in low and moderate income areas.

This federal grant has enabled the DSNY to clean inside of vacant lots and the surrounding perimeter, and premises of City-owned buildings, removing garbage, debris, bulk refuse, weeds and tires to meet the City's Health Code standards. The Lot Cleaning Division began a new initiative that captures "Diversion". In addition to cleaning vacant lots, crews service other dump out conditions on streets, sidewalks, and uncut/unpaved streets, etc. These occurrences are identified as being in CD or non-CD areas and recorded accordingly.

The Lot Cleaning Division has been focused on helping to reduce West Nile Virus by removing tires, other containers, and weeds in and around vacant lots, so as to limit locations where mosquitoes may breed. The Director of the Lot Cleaning Division takes part in both a Rodent and West Nile Task Force, which is comprised of representatives from multiple City Agencies who meet weekly and work together to address emergency, rodent and West Nile Virus complaints. The Task Force is chaired by the Director of the Department of Health's Citywide Pest Control.

The Department of Sanitation continues to address privately owned, fenced and locked properties that are dirty. The Lot Cleaning Division has the ability to apply for "Rodent Access Warrants", which when signed by a judge allows the Division to enter and clean the lots that "harbor" rodents. The Lot Cleaning Division has monthly cleaning

schedules that are keyed to community boards based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs, and community board requests.

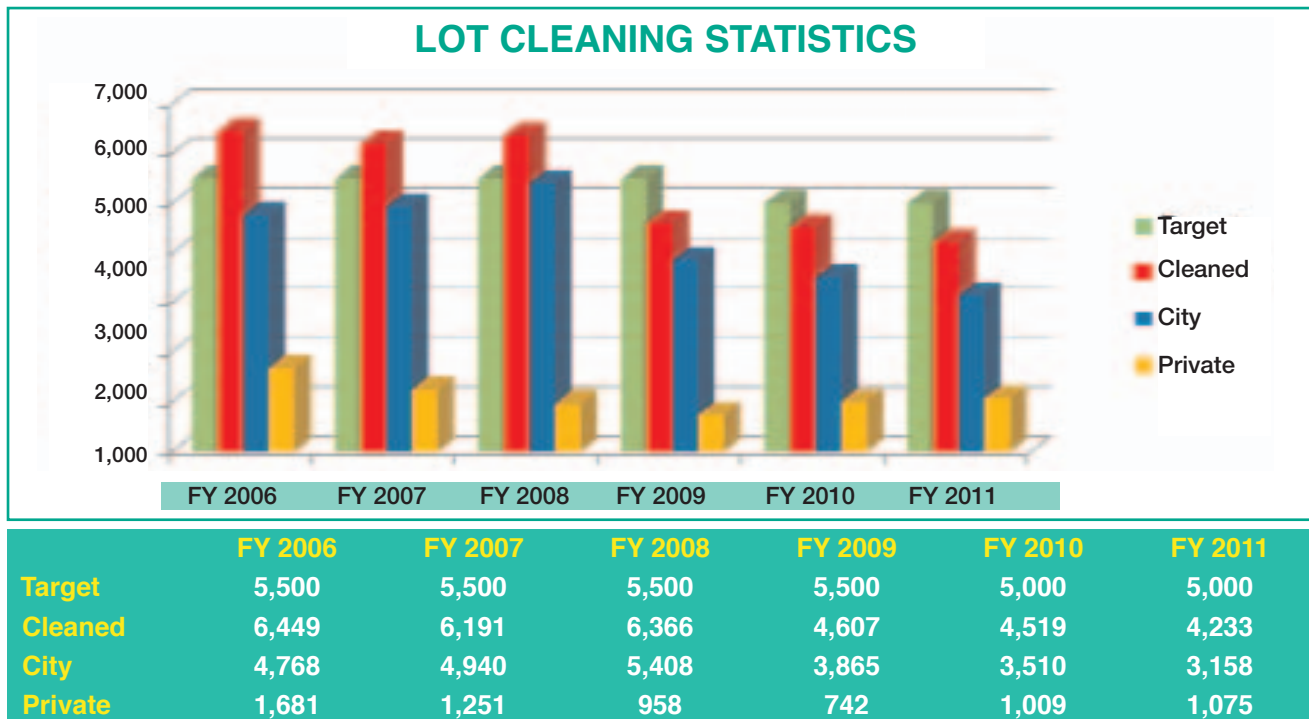
In FY 2011, 4,233 vacant lots were cleaned. Of this figure, 3,158 were city-owned and 1,075 were privately owned. There were 566 Diversion cleaned; 266 were in CD areas, and 300 were in Non-CD areas.

The Division is continuing to apply "crack and peel" stickers to both "Curb Your Dog / Don't Litter" and "No Dumping" signs that were faded and in need of refurbishing. During FY 2011, a total of 89 stickers have been applied throughout the five Boroughs.

The Lot Cleaning crews are trained to avoid picking up "host wood" in quarantine areas citywide with the interest of preventing the spread of the "Asian Long Horned Beetle."

During periods deemed as snow emergencies by the City of New York and when snow has reached a depth of three or more inches, CD resources will be re-directed to snow clearing duties. Personnel and equipment will be utilized in Community Development eligible areas.

Snow clearing work will involve opening 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.



REFUSE / RECYCLING OPERATIONS

COLLECTION



CURBSIDE COLLECTION FORMS THE BACKBONE OF THE DEPARTMENT.

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 serviced either two or three times per week, depending upon population density, while containerized sites are collected one to three times per week, depending upon individual need.

Each week, in FY 2011, the Department assigned approximately 4,961 trucks to collect 49,587 tons of curbside residential refuse and scheduled 470 E-Z Pack and Roll-on/Roll-off containerized trucks to collect an additional 8,000 tons. The amount of refuse generated by the 8.4 million residents of New York City is subject to seasonal variations.

Each month, the Department allocates weekly truck and tonnage targets to each of its 59 districts to better manage our productivity. These targets are closely monitored to ensure that productivity improvement goals are met. District Superintendents constantly evaluate routes and tonnage in their districts to achieve these targets.

The Department constantly strives to do a better job on refuse collection and works at improving our reputation as a professional agency in its delivery of service. The proper placement of receptacles after emptying, ensuring trucks are free of exposed material, and curtailing waste spillage are all very important aspects of refuse collection.

Containerized Collection Program - Over the past several years, the Department's roll-on/roll-off operation has gone through two dramatic changes. The Auxiliary Field Force (AFF) was decentralized into borough and district-based operations. Trucks that were once dispatched from one central location are dispatched from seven depots. In addition, the roll-on/roll-off operation was converted from a two-worker to a one-worker function. The operator receives an additional differential payment. Boroughs and districts closely monitor the overall operation to ensure productivity standards are maintained.

The Department has requested several locations in Brooklyn, Queens and Staten Island to change their refuse service from E-Z Pack or front loading truck container collection to curbside collection. This was done to maximize productivity and minimize the mileage travelled for department collection vehicles

Dump on Shift Program - As a product of a collective bargaining agreement with the Uniformed Sanitationmen's Association, Sanitation workers who offload their regular refuse and recycling collection trucks on shift after the completion of their routes, receive a differential payment. The program has been extremely successful in encouraging productivity and reducing relays.

Operation Dumpster - The Operation Dumpster Program strictly regulates when and where commercial dumpsters, receptacles, containers and refuse bags can be placed out for collection. The following regulations are 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 during the day, the refuse must be placed out within two (2) hours of the actual collection.
- Commercial locations must keep their dumpster or container either inside or at the rear of their 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 for the removal and storage of containers before a summons will be issued.

Waste Export - The Department fulfilled its commitment to closing the Fresh Kills Landfill in the spring of 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. Three boroughs have implemented all or part of their portion of the City's

Solid Waste Management Plan (SWMP). In Staten Island, the Department constructed a transfer station that handles all refuse collected in that borough. It opened for Department trucks in November, 2006. The transfer station represented the first major step toward the City's long-term management of solid waste as outlined in the SWMP. In the Bronx, during August, 2007, the Department contracted with Waste Management to deliver all refuse collected in the borough to the Harlem River Yard facility where it will be transported via rail to the final disposal points. On March 2, 2009, the next phase of the long term plan began involving the Waste Management Varick Street facility. Department refuse from districts Brooklyn North 1, 3, 4, and 5 travel by rail to final disposal locations. Other parts of the SWMP involving the marine transfer stations and long term contracts with other disposal locations are moving forward. Several Brooklyn district will deliver their refuse material to New Jersey Vendors beginning in November, 2011, as a continuing part of the interim plan.

School Trucks - The Department collects refuse each school day from all New York City public schools that receive curbside service. In cooperation with the Department of Education, the Department maintains a program utilizing dual bin collection trucks to provide additional recycling and refuse collection each school day on the night shift. All public schools that receive curbside service also receive daily refuse service on the 4 p.m. to 12 midnight shift. Paper is collected three (3) days per week and metal, glass and plastic recyclables are collected two (2) days per week. A total of 29 School Trucks are assigned each night during the school year. Summer service is also provided.

Housing Authority Trucks - Each week, Department collection trucks are assigned to provide one additional curbside refuse collection service above the regular district collection frequency to select New York City Housing Authority (N.Y.C.H.A.) developments that require it. The number of housing trucks has declined greatly because of an ambitious rollon/rolloff containerization program undertaken by N.Y.C.H.A. at many of their developments. Currently, an additional 18 curbside housing trucks are assigned weekly for this purpose.

New Collection Service - An increase in residential housing construction occurred throughout the city over the last several years. New households and residences, which require Department refuse and recycling collection service must apply to the Collection Operations Office for service. This 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 Collection Operations Office in order to obtain information on the Department's procedure on how to receive Department services.

Professional Fee (Profee) Program - The Department Professional Fee (Profee) Program includes lawyers and chiropractors in addition to doctors and other medical professionals. Under the Profee Program, collection



CHRISTMAS TREE COLLECTION

services are provided to state licensed professionals who conduct business in residential buildings for an annual fee. This service was first offered to medical doctors and dentists in 1992. There are currently over 1,150 Profee clients. Those professionals that wish to enroll in the Profee Program can call the Collection Operations Office for more information. They can also obtain information from the Department website.

Asian Long Horned Beetle Infestation - In November, 2004, the Department suspended the collection of firewood or wood from trees in the boroughs of Manhattan, Brooklyn and Queens. This included all firewood, woody debris from trees, shrubs and bushes, and includes all live, dead, cut or fallen branches greater than ½ inch in diameter. These steps were taken to prevent the spread of Asian Long Horned Beetle infestation outside of New York City. The beetles bore into and kill the trees that they infest. In July, 2007, the collection of organic wood was also suspended in the northwestern sections of Staten Island, as beetle infestation was discovered there. The Department of Parks and Recreation (DPR) is responsible for on-site chipping and disposal of organic wood in the infected areas. Appointments for the chipping of wood by DPR can be made through 311 or their website.

Tropical Storm Irene - Tropical Storm Irene occurred on Sunday, August 28, 2011, and caused severe damage to hundreds of trees in Brooklyn, Queens and Staten Island. The Department assisted other city agencies in the removal of branches and cut wood from the streets and sidewalks during the past-storm cleanup utilizing rear loaders, dump truck and other motorized equipment. We continue to transport wood chips from the Cunningham

Park chipping sites in Queens to our compost site in Fresh Kills, and to Rikers Island to use as aggregate in the Departments of Correction and Sanitation food compost program located on the island.

RECYCLING

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 has to be exported and further reduce the need for raw materials to help the environment. The Department's recycling collection operation consists of several programs: curbside collection; containerized collection; Leaf, Spring Yard Waste, and Christmas Tree Collection; tire disposal; special waste sites; public space recycling receptacles and Chloro Fluorocarbon (C.F.C.) recovery.

Curbside and Containerized Programs - In FY 2011, the Department assigned 1,907 curbside collection trucks to collect approximately 10,500 tons of recyclables each week. In addition, approximately 80 containerized collection trucks collected approximately 500 tons weekly. 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, stoves and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons are also collected by metal/glass/plastic trucks.

Curbside Collection Dump on Shift Program - The Department expanded the successful Dump on Shift program to include an additional differential for dual bin recycling collection crews who offload both sides of their dual bin collection truck on shift, after completion of their routes.

Leaf Collection - The Leaf Collection Program for 2011, has been suspended due to fiscal reductions in the Department's budget. During the years prior, separate curbside leaf collection had been scheduled in 37 of the Department's 59 districts. The participating districts were Bronx 7-12, Brooklyn North 2 and 5, and all of Brooklyn South, Queens West, Queens East, and Staten Island. The Department is hopeful in resuming this important program when the budget picture improves. Under the Leaf Program, fall leaves were collected separately and turned into high quality compost that was returned to city residents during fall and spring compost givebacks. The Department had two operating compost sites, Soundview Park in the Bronx and Fresh Kills in Staten Island, with a third site, the Spring Creek compost site in Brooklyn, that has not yet received its permit from the New York State Department of Environmental Conservation.

Christmas Tree Collection - Due to the massive snow storms that took place in late December and January, the Department's Christmas tree collection program was severely curtailed. During the designated tree collection period, just 29,967 trees were collected as compared to over 122,000 during the previous year. Christmas tree collection only took place in Manhattan because of their special disposal requirements. As their primary vendor is a resource recovery plant, it cannot allow highly flammable items such as Christmas trees on its tipping floor.

Spring Yard Waste Program - The Department suspended its Spring Yard Waste Program in 2011 due to fiscal reductions in its budget. Spring yard waste for composting was a pilot program in Staten Island districts 1, 2, and 3. Grass clippings, leaves, twigs, hedge cuttings and small branches were collected separately by dedicated trucks. Residents received 2 separate collections during May and June. As with Leaf Collection, the Department is hopeful of resuming the program in future years.

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, also in Brooklyn and Muldoon Avenue in Staten Island. Tires are removed from the depots by a vendor under contract to the City. The tires are brought to a resource recovery plant where they are converted into energy to produce electricity. In 2011, the Department collected and processed 62,427 abandoned tires.

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 four Department operated Special Waste Sites in the Bronx, Brooklyn, Queens, and Staten Island. Additionally, residents may bring tires to any of the Department's 59 district garages.

Household Special Waste Sites - The Department operates Household Special Waste Sites in all 5 boroughs. They are located at Muldoon Avenue in the borough of Staten Island (Foot of Muldoon Ave off the West Shore Expressway [440] adjacent to SI-3 Garage), Manhattan 6 Garage (605 West 30th Street between 11th and 12th Ave), South Bronx (Farragut Street and Halleck Street - Hunts Point Area), Southwest in Brooklyn (1824 Shore Parkway between 25th Ave and Bay 41st Street - adjacent to BKS 11 Garage), and North Shore in Queens (120-15 31st Ave - College Point - adjacent to QE 7 Garage). The Special Waste Sites are open on Saturdays, excluding holidays. To accommodate Sabbath observers, Special Waste sites are open on the last Friday of each month, and closed the immediate following Saturday. New York City residents can bring the following materials to the Special Waste Sites: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters, latex paint and tires. The hours of acceptance at all facilities are 10:00 A.M. to 5:30 P.M.

Chloro Fluoro Carbon Removal Program - In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro Fluoro Carbon



SANITATION ENFORCEMENT AGENT IN ACTION

Carbon (C.F.C.) Gas (aka Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured before the mid 1990's. The United States Environmental Protection Agency, 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. The program requires residents who wish to dispose of C.F.C. appliances to call 311 or to use the Department website to schedule an appointment date for C.F.C. removal. On the appointment day, a Department trained and Federally-licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and places the gas into a special container. The collected C.F.C. gases are then brought to a private vendor where they are recycled. The evacuated appliance is tagged with a special orange decal by the Sanitation Worker certifying that the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck collects the appliance on the scheduled recycling day; usually the day after CFC removal. The Department is equipped with 24 vans and currently has 150 Sanitation Workers and 8 Supervisors certified in C.F.C. evacuation. During FY 2011, Sanitation Workers processed 64,113 appliances.

Public Space Recycling - In 2007, the Department conducted a pilot project where bright green recycling receptacles for mixed paper and blue ones for metal, glass and plastic were placed out in 6 public parks and at both Staten Island ferry terminals in Manhattan and

Staten Island. The goal of the pilot was to make it easier for the public to recycle as they go about their normal day. The program has since expanded to a total of 118 sites in parks, business improvement districts and other public areas throughout the city. Some of the more prominent locations include the Tribeca, Soho, Times Square, City Hall, Battery Park City and Hudson River sections of Manhattan; the Bronx Zoo, Botanical Gardens, Van Cortlandt Park, and Fordham Road area in the Bronx; Astoria, Flushing Meadow, Elmhurst, Downtown Flushing, and Jamaica in Queens and the New Drop, Borough Hall and Clove Lake sections of Staten Island. The Program is a great example of public sector/private sector partnership as each receptacles site requires a sponsor. There are 580 DSNY public space recycling receptacles in service. In addition, there are 10 privately designed and purchased receptacles at Bryant Park, Highline Park and Lincoln Square in Manhattan.

