

DSNY ANNUAL REPORT 2005



STILL NEW YORK'S STRONGEST!

Established 1929



N.Y.C. DEPT. OF SANITATION
SANITATION SCOOTER

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Message from

Mayor MICHAEL R. BLOOMBERG



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

It would be impossible to mention all the myriad changes Sanitation has undergone in the last 75 years. Just as an example, Sanitation has gone from using horse-drawn carriages in the early years, to today's state-of-the-art vehicles equipped with the latest anti-pollution technologies. Recently, a comprehensive solid waste management plan has been proposed by Sanitation, effectively eliminating refuse being trucked out of the city, improving traffic, safety and easing environmental concerns.

Keeping a city the size of New York clean is a daunting task. Over 8 million residents and countless commuters, business visitors and tourists walk and drive on our streets everyday. The city has been subjected to record numbers of snowfall in the last several years, but Sanitation was up to the challenge, clearing 6,300 miles of city streets each snowstorm- which is equal to plowing from New York City to Los Angeles and back. The dedicated men and women of Sanitation always meet their challenges, no matter how many or how tough. And, today New York City is the cleanest it's been in the last three decades.

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

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is written in a cursive, flowing style.

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 2005, the year in which we celebrated our 75th, or Diamond Anniversary. Since 1929, the Department, originally established as the Department of Street Cleaning, has had the responsibility of keeping New York City sanitary and safe, a challenge that we have met time and time again.

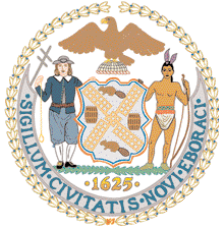
From Sanitation's humble beginnings, through the City's fiscal crisis of the 1970's, and the historic closing of the Fresh Kills Landfill in 2001, the Department has proven why we have earned the moniker "New York's Strongest." The Department is the world's largest municipal sanitation organization, with over 9,500 employees, who are responsible for handling more than 12,000 tons of residential refuse and recycling daily, as well as plowing and salting our streets and roads of snow and ice each snowstorm.

In this report, you will find photographs from the past and present that not only reflect how far the Department has come technologically, but also the passion and commitment that the men and women of Sanitation have for this vital city service. That dedication was in evidence on November 29, 2004 when the Department celebrated its Diamond Anniversary with a gala event at Gracie Mansion.

I am honored to have been a part of this Department for over 40 of its 75 years, starting as a Sanitation Worker, and ultimately becoming Commissioner for a second time. The City's streets are the cleanest they have been in over three decades, an accomplishment that the Mayor and every member of the Sanitation family can be proud of. Your hard work, innovation and dedication to duty will lead our city into the future, keeping us the greatest city in the world, as well as the cleanest.

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



Michael Bimonte
First Deputy Commissioner



Lorenzo Cipollina
Deputy Commissioner
Administration



Robert Orlin
Deputy Commissioner
Legal Affairs



Vito A. Turso
Deputy Commissioner
Public Information



Thomas T. Milora
Executive Assistant
to the Commissioner



Danny Walsh
Chief of
Engineering



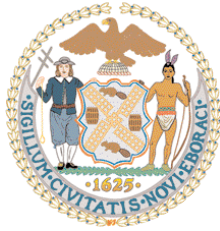
Fernando Camacho
Director
EEO



Harry Szarpanski
Assistant Commissioner
Long Term Export



Rocco DiRico
Assistant Commissioner
Support Services



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION



UNIFORMED CHIEFS



CHIEFS



Michael Mucci
Director
Waste Disposal



Anthony Etergineoso
Director
Cleaning & Collection

OTHER RANKING CHIEFS



Bernard Sullivan
Chief
Cleaning Operations



Peter McKeon
Chief
Collection Operations



Renzo Ferrari
Chief
Bureau Operations



John Nucatola
Director, Operations
Management Division



Thomas Zarcone
Director, Personnel
Management Division



Steven Harbin
Chief
Safety & Training



Dennis Diggins
Deputy Director
Waste Disposal

FACTOIDS & FOTOS



353 Salt Spreaders

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



298 Front-End Loaders

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



20 Snow Melters

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



2,230 Collection Trucks

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



450 Street Sweepers

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



190 Cut-Downs

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

OFFICE OF THE FIRST DEPUTY COMMISSIONER

The First Deputy Commissioner directs 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.