Derelict Bicycle Program – In October, 2010, the Department began a program to address the problem of derelict or abandoned bicycles that are affixed to the public property. Once the derelict bicycle meets the conditions as outlined in the Operations Order, it is scheduled for removal by Department CFC Recovery Sanitation Workers. To date, 27 derelict bicycles have been removed.

BUREAU OPERATIONS OFFICE



THE DEPARTMENT TURNS INTO A SNOW-FIGHTING FORCE DURING SNOW AND ICE STORMS.

The Bureau Operations Office (BOO) 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.

BOO also oversees all Department facilities, administers the Bureau's Expense Budget, controls fuel and lubricant inventories, as well as tools and supplies for citywide use.

BOO coordinates snow fighting plans and schedules for the entire city. Approximately 6,000 Department employees are activated to "fight" snow when conditions warrant such action. Special 12 hour shifts are initiated, resulting in approximately 2,000 Sanitation Workers assigned to snow fighting equipment each shift.

◆ SNOW OPERATIONS:

A total of 7 storms hit New York City during the winter of FY 2011, resulting in a total of 61 1/2 inches of snow and ice in the metropolitan area. The first snowstorm came on December 13, 2010.

As seen on many weather maps, 60-80+ inches were common across the northeast region during the winter of 2010-2011. Most locations in this region were 25-50 inches above normal last winter.

DSNY used over 353,769 tons of salt over the winter season, which is stored in 34 salt storage locations and 481,873 gallons of calcium chloride stored in 48 storage locations.

◆ FACILITIES:

DSNY facilities require constant monitoring and when required, repairs, renovation and emergency intervention. The Equipment & Facilities Unit of Bureau Operations works closely with the Support Services to attain this goal. It is also

involved closely with the Real Estate Division to properly plan for new facilities from an operational standpoint.

◆ EQUIPMENT:

This year we have added seven Chevy Volt passenger vehicles to our fleet.

365 Salt Spreaders:

The DSNY salt spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 353,769 tons of salt during the snow season alone.

36 Snow Melters:

Twenty-nine regular DSNY Snow Melters have the capability to melt 60 tons of snow an hour. They melt snow at a rate of 240 gallons per minute and work around the clock. Seven Mega-Melters are capable of melting 130 tons of snow per hour and 520 gallons per minute. The liquefied melted snow is drained through approved NYC sewer connections after passing through screens that filter large debris.



FEL LOADS A SALT SPREADER.

ENFORCEMENT DIVISION



SANITATION ENFORCEMENT AGENT ENFORCING THE SANITATION CODE.

The Enforcement Division, comprised of 74 Sanitation Police Officers (SPO) and 239 Sanitation Enforcement Agents (SEA), monitors compliance with administrative, recycling, and health laws governing the maintenance of clean streets, illegal dumping, theft of recycling and the proper storage and disposal of waste and recyclable materials by both residents and commercial establishments.

S.P.O.'s are Sanitation Workers and Supervisors who are fully trained, armed peace officers. S.E.A's are unarmed civilians who undergo a comprehensive classroom and field-training program.

In FY 2011, the Enforcement Division issued 254,533 Notices of Violation ("N.O.V.s"). Supervisors from the Department's Bureau of Cleaning and Collection issued an additional 106,332 NOVs for a grand total of 360,865 NOVs. In addition, Department personnel issued 144,347 parking summonses for violations of the alternate side and restricted parking regulations.

• **POSTING UNIT**

There are twenty-five S.E.A.'s dedicated to enforcing illegal posting violations. In FY 2011, the Posting Unit issued 45,293 NOVs citywide for illegal posting.

• **CANINE UNIT**

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for quality of life violations, such as failure to remove canine waste, unleashed dogs, littering and

noxious liquids. In FY 2011, 4,825 NOVs were issued for these violations.

• **ENFORCEMENT SANITATION POLICE**

In FY 2011, Sanitation Police impounded 84 vehicles and issued 203 summonses for illegal dumping. Additionally, 357 vehicles were impounded and 753 summonses issued for Theft of Recyclables, with the Department recovering 127 tons of recyclable metal and paper.

The five most common violations, which represent 54 percent of the citywide total for which NOVs were issued, are as follows:

S6M	Dirty Area	45,529
S30	Illegal Posting of Handbills	42,219
S06	Dirty Sidewalk	38,022
S16	Improper disposal	37,025
S18	Failure to store receptacle	32,975

PERSONNEL MANAGEMENT DIVISION



The Personnel Management Division (PMD) coordinates with the Bureau of Human Resources on employee-related personal actions, i.e., the hiring process of new Sanitation Workers, promotions, demotions, employee evaluations, disciplinary matters, separation of service and employee hardships.

PMD also monitors the electronic disciplinary system (DS 249) for accuracy and acts as the liaison between the Department Advocate and BCC and BWD Field Operations.

On a daily basis PMD allocates General Superintendents, Supervisors, Civilians and Medical Duty Assignment Sanitation Workers to support the BCC Field Operation.

PMD coordinates the Departments charitable involvement in the Citywide Combined Municipal Campaign and the Annual March of Dimes Walk for Babies.

During FY 2011, the Department appointed 100 new Sanitation Workers and promoted 15 Supervisors to General Superintendent Level I.

The Department's personnel breakdown by titles in FY 2011:

Sanitation Workers	5,848
Supervisors	864
General Superintendents Level I	153
General Superintendents Level II & III	76
General Superintendents Level IV & above	10
Civilians (various titles)	1,938
TOTAL	8,889

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. It also has the jurisdiction to enforce Federal, State, City, and Departmental laws, rules, and regulations pertaining to safe motor vehicle operation and work procedures, building maintenance, and driver's license requirements. Listed below are additional Divisional mandates:

- Develop and maintain several programs that emphasize safe work practices and accident prevention
- Investigate serious line-of-duty injuries and vehicular accidents to identify the contributing factors and, if necessary, evaluate and retrain personnel involved
- Conduct job-specific orientation programs for new and recently promoted uniformed employees at the Floyd Bennett Field Training Center;
- Conduct equipment training and CDL driver training at Floyd Bennett Training Center;
- Conduct Department-wide workshops in the areas of management development. Computer Training classes are also conducted in conjunction with the Information and Technology Division.

In Fiscal Year 2011, over 5,119 Department employees participated in the programs offered by the Division of Safety & Training.

CRITICAL DRIVER PROGRAM

The Division of Safety and Training continued to monitor the license status of all Department of Sanitation employees. General Order 2008-14 specifically assigns the Division the responsibility to issue complaints, place employees who lose their driving privileges into the status of leave without pay until they secure a valid license, carry out suspensions, and/or job terminations. Poor drivers who are frequently involved in chargeable vehicular accidents have their driving privileges restricted internally and are reevaluated and retrained by Training personnel.

In FY 2011, a total of 35 employees were retrained due to excessive chargeable accidents.

UNIFORMED TRAINING FOR NEW-HIRES AND PROMOTIONS

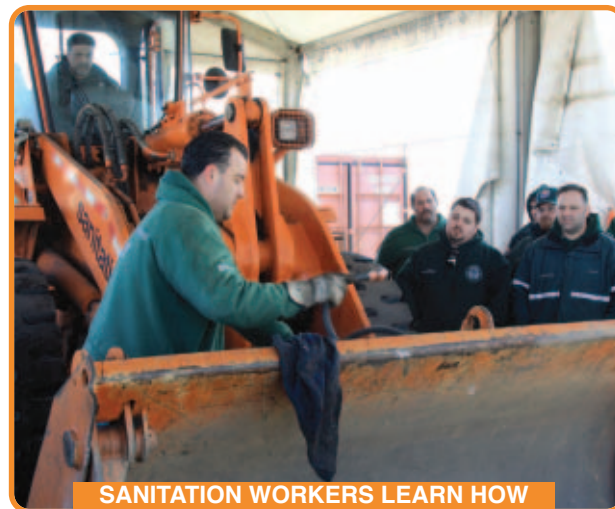
In Fiscal Year 2011, with 115 employees attended the following classes:

New Sanitation Worker	1 Class	100 Hired
GSI Promotion	1 Class	15 Hired

EQUIPMENT TRAINING AT FLOYD BENNETT TRAINING CENTER

In FY 2011, a total of 544 employees attended the following equipment training courses:

CDL Class A Permit Class	56 employees
CDL Class A License	13 employees
Large Wrecker & Car Carrier	58 employees
Vacuum Truck	14 employees
Mechanical Broom	149 employees
EZ Pack	80 employees
Front End Loader	200 employees
Roll On / Roll Off	32 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 Fiscal Services Division in determining accurate payment to companies hired to assist in snow removal. This unit also trains Department employees to measure heavy equipment, such as truck and front-end loader bucket capacities, in order to determine payment to private companies if they are utilized for snow removal. They also assist field locations in the accurate recording of these measurements and hours worked by private contractors during snow removal operations and finalize the accuracy of all documentation before it is sent to Fiscal Services.

SNOW TRAINING

Each year, DST train's and re-trains Borough and District personnel on snow policies and procedures. In FY 2011, a total of 1,313 employees participated in the following snow training classes:

in the following snow training classes:

Load and Dump Snow Removal	330 employees
Truck Measuring for Snow Removal	127 employees
Truck Measuring Refresher	97 employees
Snow Inspector/Snow Clerk	456 employees
Spreader/Plows – Supervisors	119 employees
Spreader/Plows – Sanitation Workers	184 employees

development needs and goals.

In FY 2011, a total of 300 employees participated in the following courses:

Supervisory Skills	15 employees
Conflict of Interest Training	285 employees

RIGHT-TO-KNOW TRAINING (RTK)



SANITATION WORKERS LEARN HOW TO OPERATE EQUIPMENT SAFELY.

DCAS COMPUTER SKILLS TRAINING AND OTHER GENERAL COURSES.

During FY 2011, 100 DSNY employees attended a total of 182 computers software and other general courses (i.e. management, procurement, auditing) sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel	34 courses
MS Access	6 courses
MS Word	5 courses
MS Power Point	3 courses
Project 2007	2 courses
E-Mail	3 courses
Photoshop	5 courses
Illustrator	1 course
Dream Weaver	1 course
Acrobat 9	1 course
Other computer	10 courses.

Total Computer Courses Attended 71

Other general courses attended 111

TOTAL COURSES ATTENDED 182

MANAGEMENT SKILLS TRAINING

The Management Skills Training Program is a series of courses designed to sharpen participants’ communication and management skills. Managers choose the courses they would like to attend, based on their individual

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 materials safely. Class content is specific to the employee’s job title and work environment.

In FY 2011, a total of 2,302 employees participated in RTK Core and Refresher training classes.

EEO AND WORKFORCE DIVERSITY TRAINING

The Department of Citywide Administrative Services (DCAS) and the DSNY Equal Employment Opportunity (EEO) Office require that all employees receive training in their rights and responsibilities under the EEO laws, including how to prevent harassment in the work place and how to work cooperatively with others as a member of a diverse workforce.

In FY 2011, a total of 348 employees participated in the following four courses:

EEO Training for New Employees (all titles) 31 employees

EEO Training for New Sanitation Workers 100 employees

EEO Training for New General Superintendants 10 employees

EEO/Sexual Harassment Prevention Refresher 207 employees

BUREAU OF WASTE DISPOSAL



59th STREET MTS

The Bureau of Waste Disposal (BWD) is responsible for the disposal of all Municipal Solid Waste (MSW) and Recyclables managed by the Department of Sanitation (DSNY). BWD consists of Solid Waste Management Engineering, the Export Contract Management Unit, Marine and Land Based Transfer Stations and The Fresh Kills Landfill.

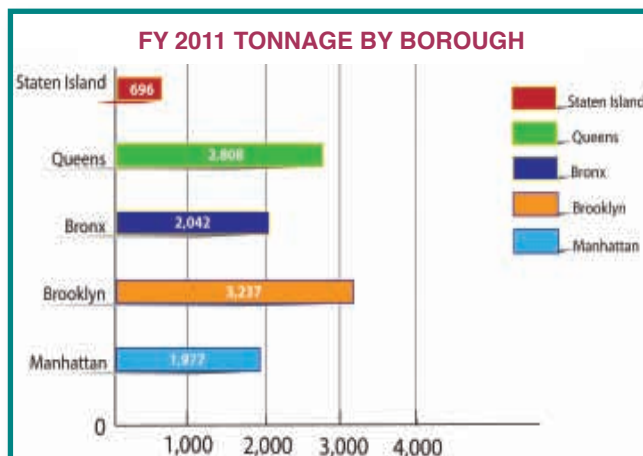
The Fresh Kills Landfill was officially closed in March 2001. By order of Governor Pataki it was reopened on September 12, 2001 to accept material from the World Trade Center. Following the end of the WTC Recovery Project in July 2002, BWD resumed its preparation for final closure. Two of the four sections or mounds that make up Fresh Kills have already been capped and meet the requirements of final closure. Closure construction at the third mound, Section 6/7, is nearing completion. BWD continued with the sub-grade fill plan for Section 1/9 (final mound). Fill material from the Interagency Cover Program is used to raise the elevation of Section 1/9 to achieve the necessary 4% grade required by the State to close a landfill. The Interagency Cover Program (IACP) provides fill material from City Capital construction projects that generate soils from excavation. During the fiscal year 2011 the Department received 423,760 cyds. of IACP Fill with 44,534 cyds. of road material for a total of 468,294 cyds. BWD operates a Marine Transfer Station at 59th Street in Manhattan. This facility receives paper and cardboard from the borough of Manhattan. The paper is then transported by barge to the Visy Paper Plant in Staten Island. This facility also accepts commercial paper contracted by Visy Paper. For FY 2011, the total tonnage of paper and cardboard that was disposed of at 59th Street and subsequently delivered to Visy paper was 90,665.59 tons. This is broken down as follows; 83,620.66 tons from DSNY trucks and 7,044.93 tons collected from private vendors. All material collected was transported to Visy

Papers facility via barges. The facility is scheduled for refurbishment beginning in FY 2012.

EXPORT CONTRACT MANAGEMENT UNIT

In FY 2011, the Department of Sanitation exported 3,261,750 tons of the City's residential and institutional waste to various contracted waste industry vendors located throughout the city and locations outside the city. The out-of-city vendors were located in Yonkers and Hempstead, NY and various locations in New Jersey. The yearly tonnage averages 10,836 tons per day of Municipal Solid Waste ("MSW").

The Department has contracts with ten different vendors



who operate twenty MSW or putrescible waste disposal facilities. Of these facilities, eighteen are transfer stations and two are Waste to Energy Plants. Within the City limits, one transfer station is located in the Bronx, seven are located in Brooklyn, four in Queens, and one in Staten

Island. The Staten Island Transfer Station (“SITS”) is owned by the City of New York and operated by the DSNY. In the State of New Jersey, there are four transfer stations and one Energy from Waste Plant. In addition, there is a Energy from Waste Plant located in Hempstead, Long Island and a transfer station in Yonkers, NY also utilized by DSNY. In addition to putrescible waste, the DSNY also has three contracts for the disposal of non-putrescible waste or construction and demolition (“C&D”) material. The locations of these C&D sites are in the Bronx, Brooklyn, and two in Newark, NJ.

THE SOLID WASTE MANAGEMENT PLAN (SWMP)

The opening of the Staten Island Transfer Station (SITS) in November 2006 was the first component in the implementation of the City’s Solid Waste Management Plan (SWMP). The SWMP, which was adopted by the City Council in 2006, requires that all DSNY managed

Transfer Station was added as the third component to the SWMP. This facility accepts MSW from Brooklyn Sanitation Districts 1,3,4 & 5. All MSW from these districts is then containerized and loaded onto railcars and transported to Waste Management’s Atlantic Landfill located in Waverly, Virginia. DSNY now transports 33% of its waste by railway.

Construction continues on the new North Shore Converted Marine Transfer Station. This state-of-the-art facility is rapidly taking shape on the northern tip of College Point, Queens. This DSNY facility will compact solid waste in intermodal shipping containers that will then be loaded onto deck barges for transport to an intermodal facility where they will be reloaded onto railcars and/or barge to a final disposal site.

Construction also continues on the new Hamilton. The old MTS has been demolished and the foundation has



STATEN ISLAND TRANSFER STATION (SITS)



NORTH SHORE CONVERTED MARINE TRANSFER STATION

waste be transported to its final disposal site by either rail or barge. The plan calls for long-term agreements with industry vendors to accept and dispose of DSNY managed waste. All municipal solid waste collected by DSNY within Richmond Borough is brought to SITS. SITS is operated by DSNY personnel, while the transportation and disposal of the containerized MSW is managed by Allied Waste. MSW is compacted and then loaded into intermodal containers. Containers are then loaded onto rail cars in the SITS rail yard and shipped to an Allied Waste landfill in Lee County, South Carolina. In 2008, the facility was recognized by the Solid Waste Association of North America and given the Gold Award for Solid Waste Transfer Stations.

In August 2007, the City signed a long-term contract with Waste Management (WM) for receiving, transporting, and disposing of DSNY managed waste collected in the Bronx. Under the agreement, DSNY managed waste is brought to Waste Management’s Harlem River Yard Transfer Station where it is compacted and loaded into intermodal containers. Containers are loaded into intermodal containers then transported via rail to Waste Management’s Atlantic Landfill located in Waverly, Virginia. On March 1, 2009, the Waste Management Varick I

been poured for this new facility.

BWD – WASTE MANAGEMENT ENGINEERING – FY 2011

The Office of Waste Management Engineering (WME) is principally charged with the design, construction, closure, post-closure care and end use development of the 2,200-acre Fresh Kills Landfill. In FY 2011, the last phase of closure construction work began at Section 6/7, and grading resumed at Section 1/9 to prepare the site for final cover construction. Post-closure operations continued at Sections 2/8 and 3/4 where closure construction was completed in 1998. End-use projects for Freshkills Park progressed further on many fronts, including site construction, design development for special walkways and restoration of wetlands.

At the end of FY 2011, DSNY projected the closure and post-closure care costs of the Fresh Kills Landfill at more than \$2 billion, with almost \$750 million of work already completed. Approximately \$386 million in closure construction work remains with the balance of the costs projected to be incurred through the post-closure care period for the landfill.

In FY 2011, expenditures for Waste Management Engineering's programs were just under \$59.8 million: \$47.2 million was spent for Section 6/7 Closure Construction; almost \$11.2 million for Post-Closure Care, corrective measures, expansion of operations and landfill gas purification operations; and \$1.3 million for other expenses, including funding of operating permits and regulatory oversight. In addition, more than \$5.5 million of in-kind construction services were provided at Section 1/9 for final cover sub-base grading.

CLOSURE DESIGN AND CONSTRUCTION

Section 6/7

By the end of FY 2011, closure construction was completed for 297 acres of the 305-acre Section 6/7. The closure construction at Section 6/7 is planned for completion in early FY 2012 and will be followed with the commencement of Post-Closure Care activities.

Approximately 45 acres of final cover and associated work were completed during the fiscal year. The final cover construction included the installation of a gas venting layer, a 40 mil Linear Low Density Polyethylene (LLDPE) Liner, a drainage layer, 24 to 48 inches of barrier protection material and a six-inch thick planting soil layer. In conjunction with the final cover construction, improvements were made to the landfill gas collection system; several thousand linear feet of header pipes were realigned to improve the long-term performance of the system; passive gas vents were installed for future use; and landfill gas wells and other infrastructure were fully enclosed by vaults to facilitate future public access for Freshkills Park. In addition, approximately 5,500 linear feet of storm water drainage swales were installed and approximately 4,500 linear feet of maintenance access roads constructed. About 43 acres of the final cover were planted with a mix of prairie grasses, wildflowers and other herbaceous plants.

Despite the stringent engineering specifications and chemical quality requirements for the final cover soils, several Inter-Agency Cover Materials sources were identified during construction that would meet these requirements for general fill and embankment fill. Through FY 2011, approximately 570,000 cubic yards of general fill and approximately 153,000 cubic yards of embankment fill have been incorporated into the construction of Section 6/7. Use of the Inter-Agency materials began in early 2009, and by the end of FY 2011 net savings to the Department were approximately \$13.5 million.

The last phase of Section 6/7 construction work, comprising 40 acres, began in March 2011 and is expected to be completed by October 2011. The work consists of the following: preparation of approximately 30 acres of sub-grade, completion of approximately 25 acres of final cover, construction of three storm water drainage inlet down chutes, installation of approximately 2,500 linear feet of storm water drainage swale/embankments and seeding with coverage by erosion control mats of approximately 23 acres of final cover.

A major component of the work in this last phase is the



completion of a roadbed to extend Yukon Avenue through the site. Analyses had demonstrated that a public road could be built over the landfill in a manner that would not compromise the integrity of the landfill's environmental control systems. By adjusting the closure design, and integrating this limited road construction with the closure construction, the total construction cost for the road was reduced by more than \$40 million, and many negative environmental impacts were avoided. The road construction will be completed along with other roadway enhancements at the site as part of the Freshkills Park Master Plan.

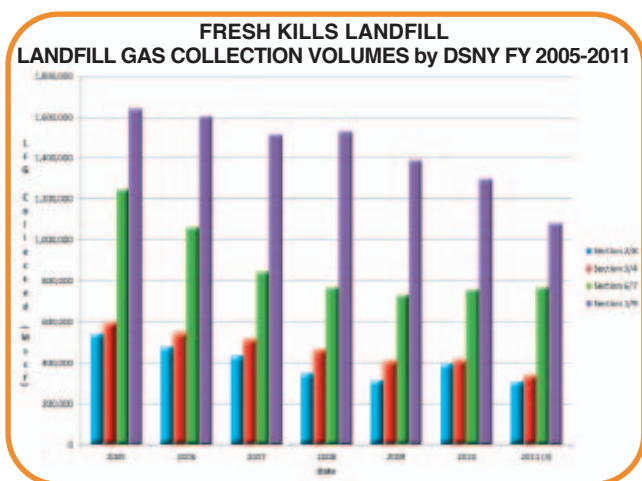
Section 1/9

In October 2010, following resolution of WTC litigation in federal court, WME proceeded with a sequential fill plan to complete the final cover sub-base grading at Section 1/9. This phase of work will require placing more than 1,000,000 cubic yards (in-place) of soils and fill to properly grade the site and prepare it for final cover construction. Later in October, the Bureau of Waste Disposal resumed grading operations in this location. During FY 2011, approximately 352,000 cubic yards (truck measure) of Inter-Agency Cover Materials and 23,000 cubic yards of other materials were placed in accordance with these plans.

POST - CLOSURE CARE

Federal and State regulations stipulate that environmental control systems for landfills are operated, maintained and their integrity and effectiveness monitored for a minimum of 30 years beyond the closure of the facility. These post-closure care requirements apply to the operation and maintenance of the landfill gas control and leachate control systems, the landfill final cover and storm control systems, as well as the monitoring of changes in the groundwater and surface water quality and gas concentrations in the perimeter soils. Reports on the operation, maintenance, inspection and monitoring programs are prepared throughout the year and provided to the New York State Department of Environmental Conservation to demonstrate the continued integrity of these systems.

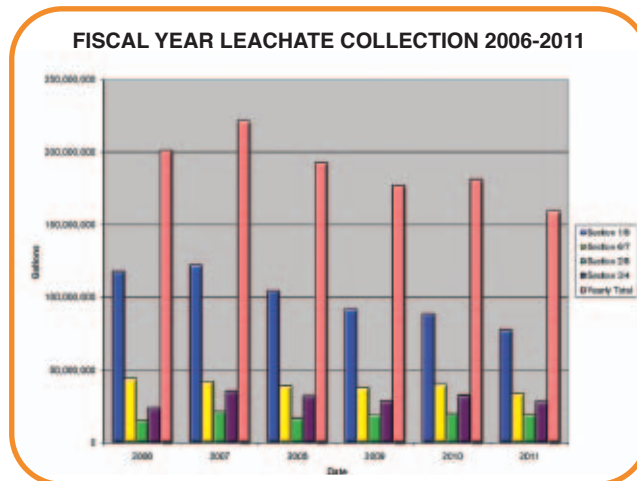
The landfill gas control systems consist of collection wells installed in each landfill unit, i.e., Sections 1/9, 2/8, 3/4



and 6/7, which are connected by header pipes to flare stations at Sections 2/8, 3/4 and 6/7, and to the gas transmission line to the Landfill Gas Purification Plant at Section 1/9. During FY 2011, 2,500,000 million standard cubic feet (Mscf) of landfill gas were collected from the landfill. The landfill gas is normally diverted to the Purification Plant where it is processed to pipeline quality natural gas for sale to *National Grid*. During planned maintenance on the plant or by *National Grid* on their distribution system and periods following electrical outages or other disruptions to the plant or gas quality, the gas is directed to the flare stations to be burned. During FY 2011, 2,300,000 Mscf of gas were processed at the Landfill Gas Purification Plant and sold to *National Grid*, generating approximately \$4.5 million in revenue. The balance of the gas, about 8.6% of the total, was directed to the flare stations and burned. Incidental to the control of Landfill Gas emissions and migration, the purification of the natural gas from the landfill gas and its sale resulted in the elimination of the equivalent of 600,000 metric tons of CO₂ and associated Green House Gas impacts.

As model simulations have projected, the landfill gas generation rate, and hence the gas collection rate, has continued to decline. However, the rates of the declines for Sections 2/8, 3/4 and 6/7 appear to be less abrupt than at Section 1/9. Based on the current trend, there are no plans for terminating landfill gas collection from any of the landfill units within the next several years.

Leachate is a wastewater created when rain percolates into garbage. Its release to the groundwater and surface waters is regulated by Federal and State laws. At Fresh Kills, control of leachate release to the environment is accomplished by containment, collection, and conveyance systems at each landfill unit. These systems prevent the leachate from flowing vertically to lower groundwater regimes and laterally to the surface waters. The collected wastewater is pumped to an on-site industrial wastewater treatment facility where the leachate is treated, then discharged to the Arthur Kill. During FY 2011, the Leachate Treatment Plant treated and discharged 163,665,577 gallons of leachate. In addition, more than 3,200,000 gallons of landfill gas condensate (moisture removed from the landfill gas) was



separately collected from the landfill and co-treated with the leachate.

As final cover construction at Section 6/7 has advanced over the past several years, there has been less infiltration of rain into the garbage, and generation of leachate and its collection rate has declined. This trend for Section 6/7 is expected to stabilize over the next few years.

As final cover sub-grade preparation work has progressed at Section 1/9 and drainage from the landfill has improved, more rainfall has been shed and drained to the stormwater systems, resulting in a reduction in leachate generation and collection. While the trend of reduced leachate generation will continue for many years as closure construction continues, it may not be so evident in the leachate collection rate at Section 1/9 over the next several years. The closure design for Section 1/9 will include expansion of the leachate collection system to isolate the Staten Island District 3 Garage and Borough Repair Shop from the solid waste management unit. This will result in higher leachate collection rates during construction and may continue for several years after construction as the expanded system becomes fully operational.

Several components of the Leachate Treatment Plant have now been operating for almost 19 years. A critical component of the facility is the sludge conditioning and dewatering system. The challenging characteristics of the sludge resulting from the metals removal treatment process and those of the wasted nitrifying bacteria from the biological treatment process have required that this system operate three shifts a day most days of the week; the original design parameters forecasted that this could be done in only two shifts. As this additional usage prematurely brought this system to the end of its operational life cycle, the DSNY contractor designed an upgraded replacement system. The design was developed for the actual sludge characteristics and quantities from the plant and, as originally contemplated, to process the sludge in two shifts. In addition to increasing the reliability of this critical process, the upgraded system will more efficiently dewater the sludge resulting in less sludge for disposal. Construction of the new sludge handling system began in late FY 2011 and is scheduled to be completed



**OSPREY MAKES HOME
AT FRESH KILLS**

and in operation by the end of FY 2012.

During FY 2011, a Benchmarking Study was conducted to provide guidance to optimize the performance of the Leachate Treatment Plant. The study analyzed the as-built and historical hydraulic flow capacities and pollutant loadings of the various treatment systems and compared them to the design bases and conditions set forth in the original design reports. The study found that:

- the capacities of the plant's biological and chemical treatment processes were more efficient than those described in the design bases;
- the actual pollutant loadings were less than the design basis; and,
- the hydraulic throughput capacity of the plant was more than adequate to handle peak flows.

While the study showed that the current facility and operation of the plant were totally adequate for the current conditions, it identified several hydraulic bottlenecks in the plant that restricted the flow through the plant at less than the maximum design flow, and that the current practice of mixing the landfill gas condensate at a leachate pump station can create an upset in the biological treatment process. The study proposed adding additional pumps to the equalization tanks and sequencing batch reactors that could correct these bottlenecks. In addition, the study proposed discharging landfill gas condensate into an idle tank at the plant and pumping the condensate to the head of the plant at a more uniform and steady rate to avoid upset loads to the plant.

These recommendations are being planned for implementation in FY 2013. The benefit of these upgrades will become more evident as the plant ages and other major overhauls are needed. The increased capacity will make it possible to take an entire treatment train (i.e., SBR, flocculator, sedimentation tank, sand filter) off-line for overhaul with the plant still being able to treat all the collected leachate. It is also foreseeable

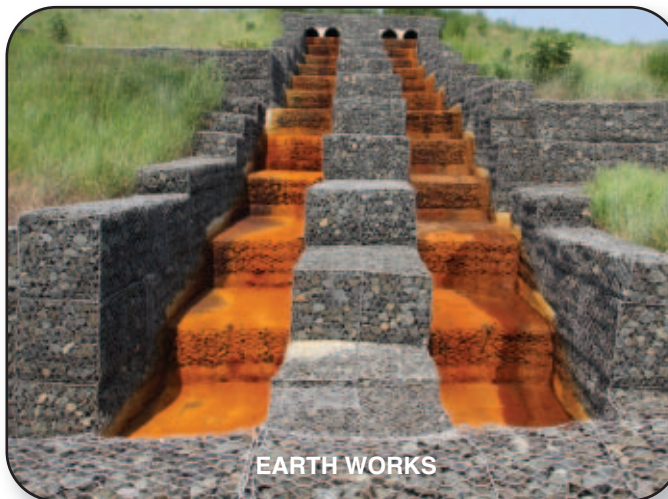
that, as the leachate is drained and withdrawn from the landfill and the collected flows continue to decline, the operation of the plant can be scaled down to two full operational shifts per day.

END - USE DEVELOPMENT

The transformation of the 2,200 acre Fresh Kills Landfill into Freshkills Park will create a public recreational open space almost three times the size of Central Park. While the actual design, construction and operation are being led by the Department of Parks and Recreation (DPR), DSNY has been charged with ensuring that the development and operation of the park will neither disturb the integrity of the environmental monitoring and control systems nor increase the potential threat to human health or the environment. During FY 2011, DPR continued building on the conceptual goals outlined in the Fresh Kills Draft Master Plan (2006) and developed subsequent analyses of current and future conditions in the Generic and Supplemental Environmental Impact Statements (2009).

Most early phases of the park's construction lie on the periphery of the Solid Waste Management Units (SWMU). Other construction will fall adjacent to, and within, the SWMU. Those projects require long term planning, technical investigations and design analyses to demonstrate that the Changes in Landfill End Use will not compromise the landfill's environmental control and monitoring systems.

The park will feature handball and basketball courts, as well as an ecologically sensitive comfort station. Schmul Park will also serve as a pedestrian entryway to North



EARTH WORKS

Park. The comfort station and playground projects have been bid for construction; work will begin in the fall of 2010 and run through 2011.

Among the many projects being developed in the early phases of the park's creation is Schmul Park. Renovations to Schmul Park, located at the edge of Section 3/4 (renamed North Park), will be substantially completed by the end of calendar year 2011 with a subsequent opening in early 2012. On the park's other side, the Owl Hollow Soccer Fields and Comfort Station along Arthur Kill Road are also near completion and expected to open in calendar



year 2012.

Another early project for the park was the extension of Yukon Avenue from Richmond Avenue through Section 6/7. In addition to bringing visitors to the park, this extension and other planned roadway improvement projects are intended to relieve traffic congestion along Richmond Avenue. In FY 2010, WME modified the closure design for Section 6/7 to include the roadbed and received regulatory approval for the modifications. Construction for the roadbed was initiated that year and has continued through FY 2011. The road corridor, roadbed and drainage system will be completed in early FY 2012 with the closure construction of Section 6/7. In early FY 2012 the Department of Design and Construction will be releasing a Request for Proposal to continue design efforts for the next phases of developing these roads.

Another feature at South Park will be the DSNY's Fresh Kills Landfill Percent for Art Project by Mierle Laderman Ukeles. As proposed, this project will consist of an Overlook at the Land Bridge connecting the two mounds of South Park and will be framed by two earthworks. During FY 2011, conceptual designs were presented to DSNY executive staff, Staten Island Community Board 3, the Staten Island Borough President's office and the NYC Public Design Commission. The concept has been well received, and the design continues to progress.

A goal of the Freshkills Park Draft Master Plan is to develop sustainable energy generation at the site. As part of this effort, Axio Power (formerly BQ Energy), with grants from the New York State Energy Research and Development Authority, has been conducting investigations and design analyses to determine the technical and economic viability of installing wind turbines atop the landfill.

Concurrent with the work by Axio Power, the Mayor's Office of Sustainability has been exploring viable methods of integrating renewable energy sources into the infrastructure at the Fresh Kills, Edgemere, Fountain Avenue, Pennsylvania Avenue, and Brookfield Avenue Landfills. DSNY has been cooperating in an advisory capacity with an interagency and consultant team. In the spring of 2011, through a contract with the NYC Economic Development Corporation, the NYC Department of Environmental Protection engaged AECOM, a technical and engineering services company, to focus this review on the Fresh Kills and Edgemere Landfills. The pre-feasibility study was designed to focus on identifying locations at these sites where solar photovoltaic energy and wind energy could be commercially developed. Initial tasks for this study were completed at the end of FY 2011, and a draft feasibility report is planned to be submitted for review in early FY 2012.