First Deputy Commissioner Bimonte (center), meeting with Waste Disposal Director Mucci (left) and Cleaning and Collection Director Etergineoso (right).

BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

Street Cleaning

The Department of Sanitation continues to improve the cleanliness of the City by clearing litter and abandoned vehicles from city streets and by cleaning vacant lots. In FY 2005, the Department focused on problem areas in each community board through our N.I.C.E. program, while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms to sweep approximately 6,100 miles of streets daily proves to be our most effective street cleaning operation. In addition, an average of 102 baskets 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 a daily allocation of approximately 53 sanitation workers 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 the city. In an attempt to heighten public awareness and improve our ability to address the potential barriers to cleaner communities, the Department implemented a citywide initiative known as N.I.C.E. (Neighborhood Intensive Clean-Up Effort). 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 that 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

The Mayor's Office of Operations rates each of the sanitation districts and sections for street cleanliness on a monthly basis. Trained evaluators inspect and rate the amount of surface litter on randomly selected streets and sidewalks in comparison to a photographic standard. By evaluating the results of the scorecard data, the Department of Sanitation is able to assess its street cleaning performance, implement operational adjustments, and develop service delivery plans and strategies best suited for a particular community where necessary. By using scorecard data to compare districts ratings, seasonal fluctuations, and current trends, the Department can improve the effectiveness of its operating standards. The overall citywide average for FY 2005 was 91.5. This is the highest annual rating since the inception of the program.

Adopt-A-Basket Program

The Adopt-A-Basket Program is a citywide initiative designed to promote and encourage community involvement in reducing street litter caused by overflowing litter baskets. As part of the agreement terms of the program, participants "adopt-a-basket" and bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department. The neatly bundled refuse is then left next to the litter baskets and are scheduled for collection service by Department employees as needed. As of December 2005, there were approximately 1,367 litter baskets in the program.

New Street Cleaning Rules

Street Cleaning Regulations (SCR) may be suspended from time to time in parts of the city in order to post new regulations. This program is a cooperative Department of Transportation/Department of Sanitation effort to change existing street cleaning rules, as well as to replace missing, damaged, or outdated parking signage. Of the 59 community board districts citywide, ninety-minute street cleaning rules are in effect in 53 districts. Currently, Staten Island Districts 1,2,3, and Queens East Districts 10 and 11 do not have parking regulations for street cleaning purposes. Three-hour rules still remain in effect in Brooklyn 6.

Derelict Vehicle Operations

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

In FY 2005, a total of 9,789 vehicles were removed by City-contracted vendors, which have generated \$432,577.77 in revenue resulting from contracted vendors paying the City of New York for vehicles. In addition, other vehicles, such as derelict trucks, vehicles impounded by the New York City Police and Transportation Departments, and non-passenger vehicles such as boats, trailers and abandoned containers were processed by D.V.O. and removed by City-contracted vendors.

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



DERELICT VEHICLE OPERATIONS FY 05 STATISTICS

	<u>TAGGED</u>	<u>PICKED-UP</u>	<u>% PICKED-UP</u>
FY '98	20488	17709	86%
FY '99	15270	14575	95%
FY '00	10443	9659	92%
FY '01	11844	10257	87%
FY '02	17705	13844	78%
FY '03	18661	13496	72%
FY '04	19773	13035	66%
FY '05	16294	9789	60%

DERELICT VEHICLE FISCAL YEAR 2005 STATISTICS

	<u>TAGGED</u>	<u>PICKED-UP</u>	<u>% PICKED-UP</u>	<u>*NOL</u>	<u>OWNER CLAIM</u>
MANHATTAN	639	522	82%	94	20
BRONX	2952	2219	75%	597	107
BROOKLYN NORTH & SOUTH	5993	2891	48%	1987	1020
QUEENS WEST & EAST	4813	2966	62%	1308	522
STATEN ISLAND	842	591	70%	235	16
SUB TOTAL	15239	9189	60%	4221	1685
TRUCKS MANHATTAN & BRONX	153	67	44%	45	13
DSNY TOWED					
TRUCKS BROOKLYN, QUEENS & SI	449	216	48%	133	80
CITY WIDE NON VEHICLES	453	317	70%	70	53
SUB TOTAL	1055	600	57%	248	146
GRAND TOTAL	16294	9789	60%	4469	1831

* Not on location when vendor went to remove vehicle.