DPR has sustained an active outreach program to develop proposals with non-profit ecology centers, the U.S. Forest Service, Million Trees, the College of Staten Island and other research institutions to better understand the rich ecosystems and enhance the quality of natural habitats throughout the site. During FY 2011, bird houses were installed along some of the perimeter roads to attract wrens for a study of bird behavior. DPR offers previews of what the park will offer through regularly scheduled bus tours, bird watching, kayaking events and art exhibits — at no charge to the public. Last fall, DPR hosted a *Sneak Peek at Freshkills Park*, enabling the public to observe the gradual transformation “from landfill to landscape,” while enjoying a day of recreational and educational activities.

BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

NYC RECYCLE MORE, WASTE LESS WEBSITE

BWPRR writes the content and maintains the popular NYC Recycle More, Waste Less website, NYC's one-stop resource for recycling, waste prevention, composting, and sustainability info.

To promote the website, banner ads appeared in June 2011, on many popular websites encouraging New Yorkers to visit www.nyc.gov/wasteless to find out how they can recycle more and waste less.

Visitor Summary for www.nyc.gov/wasteless		
Category	FY 2010	FY 2011
visits	663,769	1,045,106
average per day	1,813	2,863
average visit duration	00:17:28	00:15:14
visitors	363,676	501,363
visitors who visited once	310,944	420,457
visitors who visited more than once	57,732	80,906
average visit per visitor	1.8	2.08

RECYCLING GAME APP

In FY 2011, BWPRR created and launched the NYCrecycles app www.nyc.gov/wasteless/games for iPhone, iPad, and iPod touch to help New Yorkers recycle more, and waste less. BWPRR created this game using items that mimic NYC's residential waste stream.

CITYWIDE MAILINGS

During May and June 2011, BWPRR sent out three citywide mailings to promote recycling, reuse, and sustainability:

- A tri-fold **recycling reminder** showing what to recycle with the Department of Sanitation. The mailer also included info on waste prevention, take-back programs, improving apartment building recycling, and home composting.
- A card announcing the launch of **re-fashionNYC** www.nyc.gov/refashion, a program that makes clothing donation easy through on-site drop-off bins for buildings with 10 or more units. The re-fashionNYC program is a partnership between the city and Housing Works, whose mission is to end the dual crises of homelessness and AIDS.
- An updated **harmful products brochure** providing information on the safe handling and disposal of common household items. This brochure, a major redesign from the previous version released in 2001, helps residents understand how to reduce, handle, and

dispose of their medical waste, automotive products, mercury devices, electronic products, gas cylinders, and cleaning & maintenance products.

OUTREACH AND MATERIALS FULFILLMENT

To disseminate NYC's recycling and sustainability message, in FY 2011, BWPRR distributed approximately 1.1 million pieces of educational and promotional material through mailings, tabling events, and site visits.

DSNY Bureau of Waste Prevention, Reuse and Recycling Public Education Materials Distributed		
ITEM	FY 2010	FY 2011
recycling decals	428,332	404,155
recycling checklist flyers and stickers	410,666	275,454
bookmarks and bumper stickers	190,065	144,418
coloring and comic books	70,675	67,279
compost brochures	26,474	37,126
apartment building posters	30,608	28,757
signs for agencies & schools	31,980	27,130
recycling info packets	n/a	19,369
commercial recycling handbooks	6,725	4,389
NYC Teachers RRResource Kits and DVDs	1,194	951

DSNY Bureau of Waste Prevention, Reuse and Recycling Outreach Activities	
Site Type	FY 11
school (K-12)	136
residential	135
agency/institution	100
commercial	18
other	6
total	395

Apartment Building Recycling Initiative (ABRI)

To help increase the quantity and quality of recyclables generated by NYC apartment buildings, BWPRR runs the Apartment Building Recycling Initiative (ABRI) www.nyc.gov/wasteless/abri, which offers property managers, building superintendents, co-op and condo boards, and motivated residents the resources they need to improve, and/or maintain efficient and user-friendly recycling programs in their apartment buildings.

BWPRR holds monthly ABRI trainings in its offices in lower Manhattan and also offers on-site recycling trainings at apartment buildings throughout the five boroughs. Since the program's inception in 2007, a total of 456 buildings participate in ABRI, representing approximately 43,800 apartments throughout NYC.

DSNY Bureau of Waste Prevention, Reuse and Recycling Apartment Building Recycling Initiative (ABRI) Activities	
Category	FY 2011
in-house trainings	10
attendees	49
on-site trainings	9
attendees	156
site visits	60
new buildings added	47
total units	6,900
total buildings	456
total units	43,800
property management companies participating	140
total units	13,500



SCHOOL RECYCLING PROMOTION AND GOLDEN APPLE AWARDS

BWPRR continues to work closely with the NYC Department of Education (DOE) to set up and recycling programs in all 1,600 City public and charter schools located in 850 buildings, and to teach the City's 1.1 million schoolchildren about sustainability, including waste prevention, composting, and recycling.

2011 TrashMasters! Super Recyclers			
Division	Borough	Award	School
Elementary	Brooklyn	Citywide & Borough Winner	PS 192 Magnet School for Math & Science Inquiry
Elementary	Brooklyn	Borough Runner-Up	PS 124K Silas B. Dutcher
Elementary	Queens	Borough Winner	PS 76Q William Hallet

2011 TrashMasters! Reduce & Reuse Challenge			
Division	Borough	Award	School
Elementary	Manhattan	Citywide & Borough Winner Manhattan Golden Shovel	PS 89 Liberty School
Elementary	Queens	Queens Golden Shovel	P 993 @ 208Q
Intermediate	Brooklyn	Citywide & Borough Winner Brooklyn Golden Shovel	John Ericsson MS 126 Magnet School for Environmental Engineering

2011 TrashMasters! Team Up To Clean Up			
Division	Borough	Award	School
Elementary	Staten Island	Citywide & Borough Winner	PS 857 Hubert H. Humphrey
Intermediate	Manhattan	Citywide & Borough Winner	IS 52 Inwood School of Environmental and Applied Sciences

BWPRR attends all of the DOE sustainability initiative's monthly recycling working group sessions and presented the keynote segment on school recycling setup at the three large DOE sustainability coordinator trainings held in the spring of 2011.

As of FY 2011, DOE added school recycling to its mandatory safety trainings for school custodians. During the six custodian-training sessions held in 2011, BWPRR explained what to recycle and how to set up an effective recycling program. BWPRR also conducted two separate recycling presentations for school food staff.

BWPRR's Golden Apple Awards program www.nyc.gov/wasteless/goldenapple includes three school contests: *TrashMasters! SuperRecyclers* recognizes model school recycling programs; *TrashMasters! Reduce & Reuse Challenge* rewards innovative waste prevention practices; and *TrashMasters! TeamUp to CleanUp* honors neighborhood cleanup projects. From all entrants, NYC Compost Project personnel select one school from each borough, which has demonstrated outstanding composting programs to receive that borough's "Golden Shovel Award."

NYC Stuff Exchange Website and App

While there are many organizations that buy, sell, and accept donations of used goods in NYC, each organization has specific items and requirements for handling materials. Therefore, BWPRR manages NYC Stuff Exchange www.nyc.gov/stuffexchange, a free, quick, and simple way for New Yorkers to find convenient places to donate, buy, or sell different types of gently used goods in NYC.

In FY 2011, BWPRR updated the website to make it easier to navigate and interact with the organizations listed on the site. To help mobile New Yorkers, BWPRR created and launched the NYC Stuff Exchange app for iPhone, iPad, and iPod touch.

NYC Stuff Exchange contains a searchable database of reuse organizations that can be searched by zip code, borough/citywide, or vendor. In Fiscal Year 2011, clothing, book, and furniture donations continued to be the most popular searches.

Summary Statistics for www.nyc.gov/stuffexchange		
Category	FY2010	FY2011
vendors listed	693	692
visits	82,929	96,364
average per day	227	264
average visit duration	00:09:55	00:06:15
visitors	41,183	47,432
visitors who visited once	32,249	38,587
visitors who visited more than once	6,934	8,845
average visit per visitor	2.01	2.03

re-fashionNYC: NYC's Official Clothing Reuse Program in Partnership with Housing Works

When DSNY completed its 2004-05 Residential and Street Basket Waste Characterization Study, it found that annually NYC residents throw away approximately 200,000 tons of clothes, towels, blankets, curtains, shoes, handbags, belts,



Golden Apple Award Winners.



NYC's waste prevention and recycling characters pose with new re-fashionNYC clothing collection bins at a press event in Brooklyn.

and other textiles and apparel. To make it more convenient for New Yorkers to reduce textile waste and donate to a good cause at the same time, BWPRR launched re-fashionNYC in May 2011 after careful research and planning. Response to the program has been overwhelmingly positive. Between May and the end of the Fiscal Year in June 2011, DSNY received 867 expressions of interest from tenants and building managers.

In April 2010, NYC issued a bid solicitation, seeking out partners in the charitable sector to implement the program. A review of bids received led to the selection of the most qualified bidder, Housing Works, Inc., a healing community of people living with and affected by HIV/AIDS, whose mission is to end the dual crises of homelessness and AIDS through relentless advocacy, the provision of

of lifesaving services, and entrepreneurial businesses that sustain their efforts.

Housing Works owns and operates health centers, housing facilities, and thrift shops throughout the city, with decades of experience with used clothing donations. With the selection of Housing Works bid, the organization would be the sole and exclusive textile recycler operating on behalf of New York City.

The re-fashionNYC Program provides sturdy, attractive donation bins to qualified apartment buildings, commercial properties, and institutional sites. To qualify, buildings must have ten or more units, and the owner or manager of the property must formally agree to host one or more bins. Once bins are installed, building staff simply contact the program via email or phone to schedule a collection.

NY WasteMatch

In order to assist NYC's businesses and nonprofits who often have unique reusable materials, BWPRR facilitates direct materials exchanges at no cost to NYC's commercial sector through NYC WasteMatch, www.wastematch.org.

Some of the materials exchanged in FY 2011 included 15 tons of sushi vinegar from an NYC based importer to a local food charity; an entire floor (4 tons) of office furniture to a local school; a set of dining room tables and chairs from a chinese restaurant to a local church; and many other exchanges of materials such as yoga mats, 55-gallon barrels, baby food, sandbags, pallets, and ceiling tiles.

Materials for the Arts

NYC WasteMatch		
Category	FY2010	FY2011
tons diverted	697	657
dollars saved	\$574,000	\$529,000

Business surplus materials can often be invaluable to NYC's school teachers and artists. Materials for the Arts www.mfta.org, a program of the Department of Cultural Affairs, receives additional funding from the Departments of Sanitation and Education. MFTA is a reuse/waste reduction program that supports the arts and cultural community since 1978.

MFTA's education department offers class trips for schools, professional development classes for NYC's

Materials for the Arts		
Category	FY 2010	FY 2011
donors	1,597	1,545
donations	2,470	2,408
value of donated goods	\$6,700,000	\$5,200,000
class trip attendees	999	1,573
teachers trained	197	207
art provider workshop attendees	166	229

teachers through their office of After School Professional Development, and daytime classes for community arts providers. Materials for the Arts continues to be a worldwide example of successful reuse programs. In FY 2011, it was featured locally in the NY Times and internationally in Japan on the Good Morning Tokyo show.

Materials Exchange Development Program

BWPRR promotes and strengthens NYC's reuse organizations through the NYC Materials Exchange Development Program (MEDP) www.nycmedp.org, a program managed through the Grove School of Engineering at the City College of New York (CCNY).

In FY 2011, MEDP redesigned its website with a new members' area that allows reuse organizations affiliated with MEDP to find resources, share events, and network together. MEDP continues to host an annual conference, workshops on a variety of topics (such as bed bugs and social media), quarterly Reuse Directors meetings, as well as various subcommittee meetings.

MEDP also continues to offer the Materials Exchange Certificate Program, a training course to help reuse sector staff understand the many facets of reuse and nonprofit management. MEDP worked with the City College of New York's Continuing and Professional Studies Program to add the certificate program to the school's curriculum beginning FY 2012.

Finally, MEDP is working with a doctoral candidate to research the NYC reuse sectors' environmental, social, and economic impacts.

Special Waste

BWPRR continues to maintain five Household Special Waste Drop-Off Sites (one in each borough), where NYC residents can drop off common harmful household products, including household and automotive batteries, motor oil, transmission fluid, fluorescent tubes and bulbs, latex paint, mercury thermometers and thermostats, and passenger car tires for proper disposal. In FY 2011, over 44 tons of material was collected from all five sites.

Agency Safe Handling

BWPRR is responsible for overseeing the citywide Agency safe handling and disposal program of universal and

Household Special Waste Drop-Off Sites		
Category	FY 2010	FY 2011
tons motor oil collected	7	4
household batteries collected	4	3
tons fluorescent lamps collected	.8	1
tons of mercury devices collected	.01	.06
tons of auto batteries collected	2.5	1.5
tons of paint collected	11	34
total tons collected	25	44

electronic waste, such as lighting, computer equipment, and rechargeable batteries. During FY 2011, BWPRR worked with all of NYC's mayoral agencies to ensure the proper handling of these items:

- 29 agencies began using a unique, citywide contract developed by BWPRR for the proper removal, transportation, recycling and/or disposal of electronic, lighting, mercury, and sharp waste generated by NYC agencies. In the first few months of this contract, over 100 pickups were performed, recycling over 130 tons of electronic waste and over 9,000 lamps.
- NYC Agencies recycled over 13.5 tons of rechargeable batteries at no cost through a manufacturer funded rechargeable battery recycling program.
- Over 4,000 City employees were trained on the proper handling of these materials.
- BWPRR began overseeing a citywide compliance audit to ensure that the over 2,000 facilities managed by the City are properly storing and disposing of their lighting and electronics.
- Over 2,500 notices were sent to NYC's lessors and lessees notifying them of their legal requirements to properly handle their lighting and electronics.

Other Harmful Products Initiatives

In FY 2011, BWPRR began planning for SAFE Disposal events (anticipated to begin in FY 2012) that enables NYC residents to safely drop off harmful household products. BWPRR is also working with the American Coatings Association (a trade organization representing paint manufacturers) to determine the feasibility of a paint collection program in NYC. This includes research on the regulatory barriers to collecting paint, as well as a pilot study determining the quality of discarded paint in NYC.

Take it Back NYC

Certain products, such as harmful products, reusable products, or products that can only be recycled in a separate, clean waste stream, cannot feasibly be collected at the curb by the Department of Sanitation. Therefore, BWPRR looks to manufacturers and retailers to take responsibility to collect and manage those items that they produce or sell.

BWPRR continued its campaign to educate NYC residents about their various "take-back" options for auto products, electronics, batteries, plastic bags, compact fluorescent lamps, and many more. Information can be found at www.nyc.gov/wasteless/takeback.

NYC Compost Project

BWPRR promotes compost education and outreach to NYC residents in the five boroughs through the NYC Compost Project. This Department-funded project is operated by staff at the following organizations: The New York Botanical Garden in the Bronx, Brooklyn Botanic Garden, Lower East Side Ecology Center in Manhattan, Queens Botanical Garden, and Snug Harbor Cultural Center and Botanical Garden on Staten Island.

MulchFest and Christmas Tree Recycling

BWPRR continued its collaboration with the Department of Parks and Recreation to encourage New Yorkers to chip their

NYC Compost Project Activities		
CATEGORY	FY 2010	FY 2011
calls	4,472	2,368
emails	5,747	3,367
activities/events	334	470
people reached	15,237	11,667
composting workshops	275	199
people attending	6,828	4,192
teacher workshops	23	19
teachers attending	268	303
master composters trained	78	85
compost bins sold	356	262
worm bins sold	163	69
compost demonstration sites	36	44

Christmas trees at various FY 2011 MulchFest locations. BWPRR staff and colleagues at the NYC Compost Project, and their master composters and volunteers, distributed nearly 16,000 tree tags (printed by Parks) primarily to Christmas tree vendors, but also to other appropriate dissemination points (such as libraries and elected officials). The NYC Compost Project staff and their Master Composter volunteer corps staffed 10 information tables at the most popular tree-chipping sites in each borough and distributed literature on recycling and composting.

Due to the snow storm in FY 2011, the Department only collected Christmas trees for recycling in Manhattan Districts 2-12 and delivered them all to the Department of Parks' facility on Randall's Island. No Christmas trees were taken to Fresh Kills during FY11.

Fresh Kills Compost Site

Due to the August 2010 storm, 51,080 cubic yards of whole trees and woodchips were brought to Fresh Kills and chipped and double chipped into mulch.

The Fresh Kills Compost Site continues to process yard waste from registered landscapers (11,891 tons in FY 2011); turning this into high-quality compost of mulch, which can then be purchased by these same landscapers. The landscaper program (which includes yard waste deliveries and the sale of finished compost and mulch) generated \$475,000 in revenue in FY 2011.

BWPRR also makes finished compost available to City agencies and nonprofits for use in gardening, soil mitigation, or habitat improvement projects. For more info on BWPRR's composting programs, see www.nyc.gov/wasteless/compost.

Food Waste Composting at Rikers Island

In FY 2011, the model institutional in-vessel food waste composting facility at Rikers Island continued to operate smoothly, accepting kitchen and cafeteria waste from 10 jails and the bakery five days a week. A complete renovation of the facility was completed in FY 2011. Food waste deliveries and in-vessel composting at the site resumed in late FY 2011.

DSNY Bureau of Waste Prevention, Reuse and Recycling Composting Operations		
CATEGORY	FY 2010	FY 2011
storm debris collected and processed	not applicable	51,080 cy
Christmas trees	364 tons	336 tons
new landscaper accounts set up	30	46
landscaper deliveries	11,691 tons	11,891 tons
revenue at Fresh Kills Compost site (from yard waste deliveries and sale of compost and mulch)	\$405,000	\$475,000
nonprofit sites receiving NYC compost or mulch from Fresh Kills	17	15
compost distributed to nonprofit sites	2,543 cy	643 cy
mulch distributed to nonprofit sites	not applicable	502 cy
Rikers food waste collected	3,894 tons	3,082 tons
Rikers compost distributed to Department of Correction	1,947 cy	592 cy*

* Because the Rikers Island food waste composting facility was offline due to construction the food waste was composted at Fresh Kills and the finished material was used there as well.



Recycling Staff at Outreach Event

Contracts to Process DSNY Collected Recyclables

DSNY and Sims Municipal Recycling of New York kicked off our initial 23-year term agreement for the processing of all of the designated metal, glass, and plastic recyclables collected by DSNY, in January 2009, with the addition, in no later than five years, of 150,000 tons of commingled paper.

A key element in the agreement, the construction of a large processing facility at the South Brooklyn Marine Terminal (SBMT), has been delayed and is now expected to be operational sometime between December of 2012 and June of 2013. The new Brooklyn materials recovery facility (MRF) will include a state-of-the-art Educational Center that will be available for tours by NYC public schools.

Comprehensive Commercial Waste System Analysis and Study: FY 2011

Local Law 32 of 2010 required the implementation of the commercial recycling study described in the 2006 Solid

Waste Management Plan. The goal of the study is “to assess compliance with applicable local laws and rules in order to determine whether these are effective or require revision and clarification. The study should also assess the capability of the commercial establishments and commercial carters to increase their ability to recycle currently mandated items and their ability to add additional items to be recycled.”

The initial phase of the “New York City Comprehensive Commercial Waste System Analysis and Study

Promoting the Sustainable Maximization of the Recovery of Recyclables from the Commercial Sector” commenced in January 2011. This phase assesses the commercial putrescible waste stream from three vantage points: data modeling through the integration of existing data sources, field work including observations, surveys and interviews, and a traffic analysis of the flows of commercial putrescible waste within NYC.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS



THE BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS ORGANIZES SPECIAL EVENTS, SUCH AS EARTH DAY CELEBRATION IN TIMES SQUARE, COMMUNITY CLEAN UPS, ETC.



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 works directly with all aspects of media; monitors the general public's perceptions of the Department's performance; and assists with public policy development. The Bureau also coordinates all DSNY special events, ceremonies, community outreach programs and is content editor for the Department's website.

OFFICE OF PUBLIC INFORMATION

The Office of Public Information is the communications ambassador for the Department to both internal and external audiences. Working as the DSNY's official information clearinghouse, Public Information is a multifaceted division that works directly with the media (print, television, film, radio, the Internet, blogs, etc.) in communicating the Department's operational achievements, activities and overall performance.

The Public Information Office (PIO) - with its team of media professionals - oversees the Department's video and photo units, which create educational and instructional presentations for posterity and publicity. A daily newspaper clippings digest of all news articles focused on the Department is produced and maintained by the Public Information staff and distributed agency-wide. The Deputy

Commissioner also serves as the executive editor of all content for the Department's website to ensure that information is accurate and up-to-date and provides all New York City residents, as well as other interested public, with answers to various facts and questions about the Department. Through speech writing, production of Departmental publications and brochures, and the design of informative truck posters, the PIO is able to assist with creative services that emphasize the Department's wide reaching programs and mission. The PIO also arranges tours of Department facilities for VIPs, and works with film and production companies looking to shoot films and commercials at Department facilities, or rent Department equipment, such as collection trucks and mechanical brooms.

The PIO collaborates with its counterparts in other City agencies on issues that impact the City and its residents. Furthermore, the Office functions as the Department's Ceremonial Unit, planning and developing events, such as awards ceremonies, funerals, and the annual Department-wide New York City's Strongest's "Billy Fund" Holiday Toy Drive. In Fiscal Year 2011, 2,210 'toys for tots' were distributed citywide through the generosity of members of the Department's uniformed and civilian ranks.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

DIVISION OF CUSTOMER SERVICE AND GOVERNMENT RELATIONS

The Customer Service and Government Relations Division is the Department's service delivery liaison to elected officials, the City's community boards, merchant groups, business improvement districts (BIDs), civic organizations and the general public. Staff members represent the Department at community meetings, forums, special events, etc., while also conducting education and outreach efforts throughout the city.

Following the Mayor's lead and emphasis on a system that delivers quick and accurate responses to its customers, the Division performs the intake of a customer's concern by using a triage system. This process generates an immediate evaluation as to the nature, seriousness and urgency of the issue. The Division then produces a determination of how the Department can best provide a swift and satisfactory resolution to the issue in question. The division also responds to 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.

Equally important, the Customer Service and Government Relations Division serves as the Department liaison to a variety of City Hall Mayoral offices. The Division also maintains constant contact and strong rapport with elected officials, interacting with them regarding service and policy issues, and achieving resolution to their concerns by coordinating appropriate Department action. The Division is also responsible for coordinating efforts with other agencies and entities.

Customer Service Unit (CSU)

The Customer Service Unit (CSU) reviews and processes service requests and complaints from residents. The CSU also fulfills orders for printed material and recycling decals, which come to the CSU via the the Department's website, the City's 311 system and e-mails. The unit serves as a referral point for the City's 311 system, handling unusual, unique or complex Sanitation service issues. In addition, the CSU conducts general monitoring and review of the complaints and requests received by the Department. CSU also keeps the City's 311 system up to date on Department projects, policies and activities.

In FY 2011, the CSU handled over 17,900 website service requests and complaints filed by community residents. During the same period, CSU representatives processed more than 52,600 requests for recycling decals and DSNY literature, and sent out over 350,100 mailings. The CSU also handled 14,436 telephone calls and inquiries.

Central Correspondence Unit (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from the public and elected officials, as well as letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence;

transmitting complaints or requests for service via DSNY's internal e-mail system to the appropriate districts and bureaus for action; and gathering necessary information for response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the responsible agency. Letters may include service or information requests, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During fiscal year 2011, the CCU responded to 2,224 letters and e-mail messages; processed 6,754 of the City's 311 system comment forms, which are forwarded to the appropriate Sanitation district, borough or bureau office for review; and conducted follow-up on approximately 750 that required further action.

Community Affairs Unit (CAU)

Throughout FY 2011, CAU continued its ongoing outreach efforts to educate residents and merchants on how to better comply with Sanitation laws, prevent littering, and keep their communities clean. To this end, members of CAU addressed a variety of organizations and individuals, including community boards, civic and block associations, public and private schools, elected officials, etc.; represented the Department at fairs and festivals; conducted door-to-door drives; and distributed informational literature in several languages.

Our outreach and education efforts included various neighborhoods throughout the five boroughs, as well as areas heavily populated by newly arrived immigrants, where our officers educated residents and merchants in order to improve compliance with Sanitation rules. Some of our efforts included door-to-door bilingual outreach drives, where our officers handed out copies of our updated Summary of Rules and Regulations, as well as informational literature in several languages. During these drives, our officers promoted the importance of keeping communities clean and attractive by properly discarding refuse and maintaining clean business fronts.

An example of one of our education drives was the Touch-a-Truck street event where more than 200 elementary school students from the New York Institute for Special Education, in the Bronx, had a chance to admire, touch and climb into City agency trucks. The Department's mechanical broom was a big attraction, with many children touching it, asking questions and getting behind the wheel to pretend they were operating the vehicle.

Division staff members also participated in street fairs and community meetings, and conducted numerous door-to-door drives to help customers understand and comply with Sanitation rules and regulations. As a follow-up to a Town Hall meeting in Brooklyn, where members of the Chinese community complained of sanitary issues in Sunset Park, Community Affairs officers conducted a door-to-door outreach drive along 8th Avenue. During this drive, our staff distributed bilingual literature to educate the

community on DSNY regulations, while focusing on two of the most prevalent issues affecting the area: sidewalk obstructions and overflowing litter baskets. Our officers also took this opportunity to identify and point out sanitation violations. CAU staff also coordinated an event in which a grateful community presented our Brooklyn 11 garage with a plaque and poster to recognize their consistent and dedicated efforts.

Special Projects

During FY 2011, CSGR handled the following projects:

PROJECTS FUNDED BY ELECTED OFFICIALS

CSGR has been instrumental in creating and developing programs tailored to the individual needs of communities. Through these programs, various elected officials use their discretionary funds to provide high-end baskets in their communities, as in the *Sponsor-A-Basket Program*, as well as funding extra litter basket service, equipment and flusher service in response to odor complaints. During FY 2011, CSGR coordinated the allocation of \$43,000.00, which Council Members earmarked toward the purchase of high-end litter baskets and the funding of extra service in their districts.

SUMMARY OF SANITATION RULES AND REGULATIONS

The CSGR is responsible for updating and maintaining the DSNY Summary of Rules and Regulations booklet. The Summary of Rules and Regulations is a user-friendly compendium of Sanitation and City regulations to help merchants and residents comply with the law and avoid fines.

◆ Graffiti Free NYC

In FY 2009, the Department assumed administrative responsibility for the newly developed “TAG” (Technology Against Graffiti) Program and general administration of the City’s Graffiti Removal Program were transferred from the Mayor’s Office to DSNY. Graffiti is removed from private properties by the DSNY and the NYC Economic Development Corporation (EDC).

Previously, the Department had been a member of an inter-agency task force to redesign the City’s graffiti cleaning process. The task force, chaired by the Mayor’s Office of Operations, worked throughout FY 2010 to review and revise operational, legal, technological and communication issues related to the graffiti removal process in order to streamline the process and make it more efficient. The redesign of Graffiti Free NYC has resulted in a dramatic increase in the number of sites cleaned and a decrease in the amount of time it takes the City to respond to a cleaning request. Under the *Graffiti Free New York* program more, than 17,200 locations were cleaned during fiscal year 2011.

Team Up to Clean Up – Rose Awards

TrashMasters! Team Up to Clean Up (TUTCU)-Sanitation’s first Golden Apple Award, created in 1978, is a yearly contest that encourages students to clean up and beautify their schools and neighborhoods. The Rose Award is an annual recognition presented by the New York Restoration Project (NYRP)-founded and chaired by singer/entertainer Bette Midler-to a selected *Team Up To Clean Up* Beautification project.

The **2011 Citywide TUTCU and Rose Award winner** was



The Community Thanks DSNY Garage Brooklyn 11

the elementary division of Staten Island *PS 57 Hubert H. Humphrey* for its “**Going Green Projects**” - a recycling, reducing and beautification effort.

◆ Keep New York City Beautiful

On April 14, 2011, *Keep America Beautiful (KAB)*-the nation’s largest non-profit anti-litter organization-held the kickoff of its annual *Great American Cleanup™* in Times Square. At this event, we also celebrated the fourth anniversary of the creation of the *Keep New York City Beautiful (KNYCB)* coalition, one of KAB’s affiliates. The DSNY is the founding member and current chair of KNYCB.

Present at KAB’s multi-media electronic billboard event were members of the *Keep New York City Beautiful* coalition, school children, a representative from the White House and other City and State officials. Broadway was also represented at the rally by cast members from the show *Mama Mia*. Teresa Scanlon, Miss America 2011, participated in the festivities. At this event, KNYCB recognized some of the extraordinary accomplishments achieved by the coalition in keeping the Big Apple clean and beautiful. The theme of this year’s celebration was “Green Starts Here,” and it recognized the extraordinary work of thousands of volunteers who organized and participated in community clean-up and beautification efforts throughout the five boroughs.

During this event, a representative from the White House presented the President’s Volunteer Service Award to three outstanding volunteers who for many years had generously contributed their time and efforts to create and maintain community gardens open to people of all ages. *Keep America Beautiful* recognized the DSNY with its *Great American Cleanup 2010 Recognition Award* for its continued support and involvement in KAB’s *Great American Cleanup™* annual kickoff event.

Love Your Block

DSNY continued its participation in the *Love Your (NYC) Block Program*. Volunteer-led neighborhoods throughout the city were invited to propose projects to transform their blocks. Winning projects were awarded a \$1,000 cash prize and the support of key City Agencies. This highly successful program attracted local organizations across the city, whose volunteers donated thousands of hours to transform entire blocks within their communities.

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

BUREAU OF PLANNING AND BUDGET

The Bureau of Planning and Budget continued to provide DSNY Executive Management with critical information pertaining to the operating budget, productivity, absence rates, headcount, refuse and recycling tonnage, and snow-related expenditures. The Bureau also acts as a liaison to the Mayor's Office of Management and Budget on all capital and expense budget changes. During FY 11, the Bureau performed numerous budgetary projections resulting in necessary funding adjustments for long-term waste export and recycling fees and provided extensive financial analysis necessary for the various budget reductions required by OMB.

In FY 2011, the Department committed \$328 million in capital projects, compared to a target of \$229 million. This ranked the Department first among capital agencies in achieving budget projections. The Bureau successfully initiated the commitment of the following projects: the awarding of contracts to purchase 232 collection trucks, 72 dual bin collection trucks, 21 small alley collection trucks, 29 mechanical brooms, 21 salt spreaders, 13 dual purpose dump trucks, 11 front-loading hoist compactor trucks, 11 utility haulster trucks, 11 front-end loaders, as well as the site construction and contracts to build the Manhattan 1, 2, 5 garages.

BUREAU OF INFORMATION TECHNOLOGY

FY 2011 Significant Information Management Initiatives

DSNY is in the fifth year of implementation of the New Technology Initiative (NTI). The primary goal is to replace around 100 aging systems, including our 30 year-old core enterprise-wide mainframe application, with a unified web-based mobile solution that will allow for management to have instant access to real time operational information, at any place and time. Integration to citywide services, such as Mapping services, Fleet, Buildings, HR, Purchasing, and Financial facilities will enable cross-functional decision support system for DSNY, optimizing the utilization of agency resources and accelerating responsiveness to the citizens of New York.

In addition, NTI will be the central focus of the Bureau of Information Technology for the next 48 months. The goal is to design and build solutions that will bring the cost/benefit of real time decision support and mobile computing systems to DSNY's operational bureaus.

- In progress is the developing and converting of older applications to a common technology platform for more efficient maintenance and administration.
- NTI contract (awaiting final approval) employs an innovative multi-phase approach that allows the agency to control costs by segregating changes from the original proposal into defined optional costs that are reviewed at specific checkpoints.

- DSNY is leveraging the DoITT (CitiServe) central services for hosting applications as NTI is developed and deployed across the City.

Leadership in Citywide cost saving initiatives

- DSNY CIO, as Chairman of the Citywide Architectural Platform Commission, helps with creating standards that focus on lower overall costs via increased software reuse, common integration and communication standards, and consistent methods of developing web and network-based applications.
- DSNY moved its core processing mainframe system to centralized hosting at DoITT over a decade ago. Last year, DSNY moved the Tier 1 Help Desk, CityTime (timesheets), and partly moved Voice Communications (VOIP) equipment onto the shared services platform. DSNY is also one of DoITT's initial CitiServe clients: CitiServe is a centralized computer hosting facility for City agencies.

- ◆ Upgrading of key legacy applications – Rewrites of older technology based systems that are no longer supportable. Recently upgraded the Lot Cleaning Bureau from decades old PowerBuilder programs to .Net solutions.

- ◆ Replaced our main frame-based 35-year-old messaging system with a Web-Based computerized messaging system that integrates with e-mail, while allowing continued use of mainframe communication devices.

- ◆ In response to the blizzards of late December 2010 and January 2011, the City decided to provide the public with a web map displaying the snow clearing priorities assigned to each block (primary, secondary, and tertiary). Programs and databases were developed in concert with DOT and OEM to convert the nearly 3,000 snow route documents (containing nearly 100,000 block stretches) into maps using Geographic Information Systems (GIS) technology.

- ◆ Electronic Records Management – The Clinic is now live and using the first phase of the new content management system – by using the City's requirements contracts, DSNY saved millions when compared to the traditional vendor bids received. Over 5 million medical documents are being scanned into this system, and future documents will be electronically created and maintained. Plans to extend agency-wide are being created. Areas to be included are Engineering, Legal, BCC, and BWD.

- ◆ Agencywide infrastructure upgrades – In preparation for NTI, we completed T-1 upgrades and are installing WiFi and NYCWin backups for our T-1 connections. Our mobile workforce has increased to over 500 mobile devices for management, 3000+ AVL devices installed in our fleet, and our Enforcement unit utilizes over 400 mobile units. There is also our growing use of Windows-based machines, which exceeds 2000 users. Our support has increased from mainframe application questions, to sophisticated use of web-based solutions and a greatly increased use of Microsoft products, such as Word, Excel, SharePoint, and PowerPoint.