Lot Cleaning Division

The Lot Cleaning Division manages the Neighborhood Vacant Lot Clean-up Program, an initiative that has been funded for more than 20 years by the U.S. Department of Housing and Urban Development (HUD). Its goal is to reduce urban blight in low and moderate income areas.

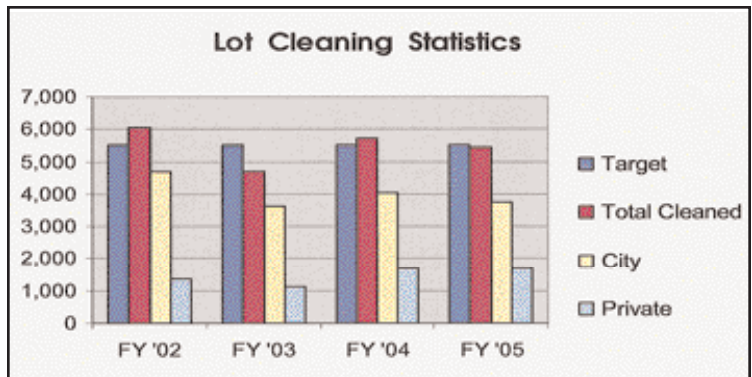
The Federal grant has enabled DSNY to clean vacant lots of garbage, debris, bulk, weeds and tires, both inside the surrounding perimeter, and immediate areas. The Lot Cleaning Division has focused on helping to reduce rodent “harborage,” by removing all refuse, debris, bulk and weeds in and around vacant lot areas. The unit is also focuses on removing tires, other containers, and weeds in and around vacant lots, to prevent West Nile Virus by limiting locations where mosquitoes may breed.

The Director of the Lot Cleaning Division takes part in both a Rodent and West Nile Task Force, which comprises of representatives from multiple City agencies. Members of the task force meet weekly and work together to address both emergency and other rodent and West Nile Virus complaints. The Task Force is chaired by a representative of the Mayor’s Office.

In addition, Lot Cleaning has sent several of its supervisory personnel to the “NYC Rodent Control Academy,” sponsored by the NYC Department of Health. The officers have a better understanding of “Rat Ecology” and have learned some strategy in refuse management in and around vacant lots.

The Department of Sanitation has made strides in being able 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 dirty private lots that “harbor” rodents. In FY 2005, the Lot Cleaning Division applied for more than 400 access orders of which 95% were approved by a judge. Approximately 55% of these lots were cleaned by owners; the balance was cleaned by DSNY work crews.

The Lot Cleaning Division has monthly cleaning schedules that are keyed to Community Boards based on the following priorities: health emergencies, calls to 311, preparatory cleaning for other CD-funded lot related programs, and Community Board requests. In FY 2005, 5,447 vacant lots were cleaned. Of this figure, 3,745 were City-owned lots, while 1,702 were privately owned.



Also, and in order to prevent the spread of the Asian Long Horned Beetle, the Lot Cleaning work crews are trained to avoid picking up “host wood” in quarantine areas citywide.

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

	FY 2002	FY 2003	FY 2004	FY 2005
Target	5,500	5,500	5,500	5,500
Cleaned	6,046	4,707	5,725	5,447
City	4,674	3,611	4,024	3,745
Private	1,372	1,096	1,701	1,702



COLLECTION

Refuse Collection - The Department provides regularly scheduled curbside and containerized refuse collection services for every residential household, public school, public building, and many large institutions in New York City. Curbside sites are serviced either two or three times per week, depending upon population density and containerized sites are collected from one to three times per week depending upon individual need. Each week, in FY 2005, the Department assigned approximately 5,075 trucks to collect 54,200 tons of curbside residential refuse and scheduled 450 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 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 must constantly evaluate routes and tonnage in their districts to achieve these targets.