OPERATIONS MANAGEMENT

The Operations Management Division (OMD) provides statistical review and analysis for evaluating the Department's managerial and operational performance. OMD communicates performance results to the executive staff, field managers and the public. The executive reports are designed to provide insight into organizational performance and help strategize future initiatives. In addition, OMD prepares departmental forms and offers other reprographic services. A brief description of current projects is highlighted below:

- OMD has continued to develop the Redline/ Blueline Report—the Department's Personal Planning Model—in order to streamline, enhance and automate the process of planning and evaluation.
- OMD continues to expand the use of the Oracle Business Intelligence (OBI) software platform to assist managers and analysts in rapidly retrieving, viewing and analyzing DSNY data.
- OMD's GIS mapping team provides support for field operations, including mapping and printing cleaning, collection and snow clearing routes. OMD's GIS mapping team worked closely with OEM to create snow maps in all five Boroughs that allow citizens to view their street priority designation during a snow emergency. The result of this work is available at nyc.gov/severeweather.
- As the Department's webmaster, OMD manages DSNY's website, including posting press releases and documents related to DSNY's construction of Transfer Stations and Garages and the Long-Term Waste Management Plan. In late 2011, OMD enhanced the Department's website with the integration of the [Twitter@NYCSanitation](https://twitter.com/NYCSanitation) feed and social media functions that allow social media users to share and openly discuss information posted on the site.
- OMD continues to staff the Department's Satellite Information Center (GPS Room) during major weather events. The unit monitors multiple real-time and near-real time data feeds, including fleet-based GPS data, NYCDOT cameras, 311 snow complaints, NOAA weather maps and multiple radar types. It plans to integrate fleet-based mobile video feeds and Twitter monitoring into its operations. The unit uses this data to provide mission critical information to the field.
- OMD assisted in the implementation of the Field Force Manager fleet management solution that relies upon GPS-enabled Verizon Barrage phones installed in Department vehicles. The phone is used to locate vehicles, send alerts, and communicate with the operator. OMD developed alerts that can be sent via e-mail and text to notify management of complications in the field.
- OMD Operations Assistance Unit (OAU) worked on

cost-savings initiatives, including redefining areas for one-day per week mechanical broom sweeping, as opposed to the original two-day per week sweeping. Additionally, due to recent changes in dump locations for certain districts, OMD and OAU worked to identify the most efficient routes to and from new dumps located in New Jersey, including the establishment of "cut-off times" to improve productivity while maintaining fairness for the Department's workforce.

- On a monthly basis, OMD provides and maintains collection and recycling targets for all of the Department's 59 districts.

THE LABOR RELATIONS OFFICE

The Labor Relations Office represents the Department in the various matters related to the thirty-six unions representing Department employees. This includes collective bargaining, grievances from Step II to arbitration, Improper Practice cases and Labor/Management meetings. The Office is also responsible for advising Department Officials on labor collective bargaining agreements, laws, rules, regulations, decisions of courts and arbitrators as they relate to various areas of labor relations. The Office also handles special projects as assigned.

The Office represented the Department in a number of arbitrations and other proceedings in the Mayor's Office of Labor Relations and the Office of Collective Bargaining with a number of successful conclusions.

The Office was able to settle a number of grievances and issues raised in Labor/Management meetings and grievance hearings, thus avoiding litigation and arbitration on these matters. The Office also participated in the resolution of union related litigation.

The Office also participated in the officer productivity initiative both in labor/management meetings and the resulting grievances and litigation.

HUMAN RESOURCES

The Bureau of Human Resources is responsible for the processing all personnel and payroll transactions for DSNY employees, as well as for administrating health benefits and the Department's photo ID system.

During FY 2011, Human Resources (H.R.) monitored and assisted bureaus as City Time expanded to the entire agency. Human Resources assisted bureau Timekeepers with time sheet failures, questions regarding City Time procedures. HR also helped bureaus set up their City Time format. During the year, Human Resources processed over 500 health benefits changes during the re-opener. In FY 2011, Human Resources processed 298 new employees, plus 4,686 Snow Laborers at the same time, 9,067 Snow Laborers pay checks were produced and paid, while 622 separated employees were processed by the Human Resources staff. The Human Resources staff were required to produce hundreds of new photo IDs due to expiration

dates, new hires, promotions, and title changes.

FISCAL SERVICES

The Bureau of Fiscal Services provides the Department's essential financial management and control functions, some of which are listed below:

- Preparation, modification and monitoring of the annual Expense and Revenues Budgets. Liaison with OMB on Budget related issues.
- Submission and analyses of the agency's monthly spending plan.
- Processing requisitions and purchase orders, in accordance with mandated guidelines and directives.
- Processing and auditing vouchers, which facilitate invoice payments for all goods and services purchased by the department.
- Responsible for the billing and collection of various Department fees.
- Liaison with FISA concerning various Financial Management System (FMS) issues, including security and training.

During FY 2011, over 50,000 invoices were paid - a 6% increase from the prior year. These invoices resulted in payments exceeding \$909 million - an increase of more than \$165 million from FY 2010. Despite that huge increase, the Bureau continued its outstanding record for making payments within Procurement Policy Board guidelines, while continuing to incur virtually no late fees - a feat made much more difficult because of the additional workload and unique problems associated with the hiring of an unusually large number of emergency snow equipment vendors.

In addition, over 5,200 purchasing documents were submitted to procure the various goods and services necessary to complete the Agency's mission.

In order to insure the availability of funds for the above purchases, 781 budget modifications were prepared - over 100 more than in FY 10.

As the depository of all Agency revenue, Fiscal Services collected \$15.6 million during FY 2011.

In addition, to better serve the public, DSNY has continued to expand the acceptance of credit cards as an option for collecting revenues.

MEDICAL DIVISION

The Medical Division performs a myriad of tasks. It clinically monitors those on medical leave to ensure that medical leave usage is used for its intended purpose and that employees return to work as soon as it is medically prudent; monitors medical treatment resulting from line-of-duty injuries, as well as processing all medical bills associated with such injuries; and randomly tests for drugs and alcohol to ensure that the workforce does not pose a danger to themselves, their fellow employees and the general public. The Employees Assistance Unit provides guidance to those who seek help with various



MEDICAL DIVISION

problems and, when necessary, helps the employee get professional help; and ensures that candidates for the job of Sanitation Worker are fit to perform the job by conducting pre-employment medical examinations

During FY 2011:

- The clinic had 22,828 visits.
- Supervised Sick Leave made 31,009 home checks, as well as 58,561 telephone checks, and the Medical Division wrote 2,033 complaints.
- The Employees Assistance Unit had 1,210 visits for a variety of reasons, including substance use, psychological, stress, financial and marital problems.
- The Drug and Alcohol Testing Unit conducted 9,890 tests, which included testings for 7 mayoral agencies other than DSNY.
- The LODI Billing Unit processed 8,233 medical bills, paying out \$3.2 million (billed \$5.8 million) for 1,691 work related injuries.

WEP OFFICE

The WEP office has continued to meet the difficult challenges and demands of Welfare to Work. This year, 19,514 Work Experience participants were referred from the Human Resources Administration to DSNY. Over 8,307 participants in the Clerical, Custodial and Human Services titles were assigned and provided Orientation to by the WEP office. Many of our physically capable WEP participants were diverted to snow laborers and assisted the Department in tackling the many snow storms by the removal of snow and ice.

The Job Training Program (JTP) was modified this year, from a six-month program to nine months. Over 100 trainees successfully enrolled in the program in which 7 obtained employment. The WEP office, in collaboration with Community Training and Employment Resources Consultant Group (CTER), is currently designing a Job Readiness and Job Placement program. This program will enable the WEP staff to better serve the JTP's, while assisting them with their Job Search efforts.

ENGINEERING AUDIT

This unit performs an independent pre-audit of the capital payments related to the construction projects, equipment purchase contracts, design and construction management contracts, and certain types of expense vouchers to ensure that they reflect the values of goods or services



**MAYOR BLOOMBERG AND COMMISSIONER DOHERTY
VISIT GPS CENTER DURING SNOWSTORM**



DEPUTY COMMISSIONER CIPOLLINA AND STAFF

received as per the contracts. The construction projects included, but were not limited, to Manhattan District 4/4A/7 Garages, Manhattan District 1/2/5 Garages, and the Marine Transfer Station projects at North Shore in Queens and at Hamilton Ave in Brooklyn. The Unit also monitors the Contractor's compliance with the requirements for the participation of Locally Based Enterprises (LBE) and Minority-owned/Women-owned Based Enterprises (M/WBE) programs. During Fiscal Year 2011, the dollar values of the payments audited exceeded \$550 million dollars of which more than \$290 million were for the export of waste management. This dollar value also included the Long Term Export of DSNY's managed waste exported through Staten Island Transfer Station commenced in November 2006, Waste Management Bronx Project commenced in July 2007, and Waste Management Brooklyn Project commenced in March 2009.

BUREAU OF LEGAL AFFAIRS

I. CONTRACT INITIATIVES

BUREAU CONTRACTING SUPPORT

BLA's Contracts Unit attorneys regularly advise and assist the Department's bureaus on a wide variety of legal matters. BLA contract attorneys provide legal representation to agency staff on procurement issues relating to the provision of agency operational services and equipment, as well as construction contracts relating to agency facilities. They work closely with the Department's ACCO and its engineers to resolve controversies, allow construction projects to continue, and avoid lengthy litigation. BLA contract attorneys also provide legal assistance to the ACCO and Department's Bureaus in their dealings with the Mayor's Office of Contract Services, the City Comptroller and other City oversight offices.

In FY 2011, BLA worked with the Bureau of Waste Disposal to finalize the closure arrangements at the Fresh Kills Landfill. BLA assisted in preparing an RFP for a firm to provide post-closure monitoring and maintenance for Fresh Kills. It also is assisting with arrangements needed to preview the future Fresh Kills Park as a public recreational facility.

BLA attorneys prepared license agreements, access agreements and Memoranda of Understanding on behalf of the Department's Bureau of Real Estate, the Office of Public Affairs and various operational bureaus. It prepared several access agreements allowing TV and film productions to be shot at various DSNY facilities. BLA is also working with the Department's Bureau of Information Technology (BIT) to negotiate the contract for the state-of-the-art SMART (Sanitation Management Analysis and Resource Tracking System) project. This new technology initiative will replace the outdated SCAN computer system and automate many Department processes that are performed manually today by DSNY staff.

LONG TERM EXPORT PROJECTS

In FY 2011, BLA continued to work closely with the operating bureaus to implement the Department's Solid Waste Management Plan (SWMP). BLA attorneys participate in the negotiation and preparation of long-term contracts for the management, containerization, transport and disposal of Municipal Solid Waste (MSW) generated within the City's waste sheds. Following completion of the contract to export Bronx MSW through a private transfer facility in 2007, a similar long-term contract was completed in 2009 for the North Brooklyn waste shed, and negotiation of a similar arrangement is now currently being conducted for Queens MSW. They are also working with City officials to issue an RFP seeking a private entity to locate and build an alternate waste conversion facility, which could process some of the City's trash using innovative technology. BLA Contract Unit attorneys continue to provide assistance on legal issues relating to the construction of the rebuilt North Shore, Hamilton Avenue and East 91st Street Marine

Transfer Stations (MTS). The attorneys have actively participated in the ongoing negotiations for contractors to operate the new MTS.

BLA attorneys are also participating in the negotiation of a long-term, Government-to-Government agreement with the Port Authority of New York and New Jersey (PANYNJ) to accept and process MSW from certain Manhattan waste sheds at the PANYNJ's Essex County Resource Recovery Facility and dispose of the residue after processing the MSW.

SNOW OPERATIONS

BLA attorneys assisted in the hiring of emergency contractors to help with the clearance of snow that resulted from the winter storms of 2010-2011. BLA prepared emergency contract documents for the Department to hire equipment with operators from approximately 200 vendors to supplement the Department's in-house resources. BLA also worked with the Department's Snow Operation and Cleaning and Collection offices to draft and implement several requirement contracts to have contractors "standing by" for Plowing on Tertiary Streets and Piling and Hauling Services when DSNY's in-house resources are fully engaged.

RECYCLING ACTIVITIES

BLA continues to work closely with the Bureau of Waste Prevention, Reuse and Recycling ("BWPRR"). BLA assisted with an agreement with the consultant who is conducting a comprehensive commercial waste study that can provide important information on maximizing the recovery of recyclables from the commercial sector.

BLA also worked with BWPRR to issue a citywide contract to provide for the proper disposal of spent fluorescent bulbs and used computer monitors, which would put the City in compliance with federal environmental regulations. BLA also participated with BWPRR in preparing a solicitation seeking a not-for-profit charitable organization to collect, process and recycle used textiles and items of clothing from designated locations throughout New York City.

Additionally, BLA assisted BWPRR in obtaining an outside contractor to accept and dispose of household hazardous waste and operate Special Waste Drop-Off sites and a solicitation seeking a firm to provide an interim Citywide Special Waste Drop-off program until the selected household hazardous waste contractor is in place.

OFFICE OF THE AGENCY CHIEF CONTRACTING OFFICER

The Agency Chief Contracting Office ("ACCO") manages all of the procurement activities of DSNY in accordance with the Procurement Policy Board Rules and the New York City Charter. In Fiscal Year 2011, the ACCO office

administered approximately 2,900 procurements, totaling over 400 million dollars, which included formal contracts, small purchases, micro purchases, change orders, and revenue-generating contracts for DSNY. The ACCO office managed the solicitation, integrity review (VENDEX), and the registration of procurements in the areas of construction and other professional services, the purchasing of goods from capital equipment to supplies, and the long-term export of DSNY-managed waste.

Some of the larger projects that began in FY 2011 included the registration and commencement of work for the construction of DSNY's new Manhattan Districts 1, 2, and 5 Garage in lower Manhattan.

The ACCO's office also put out to bid DSNY's contracts for the acceptance and removal of Municipal Solid Waste from Brooklyn, with award, registration, and work commence scheduled for FY 2012. With bidding out the contracts, rather than picking up the renewal options on the existing waste contracts, DSNY was able to save tens of millions of dollars from its expense budget.

The ACCO's office is also responsible for helping to ensure compliance with all federal, state, and local laws and procurement procedures, such as Prevailing Wage Laws and The Minority and Women Owned Business Enterprise (M/WBE) Program under Local Law 129.

In recognition of our initiatives, the NYC Department Small Business Services has selected the DSNY ACCO to be part of the planning committee for the Fifth Annual Procurement Fair where it was named the M/WBE "Advocate of the Year" for FY 2010. Also in furtherance of DSNY's commitment to Local Law 129, the ACCO's Office promoted greater utilization of M/WBE contractors by personally meeting with hundreds of M/WBE's, attended numerous M/WBE outreach fairs, and promoted DSNY compliance with training sessions for all DSNY procurement staff.

The ACCO's Office also ensures compliance with the Prevailing Wage Law, required pursuant to Executive Order No. 102, by obtaining proof that DSNY's contractors are complying with all legal requirements governing wage payments to the contractor's employees, and job classification of various trade employees under the construction contracts. This effort is accomplished by attending all pre-bid and pre-award conferences to



1st ROW (from left to right): JAMES STRAUSS, ASSISTANT COMMISSIONER, CONTRACTS; ROBERT ORLIN, DEPUTY COMMISSIONER, BUREAU OF LEGAL AFFAIRS; RITA BRACKEEN, DEPARTMENT ADVOCATE;

2nd ROW (from left to right): RONALD BLENDERMANN, ASSISTANT COMMISSIONER, ACCO; ANDREA CICCONE, DIRECTOR OF INTERGOVERNMENTAL AFFAIRS; STEVEN BRAUTIGAM, ASSISTANT COMMISSIONER, ENVIRONMENTAL AFFAIRS.

emphasize the agencies commitment to Prevailing Wage enforcement.

II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS

ENFORCEMENT AND DSNY PERMITTING

In FY 2011, BLA staff continued to support the Enforcement Division's agents and Permit and Inspection Unit officers in adjudicatory matters before the Environmental Control Board. These matters include summonses issued and truck impoundments for illegal dumping, improper operation of private solid waste transfer stations, and violations of New York City's Poster Law. BLA attorneys successfully prosecuted hundreds of transfer station and illegal dumping violations, and thousands of Poster Law violations involving advertisements unlawfully attached to City property. BLA staff continued to support the DSNY's Permit and Inspection Unit by advising on permitting and enforcement issues and on the application of DSNY's siting and operating rules for transfer stations, and by conducting environmental reviews of private transfer station applications for new or modified permits to operate.

ENVIRONMENTAL REVIEW AND APPROVALS FOR DSNY FACILITIES AND ACTIONS

BLA staff continued to support the Bureau of Engineering concerning construction of the proposed Manhattan Districts 1/2/5 Garage and Salt Shed at Spring Street and the West Side Highway. These facilities will enable DSNY to relocate its garages and salt storage facility

from the Gansevoort Peninsula to accommodate the Hudson River Park, in accordance with the New York State Hudson River Park Act and a related Court Order, and replace the severely undersized 1920s-era District 1 Garage, located on Spring Street. BLA staff assisted the Law Department in successfully defending the project against legal challenges. BLA staff assisted with the environmental review of certain other DSNY and City actions, including notably a series of amendments to the City's Recycling Law. Staff also worked closely with the Office of Environmental Remediation in the Mayor's Office of Operations concerning resolution of issues involving property and facilities management and data requests.

BLA staff continued to work with the Law Department to support the Bureau of Waste Reduction, Reuse and Recycling in an administrative proceeding concerning DSNY's application for a New York State Department of Environmental Conservation permit for a leaf and yard waste composting facility at Spring Creek Park in Brooklyn. BLA staff also provided regulatory advice to the interagency team planning the Fresh Kills Park on Staten Island. BLA staff coordinated DSNY's comments on the environmental review of actions proposed by other agencies and private applicants, and participated in an interagency effort to revise and update the City Environmental Quality Review Technical Manual. BLA staff also assisted the Mayor's Office of Long Term Planning and Sustainability in its preparation of the annual Greenhouse Gas Inventory for City operations and the 2011 Update to PlaNYC 2030.

REGULATORY COMPLIANCE

BLA staff continued to advise the Department's Bureaus of Building Maintenance, Motor Equipment, Cleaning and Collection, Waste Disposal, and Engineering with respect to environmental and regulatory requirements for constructing and operating facilities in compliance with federal, state and local regulations and applicable Court orders. BLA staff also made significant progress on a project to review and update technical information concerning DSNY's inventory of nearly 500 petroleum tanks, which involved coordination with other DSNY Bureaus, file review at multiple agencies, site visits, contacting manufacturers and contractors, preparing amendments to certain facility registrations, and collaboration with the Operations Management Division on an improved tank facility database.

BLA worked with its consultant to ensure Spill Procedure, Control and Countermeasure plans and Best Management Practices are in place and up to date for applicable DSNY facilities. BLA staff also assisted with compliance reporting to the City Council concerning local laws requiring the phase-in of Best Available Retrofit Technology for DSNY's diesel truck fleet utilizing technology, such as diesel particulate filters that make diesel trucks as clean as natural gas-

fueled trucks, similar retrofits for non-road equipment used in DSNY construction and solid waste contracts, and related to the Department's Alternative Fuel Vehicle program. Such reporting included a finding that DSNY's fleet emissions of particulate matter have declined by 80% since 2005, while Nitrogen Oxide emissions from the fleet have declined by 50% over this period.

III. LEGISLATIVE & REGULATORY INITIATIVES

ENHANCED STORM RESPONSE PROTOCOLS

Following last winter's snow season, the Legislative Unit worked with the Mayor's Office of City Legislative Affairs, the City Council Speaker's office, the Law Department and other City agencies to enhance the citywide emergency winter storm response through improved protocols and alterations to agency standard operating procedures. There were six (6) snow-related bills that became law as of May 7, 2011. Of the six bills, two bills directly impact DSNY. The first bill, Local Law 27 of 2011, requires the Sanitation Commissioner to delegate an entity to establish and maintain a snow volunteer registry to aid homeowners who need assistance removing snow. The Sanitation Commissioner has delegated this responsibility to NYC Service, established by Mayor Bloomberg in April, 2009, which helps many New Yorkers connect to service opportunities more easily and recruits volunteers to address the city's most pressing challenges. The second bill, Local Law 28 of 2011, requires DSNY to submit, by October 1st of each year, an annual borough snow plan to each councilmember, community board manager and borough president in every borough for review and comment, with a final snow plan due by November 15th annually.

The programmatic changes embodied by Local Law 27 and Local Law 28 will make DSNY's emergency storm response work better for the public that DSNY serves.

DERELICT BICYCLES

On October 4, 2010, DSNY promulgated final rules regarding the removal and disposal of derelict bicycles. The rule was necessary due to an increased proliferation of derelict bicycles affixed to public property across the City, which are an eyesore, a potential public safety hazard, and a constant source of complaints from residents, community groups and elected officials. The rules establish criteria enabling DSNY to classify certain bicycles as derelict and DSNY field staff to remove such derelict bicycles after a certain time period. The rule embodies a reasonable balance between the public nuisance that derelict bicycles pose to pedestrians when left over time on the public sidewalks, DSNY's obligation to ensure that the city's sidewalks are maintained clean and free of obstructions, and the City's desire to provide cyclists with a clean and secure place to park their bicycles.

BUREAU OF LONG - TERM EXPORT

BUREAU RESPONSIBILITIES

The Bureau of Long Term Export is responsible to develop and implement long-term waste export programs and the City's Comprehensive Solid Waste Management Plan for the 2006-2025 planning period (SWMP) and supporting Final Environmental Impact Statement (FEIS). The SWMP and FEIS required New York City Council and New York State Department of Environmental Conservation (NYSDEC) approvals.

Having obtained SWMP approvals, the Bureau is implementing SWMP long-term export programs - construction of the four Converted MTSs, award of service contracts for the transport and disposal of waste from those facilities, as well as the award of service contracts or intergovernmental agreements for the privately-operated facilities that will transfer, transport and dispose of DSNY-managed waste.

Comprehensive Solid Waste Management Plan

The SWMP provides for the management of all solid waste generated in the City in accordance with the requirements of the State Environmental Conservation Law.

In FY 2005 (October 2004), the draft SWMP and draft environmental review documents were issued. The SWMP FEIS was issued on April 1, 2005, and the FEIS Findings Statement was issued in February 2006. The Uniform Land Use Review Procedure applications for the Converted MTSs passed the City Council in June 2005.

The City Council adopted the SWMP and FEIS on July 19, 2006. Mayor Bloomberg signed the legislation into law (Local Law 33 of 2006) on July 27, 2006. NYSDEC approved the SWMP on October 27, 2006.

Long - Term Export Program Implementation

Development of Converted Marine Transfer Stations

In FY 2011, the Bureau continued to advance long-term waste export by barge and rail through the development of Converted Marine Transfer Station (MTS) facilities at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. The state-of-the-art MTSs will be DSNY-operated waste containerization facilities from which waste will be transported in container barges. As they come on line, the new MTSs will replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill.

FY 2011 MTS Program Highlights:

- North Shore MTS construction is expected to be completed in spring 2013 (see current photo of the North Shore MTS under construction), with operations to begin in summer 2013.
- At the end of FY 2011, a contract was finalized with USDA to provide North Shore MTS wildlife management services to implement the recommendations of a US DOT report that confirmed that the MTS design and proposed operations would be compatible with safe



STATEN ISLAND TRANSFER STATION

operations at La Guardia Airport.

- Planning for North Shore MTS wetlands mitigation was finalized and mitigation work began at the end of FY 2011, and is expected to be completed in FY 12.
- Hamilton Avenue MTS construction is expected to be completed in mid 2013 (see a current photo of the Hamilton Avenue MTS under construction).
- The Bureau continues to seek the issuance of an NYSDEC permit for the Southwest Brooklyn MTS project. The Administrative Law Judge issued Rulings in July 2009 that held there were no issues for adjudication in the permit proceeding. Petitioners appealed the Rulings. NYSDEC has not ruled on the appeal.
- The Bureau continues to seek the issuance of US Army Corps of Engineers (USACE) permits for the East 91st Street and Southwest Brooklyn MTSS. In May 2011, the Bureau submitted a draft wetlands mitigation plan to USACE in connection with the East 91st Street MTS USACE permit application. Thereafter, USACE issued a public notice on July 25, 2011, regarding the draft wetlands mitigation plan for the East 91st Street MTS and established a 30-day public comment period.
- Construction documents for the East 91st Street MTS were under review following a value engineering exercise; a bid solicitation of a Project Labor Agreement for the MTS is expected to be advertised in mid FY 12.
- The Bureau met with the East 91st Street Community Advisory Group in FY 2011, and provided the CAG a tour of the Staten Island Transfer Station at the beginning of FY 2012.

West 59th Street MTS

The Bureau finalized for submission in FY 12, permit applications for the installation of a new inbound and



NORTH SHORE

outbound scale at the MTS, repair of a subsurface inshore platform (on State DOT property) and signage, traffic signals and pavement that will improve the interface among MTS operations, pedestrians and users of the Bike Path.

Intergovernmental Agreement with the Port Authority of New York/New Jersey (PANYNJ)

The negotiation of the 20-year Intergovernmental Agreement with PANYNJ for the use of the Essex Resource Recovery Facility for a portion of Manhattan’s waste continued in FY 2011; execution of the Agreement is anticipated in FY 2012.

Container Export by Barge and/or Rail from the Converted MTSS

In FY 2011, contract negotiations for the containerization, transportation and disposal of the waste generated by the four Marine Transfer Stations were advanced with the vendors selected for discussions as a result of Best and Final Offers. It is anticipated that final vendor selections will be made in mid-FY 2012.

Container Export by Barge and/or Rail from Private Facilities

Also, as part of the long-term export infrastructure, the SWMP proposed that up to five private transfer station facilities located in the Bronx, Queens and Brooklyn would accept DSNY-managed waste from the boroughs in which it is generated for containerization and export by barge and/or rail. These vendors and facilities were selected for negotiations through three 2003 Requests for Proposal procurements.

The Bureau awarded a 20-year Service Contract for Bronx DSNY-managed waste in FY 07 and a 20-year Service Contract for the use of the Varick Avenue Transfer Station in Brooklyn Community District (CD) 1 for the containerization, transportation and disposal of DSNY-managed waste from Brooklyn CDs 1, 3, 4, and 5 in FY 2008.

Contract negotiations for the containerization, transportation and disposal of the waste generated by Queens CDs 1 – 6 from the Review Avenue Transfer Station in Maspeth, Queens, operated by Waste Management, are essentially complete. Waste Management



HAMILTON MTSs

has requested a permit modification for increased capacity and an approximately 1,000 foot truck dory to Blissville Railyard on a railroad easement. Service under a contract for the facility is not expected to begin until FY 2013 or later.

New Gansevoort MTS

The Bureau received proposals in response to an RFP that solicited a design firm for the New Gansevoort MTS and recycling education center to be located on the Gansevoort Peninsula in the vicinity of the existing Gansevoort MTS, which will be demolished. In FY 11, a vendor was selected for negotiations. The New Gansevoort MTS would transfer and barge DSNY Manhattan recyclables, including paper now being transferred at West 59th Street MTS, to the Sims South Brooklyn Marine Terminal recyclables processing facility for DSNY recyclables.

SWMP Composting and Alternative Waste Management Technology Siting Task Force

The Bureau participated in the Composting and Alternative Waste Management Technology Task Force established through the SWMP. During FY 2011, the Task Force considered the findings of a siting study for new and emerging solid waste management technology pilots. The study is expected to be issued in mid-FY 2012.

Staten Island Transfer Station

Having been designed and constructed under Bureau management, the Staten Island Transfer (SITS) is operated by the Bureau of Waste Disposal. SITS operations began in November 2006, and full scale rail operations were underway by April 2007. Allied Waste Systems, Inc. (now owned by Republic Services) operates the SITS rail yard and provides container transport and disposal of all of Staten Island’s DSNY-managed waste pursuant to a 20-year Service Contract. All SITS waste is disposed of in Lee County Landfill in South Carolina. In 2008, the SITS received an award for excellence in design and operation by the National Solid Waste Association of North America.

DSNY continues to maintain wetlands mitigation acreage at the SITS; the Bureau’s five-year wetlands mitigation project was approved by NYSDEC in August 2010.

BUREAU OF SUPPORT SERVICES

The Support Services division of the Department of Sanitation provides the internal support required for the Department to perform its essential tasks. The Support Services division is composed of two organizations: the Bureau of Motor Equipment and the Bureau of Building Maintenance.

The Support Services is the focal point that coordinates the activities of these two bureaus. Support Services does

Warranty section works with manufacturers to report, track, and monitor any repairs completed under the terms of manufacturer's warranty. They also analyze trends to identify problems for fleet campaigns and reports them back to the Engineering section for further study so that improvements can be incorporated into future specifications, thus constantly improving the fleet. New technologies are constantly being evaluated and those that



not only operate to meet the current needs, but works with all the divisions of the Department to make sure future needs are met for equipment, garages, refuse transfer stations and related infrastructure.

BUREAU OF MOTOR EQUIPMENT (BME)

The primary mission of the Department is moving refuse to disposal sites, street cleaning and snow removal. To accomplish this, along with many other DSNY missions, a fleet of 5,429 vehicles is required. BME provides a full service for the fleet, from design, research and development, to procurement, maintenance, repair and ultimate disposal.

The **Vehicle Acquisition and Warranty Division (VAWD)** has three sub-units: Engineering, New Equipment and Warranty. **Engineering** designs and publishes specifications that include all environmental, operational and safety features required by Department vehicles so they meet both DSNY requirements and industry standards. The **New Equipment** section inspects vehicles as they are delivered from the equipment manufacturers to ensure they meet all design specification, comply with all legal requirements, such as New York State emission requirements, and are ready to be placed into service. Once vehicles have been integrated into our system, the

reduce green house gases, lower noise levels, improve vehicle reliability/employee safety or productivity, are tested and incorporated when applicable.

VAWD, in partnership with BCC, has developed a revised snow-equipment training agenda. The training is designed to guide new and veteran personnel on how to correctly install tire snow chains and understand the theory behind the installations. Training is also designed to help personnel identify potential problems when installing plows and snow chains. Training also included how to utilize newly equipped features, such as the Mud/Snow switch, Auto Braking System and the differential lock system. In addition, the training agenda includes introduction to Clean Air technologies, such as Three minute Idle Shut Down system, Diesel Exhaust Fluid system, Diesel Particulate Filter system and what protocol to follow when a fault light is illuminated. Also covered were ways to avoid hazardous snow conditions and steps to take when encountering treacherous roadways.

Field Operations is responsible for the maintenance and post-warranty repair of Department vehicles. In each of the Department's district garages, BME has a contingent



HIGHLY TRAINED MECHANICS . . .

of personnel that complete repairs and routine maintenance of the vehicles that are assigned to that location. A typical district has approximately 75 to 100 pieces of equipment assigned, including collection trucks, dual-bin recycling trucks, front-end-loaders, cut-down trucks, salt spreaders, street sweepers and supervisory vehicles powered by diesel, gasoline, compressed natural gas, ethanol or hybrid technologies. More extensive repairs are accomplished in the Bureau's four Borough Shops, which are located around the City, as well as in CRS.

In the Central Repair Shop (CRS), any type and size repair can be accomplished, including major repairs, upgrades and modifications, as well as overflow work from Borough shops. The cornerstone of the fleet is reliability. All vehicles receive periodic maintenance at regular intervals and tracked in a database that was developed within BME. Various management tools, such as oil sampling and a thorough analysis of the causes of breakdowns, have led to a comprehensive maintenance program resulting in a reliable, economical fleet. This year, great emphasis has been placed on reducing and streamlining the cost of operations. To ensure the operating Bureaus of the Department can perform their missions, the **Field Operations** staff constantly monitors equipment availability to make sure *the right vehicle is available at the right time and place.*

MATERIAL MANAGEMENT

In order to maintain the Department's fleet, a robust parts inventory and distribution system is in place. The Support Services Material Management division expediently and effectively distributes over twenty million dollars in repair parts each year. The Division is continually identifying new brands and suppliers in order to improve deliveries, and turn, shelf stock levels are reduced, while not affecting vehicles waiting parts.

Operating a motor vehicle fleet the size of the DSNY requires a lot tires to sustain operations. In FY 2011, 7,390 tires were re-capped and used again. This is not only a cost-saving action, but reduces what is put into



. . . KEEP SANITATION MOVING.

the waste stream.

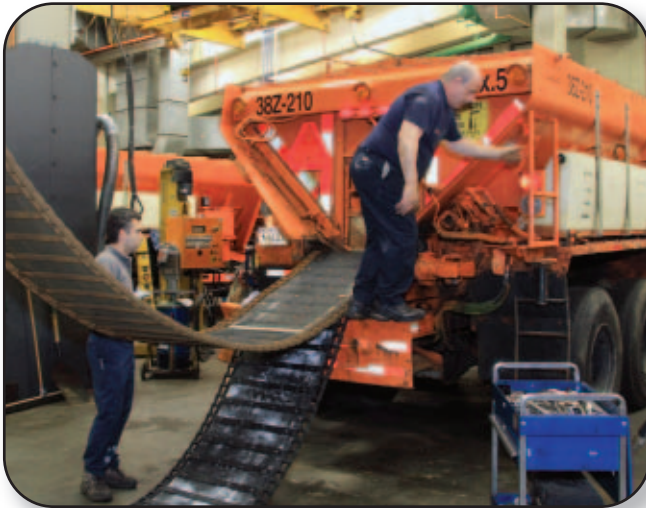
Materials Management is working to identify and test any products that might replace various chemicals, such as cleaners, solvents and adhesives, associated with automotive repair with greener products. Support Services has successfully implemented filter recycling in all of the repair facilities. Metal canister engine and hydraulic oil filters are drained and collected in each location, then picked up by a vendor that processes them, sending the crushed steel and filter media to steel recyclers and any residual waste oil to oil recyclers.

We are proud to be an environmentally-friendly organization, and have instituted the use of water-based, bio-remediation parts washing sinks. These units replaced solvent based units, which generated approximately 35 gallons of hazardous waste every four to six weeks. The new units utilize a water-based cleaner that never needs to be changed, in conjunction with bacteria that "eat" any residual waste oil and grease generated as the parts are cleaned. The only waste generated is a spent filter pad, which traps any particulate matter and provides fresh bacteria on a 6 to 8 week change period. These units significantly reduce the production of waste, utilize less toxic components and provide equal performance compared to the previous units.

CLEAN FUELS AND TECHNOLOGY DIVISION

The Department not only meets and exceeds all current federal and local environmental requirements/ regulations for motor vehicles, but is also poised for the future. The Clean Fuels and Technology Division is actively pursuing the best available, cost-effective, technologies designed to improve fuel efficiency and reduce Greenhouse Gas emissions.

The Department of Sanitation has taken a proactive approach to reducing the City's vehicle emissions. Through the use of a cleaner burning ultra-low sulfur diesel (ULSD) fuel combined with advanced diesel exhaust after-treatment technology (such as Diesel Particulate Filters). Sanitation has also made tremendous progress in reducing tailpipe emissions and has become one of the cleanest refuse fleets in the country. Approximately 85%



SALT SPREADER GETS MAINTENANCE..

of the DSNY heavy-duty diesel vehicles (on and off-highway) are currently equipped with various advanced diesel exhaust after-treatment technology. The Department continues to be at the forefront of emission reductions through the procurement of new refuse trucks equipped with federally mandated Diesel Exhaust Fluid systems. In addition, the Department has enabled a Three Minute Idle Shut Down feature in all vehicles purchased from 2010, to aid in the reduction of each vehicle's carbon footprint.

In August of 2006, DSNY joined the growing number of U.S. fleets using BioDiesel fuel. BioDiesel is a renewable alternative fuel made from domestically grown soy beans, which reduces our energy dependence and is environmentally friendly. The entire DSNY diesel fleet currently operates on B5 BioDiesel (5% BioDiesel + 95% ultra-low sulfur diesel). DSNY is currently testing B20 BioDiesel on a captive fleet of vehicles.

Sanitation continues to operate, maintain and test a small fleet of dedicated Compressed Natural Gas (CNG) refuse-collection trucks and street sweepers.

In 2004, DSNY joined a national Hybrid Refuse Truck Working Group. The goal of the Working Group is to accelerate the commercialization of heavy-duty hybrid refuse trucks. The Department is currently testing eight hybrid (electric & hydraulic) refuse-collection trucks, nine hybrid-electric rack trucks and two hybrid-electric street sweepers. Some of these vehicles are among the first of their kind in the world.

DSNY currently operates 550 light-duty fuel efficient, hybrid electric vehicles. In calendar year 2011, DSNY installed ten Electric Vehicle (EV) charging stations throughout the five Boroughs of NYC. The EV chargers will be used to charge a new fleet of electric vehicles, which includes seven "Chevy Volts", two Ford "Transit Connects" and one Navistar "eStar". Fourteen EV charging stations will be installed in calendar year 2012 to accommodate an additional fleet EVs. The procurement of EVs and HEVs will help DSNY meet the



...AND FINAL CHECK.

goal of Mayor Bloomberg's "PlaNYC" initiative that aims to reduce fleet GHG 30% by 2017.

CONTINGENCY PLANNING

In order to support the Department's commitment to the public, Support Services has a full range of contingency plans in place. If there is an electrical power outage, all critical locations are equipped with back-up electrical generators to provide electrical service needed for critical operations. The primary focus is to provide power for pumping fuel and communications equipment. Having these measures in place ensures the continuity of service during a power outage. An annual 'Mock Power Outage' tests the integrity of the plans put in place.

Perhaps the greatest contingency planning is for snow and ice conditions in the winter season. Support Services maintains a fleet of 36 Snow Melters, 372 salt spreaders plus a battery of snow plows that attach to most of the truck fleet. In the event of a major snow storm, there is no room for the snow on congested city streets. At one time snow was plowed, piled, hauled away and dumped in one of the rivers. Along with the snow, a large amount of 'street dirt' went into the river causing pollution. In order to eliminate pollution but still dispose of the accumulated snow, a fleet of 36 snow melters is now employed. The snow melters are large trailer mounted tanks with a large 'melter'. Once the snow is melted, the resulting water flows into the sewage system without the street dirt that has settled out in the tank. At the end of each shift, this material is cleaned out and disposed of properly. The DSNY has twenty-nine 60-ton/hr units and seven 135-ton/hour units Snow Melters. All snow equipment is upgraded annually and maintained year-round to ensure readiness when needed.

CFC COLLECTION PROGRAM

As part of a program to reduce the atmospheric release of ozone destroying Chlorofluorocarbon (CFC) gases, Freon is collected from appliances, such as refrigerators and air conditioners. The Department has a fleet of CFC vans, which collect CFC gases for recycling. The CFC vans utilize a power

inverter to power a pump that transfers the gases from the appliance to a holding tank on the vehicle. These specialized vehicles are not commercially available; they were designed and built as a joint venture through the efforts of BME, BBM and BCC. A call placed to the City's 311 information line initiates the dispatch of a CFC van, which must purge the appliance's gases before it's picked up for disposal. More than 140,000 such appointments are serviced annually.

BUREAU OF BUILDING MAINTENANCE (BBM)

DSNY has 200 facilities through the City of New York including garages, repair shops, transfer stations, office buildings, and facilities at Fresh Kills landfill. BBM is tasked with providing routine maintenance, facility renovations and emergency repairs. BBM has a work force of approximately 200 employees composed of trade titles, such as carpenters, plumbers, electricians, machinist, steamfitters, metalworkers and painters, as well as non-trade administrative staff. BBM ensures the Department facilities remain in full compliance with all State, Federal and Local regulatory agencies. BBM receives approximately 14,985 work requests a year.

ANTI-GRAFFITI PROGRAM

BBM oversees the Anti Graffiti program that community boards request to have unsightly graffiti painted over. This program has two trucks equipped with color-matching equipment that paints over graffiti on buildings, restoring the structure back to their original appearance. Last season, the program used 5,498 gallons of paint to cover 1,042,300 square feet of graffiti citywide.

NEW YORK POWER AUTHORITY

The New York Power Authority is a New York State government-run operation that provides municipalities with their electrical services and helps manage the power grid. DSNY is an active participant in the NPA Peak Load program to reduce electrical consumption when the power grid is at high demand. In 2011, DSNY

participated in two Peak Load events with the Department meeting its energy saving goals in each event.

PlanNYC

DSNY has partnered with the Department of Citywide Administrative Services (DCAS) and the Department of Design and Construction to implement an Operation and Maintenance program. This program was implemented by the Mayor's office of NYC to ensure the City of New York meets its commitment to a 30% Carbon Reduction by 2013. In FY11, DSNY installed 570 lighting sensors in 8 locations; replaced 497 Steam Traps; and performed energy efficient tune-ups on heating equipment at 25 locations. We are in the process of initiating phase II of the O+M program, which will consist of replacing 145 additional steam traps in two locations. Phase III of the O+M program, is in the planning stages. We plan on instituting a lighting reduction program, which would include automated control of garage lighting in 3 locations and installing building management systems.

BBM MAJOR ACCOMPLISHMENTS

- In FY 2011, BBM remediated 213 infractions issued by regulatory agencies.
- Relocated M7 operations from pier 97, which was damaged by fire to 59 St. MTS; installed bathroom trailers; and constructed locker rooms, allowing district 7 to operate without a disruption of service.
- Relocated two SI 1 sections to Fresh Kills BBM constructed a trailer complex consisting of locker rooms, bathrooms, lunchrooms, and offices.
- Identified lighting circuits in 68 DSNY locations that would allow employees to control lighting during non-working hours and reduce energy consumption.
- Constructed temporary shower in BX 5 to allow for the second floor shower room support beams to be replaced and rebuild the shower room.
- Provided support to the Department during and after the tornado that hit NYC.



BUREAU OF ENGINEERING

The Bureau of Engineering provides engineering support to Operations, facility planning, design and construction management services for DSNY's new garages, new salt storage facilities, and the repair and rehabilitation on existing facilities

Due to recent changes, the New York City Department of Design and Construction (DDC) is providing the construction administration for the new Manhattan District 1/2/5 Garage and new Spring St. Salt Storage Facility and other capital projects DSNY has transferred to DDC.



QUEENS 14 GARAGE



MANHATTAN DISTRICT 4/4A/7 GARAGE



QUEENS 14 GARAGE

OFFICE OF EXECUTIVE ASSISTANT TO THE COMMISSIONER

The Environmental Police is a Specialized Enforcement Branch of the Department under the control of the Executive Assistant's Office. The Environmental Police is made up of 2 units: The Permit and Inspection Unit (PIU) and The Environmental Police Unit (EPU). The Environmental Police is commanded by an Inspector and 5 Supervising Lieutenants.

PERMIT AND INSPECTION UNIT

The Permit and Inspection Unit's (P.I.U) primary responsibility is the enforcement of Local Law 40, governing the rules and regulations of Solid Waste Transfer Stations, Intermodal facilities and Fill Material Operations (FMO's) in New York City, as well as the issuance or permits to these facilities. The P.I.U has a highly trained staff of 15 Environmental Police Officers. The P.I.U staff conducts regular inspections to ensure compliance with the rules governing solid waste transfer stations.

• *Fill Material Operations (FMOS)*

FMOs consist of the grading, leveling, surcharging, compacting of fill material for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of FMOs to ensure that fill materials (dirt, rock) and not any hazardous or contaminated fill or solid waste destined for disposal at a licensed transfer station or landfill are used to grade and fill lands within New York City. The PIU plays a critical role in identifying and closing illegal dumping sites. Additionally, PIU works closely with the Bureau of legal Affairs and with various City, State and Federal agencies when any illegal site is found, so that prosecution and restitution can be made to clean up these sites. Through the Permit and Inspection Units rigorous enforcement efforts, the number of permitted transfer stations in New York City has declined from 96 facilities in 1996 to 55 permitted facilities in 2011.



EPU OFFICERS TAKE EVERY PRECAUTION WHEN DEALING WITH HAZARDOUS WASTE.

from 96 facilities in 1996 to 55 permitted facilities in 2011. In FY 2011, the PIU conducted over 5,500 inspections of solid waste transfer stations, Intermodal facilities and FMOs. The unit issued over 7,400 various Notices of Violation and impounded over 50 vehicles for Illegal Dumping and shut down over 25 Illegal FMOs, Transfer Stations and Dumps for operating without permits. With the help of the Bureau of Legal Affairs all Transfer Station and Illegal Dumping summonses are adjudicated by the New York City Environmental Control Board and can carry penalties ranging from \$2,500 to \$10,000.

ENVIRONMENTAL POLICE UNIT

The Environmental Police Unit (EPU) enforces Local Law 70 & 75 governing the storage, transportation, and improper disposal of asbestos containing material and regulated medical waste. In addition to local enforcement, the Unit responds to incidents involving the improper disposal of household hazardous waste, as well as low-level radioactive waste. The EPU also conducts Solid Waste Removal Plan inspections of hospitals and nursing homes to ensure proper disposal of regulated medical waste and inspects medical practices operating in multi-dwelling buildings to ensure compliance of the Professional Fee Program. This ensures that regulated medical waste is properly disposed of and not commingled with solid waste. The unit also responds to and investigates incidents regarding needle stick injuries involving Sanitation Workers.

The unit consists of 7 Environmental Police Officers, and 1 Assistant Chemist. In fiscal year 2011, the unit responded to 673 emergency incidents; conducted 526 inspections of Professional Fee (Pro-Fee) and Solid Waste Plan Locations (Medical Waste); and opened 16 new asbestos and regulated-medical waste cases. Furthermore, the unit responded to hundreds of incidents regarding low-level radioactive waste, which includes sorting and segregation operations, route inspections of collection stops, and transportation of radioactive loads from private transfer stations to the Department's licensed storage sites. In the past year, the Unit has devoted a large percentage of its time and dedicated many hours to monitor the rising issues of low-level radioactive waste, including investigations of sources of low-level radioactive waste, and has worked with local authorities for the proper disposal of non-medical related isotopes.

In January 2011, members of the Environmental Police Unit assisted agents from the Federal Bureau of Investigation and the Food and Drug Administration in conducting the investigation and surveillance of an illegal medical facility that was performing dangerous unlicensed cosmetic procedures. EPU's role was a major turning point in the Federal Case that was brought against the operators of this unlicensed illegal facility. The Environmental Police Officers assigned to EPU continue to work closely with various local, state and federal agencies and train regularly to keep their skills sharp and always be ready.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

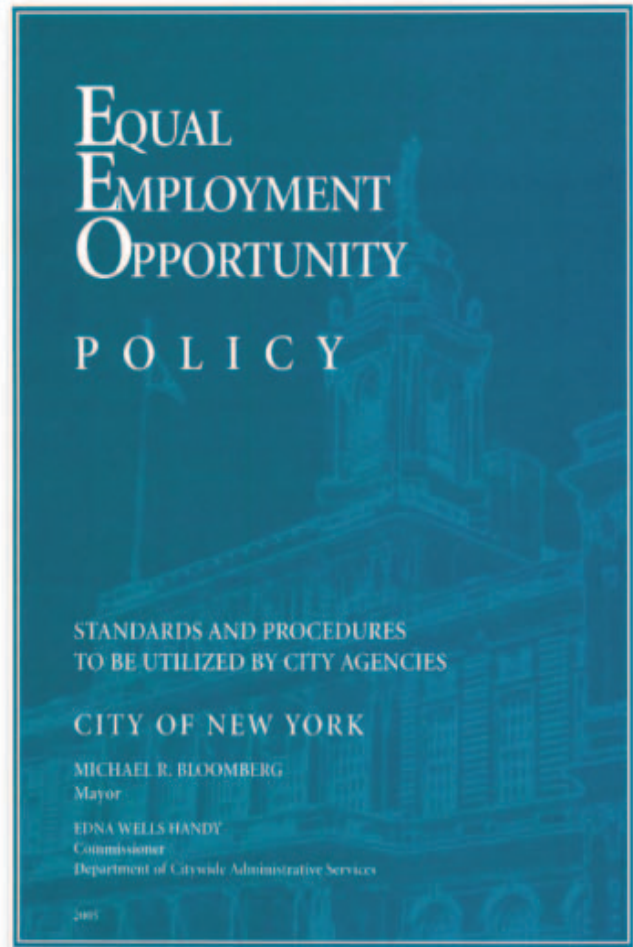
The Equal Employment Opportunity Office's mission is to develop the Department's EEO Program in compliance with the citywide EEO Policy, and to monitor the implementation of this program by Sanitation's managers and supervisors. The EEO Office strives to accomplish its mission through the training of its managers and supervisors and by impressing upon them their responsibility to promote and implement the Citywide EEO Policy. By doing this, the Department of Sanitation will achieve its goal of maintaining a professional and diverse workforce.

DSNY strives for a professional work environment where all employees understand their responsibility to adhere to the guidelines of the citywide EEO Policy and to ensure equality of opportunity. This kind of environment has been promoted by the Sanitation Commissioner as a management imperative, and as such, a successful forum for resolving disputes and misunderstandings has been established. An environment, where EEO is viewed as an integral priority of the organization by its agency head, has contributed to making DSNY one of the best managed Mayoral agencies in the City.

It is this environment that the EEO Office works diligently to foster and maintain. The EEO Office is a place where any employee can get answers to questions concerning an individual's EEO rights, and it is also a place where managers and supervisors can receive guidance in dealing with employee disputes and misunderstandings.

During Fiscal Year 2011, the number of actual discrimination complaints filed against the Department of Sanitation was very low. However, EEO was actively involved in counseling numerous individuals who contacted the EEO Office. Very few of those situations, which were brought to EEO, rose to the level of establishing a basis for illegal discrimination. Some involved misunderstandings and/or anger and an inability to communicate in a positive way; other situations involved labor or union issues; and still others demonstrated personality clashes between co-workers and their supervisors. EEO was able to counsel, mediate, or resolve most issues and in some instances refer individuals to the appropriate forum for their complaint.

However, in those few situations where possible discrimination was indicated, EEO, with the express endorsement of the Commissioner of Sanitation, undertook full EEO investigations. Internal EEO investigations addressed the situation immediately and appropriately. Very few external complaints have been filed during FY 2011, but when required, EEO worked closely with the DSNY Legal Bureau to prepare comprehensive responses to the external human rights agencies.



The undeniable success of the Department's EEO Program is a result of the ardent support for this program by the DSNY Commissioner and the entire Department's executive management. While a perfect work environment has not yet been attained, it is the policy of zero tolerance towards discrimination that has brought about a work environment where equal opportunity for all is the norm and not the exception. Equality of opportunity is the Department of Sanitation's stated goal and the agency will keep building on the already achieved successes; yet DSNY is ever mindful that ensuring equality of opportunity requires constant and unfailing dedication.

Any employee of the Department or applicant to the Department who believes that they have an EEO concern can contact the EEO Office at 137 Centre Street, Room 505, N.Y., N.Y. 10013. The telephone number of the EEO Office is (212) 437-4214 and an EEO professional can be reached, Monday through Friday, between the hours of 6:30am and 4:00pm.

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