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 now in place citywide:

- Commercial locations can no longer store dumpsters or containers on their sidewalks.

- Commercial locations must place refuse out for collection one (1) hour before closing if their private carter picks up after they are closed at night. If the private carter collects from the location during the day, the refuse must be placed out within two (2) hours of the actual collection.
- Commercial locations must keep the dumpster or container either inside or at the rear of the premises.
- Commercial locations cannot leave refuse out over the weekend.
- Commercial locations with over night 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 Spring, 2001. All residential and institutional refuse collected in New York City is brought to private vendors and incinerators with whom the Department has a contract.

The closing of the Fresh Kills Landfill was accomplished in five phases, the first of which began in July 1997. The final phase was completed in February of 2001. There are currently 19 different vendor locations that are utilized by the Department to deliver refuse.



Then . . .



. . . and Now

The Department is constructing a transfer station on Staten Island for refuse collected in the borough. This facility is expected to open for Department trucks in 2006.

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

Housing Authority Trucks - Each week, Department collection trucks are assigned to provide one additional refuse collection service above the regular district collection frequency to all New York City Housing Authority (N.Y.C.H.A.) developments. Currently, an additional 22 trucks are assigned weekly for this purpose.

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

Curbside and Containerized Programs - In FY 2005, the Department assigned 1,975 curbside and 70 containerized trucks to collect approximately 12,500 tons of recyclables each week. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. The metal / glass / plastic collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances such as refrigerators, stoves and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons are also collected by metal/glass/plastic trucks.

Leaf Collection - Leaf Collection resumed in 2004 after being suspended for two (2) years due to the fiscal crisis. In 2005, Leaf Collection was scheduled in districts Bronx 7, 8, 10-12, Brooklyn 2, 5-7, 9-12, 14-18 and all of Queens and Staten Island. This year's program collected 13,178 tons over 4 weeks.

Christmas Tree Collection - Citywide Christmas tree collection resumed in January, 2004. In January 2005, approximately 156,500 discarded Christmas trees were collected by dedicated tree trucks over a nine week period, January 6 through 15, 2005. Two (2) primary disposal sites were utilized, Fresh Kills and Wards Island. All trees delivered to Wards Island were chipped by Department of Parks and Recreation personnel. This joint agency partnership in processing trees proved to be extremely successful and will hopefully continue this year when we again collect Christmas trees. In addition, approximately 20 tree loads were brought to secondary disposal sites at Cunningham Park and Greenwood Cemetery.

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

The Department makes it easy for the public to dispose of their tires legally by allowing city residents to drop their tires off at 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.

During 2005, the Department processed 65,346 tires. City contracted vendors removed all tires. The Department did not need to shred tires in 2004.

Household Special Waste Sites - The Department operates Household Special Waste Sites 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.) that are open on Saturday, excluding holi-

days. 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 these sites: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters and latex paint. The hours of acceptance at all facilities are 10:00 A.M. to 5:30 P.M.

Chloro-Flouro Carbon Removal Program - In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro-Flouro Carbon (C.F.C.) Gas (ex. Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactures before the mid-1990's. The United States Environmental Protection Agency, which determined that C.F.C.'s have a harmful effect on the ozone layer, required the Department to develop a program to collect C.F.C. appliances without releasing the C.F.C. into the atmosphere. Residents who wish to dispose of C.F.C. appliances must call 311 for an appointment date for C.F.C. removal. On that day, a specially trained and licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and safely contains the gas. The evacuated appliance is then tagged with a special orange decal certifying the appliance is C.F.C. free. The regular metal recycling collection truck then collects the appliance on the scheduled recycling day (usually the next day).

The Department is equipped with 39 vans and currently has 180 Sanitation Workers, 8 Supervisors and 1 Deputy Chief certified in C.F.C. evacuation. During FY 2005, Sanitation Workers processed 238,173 appliances.

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

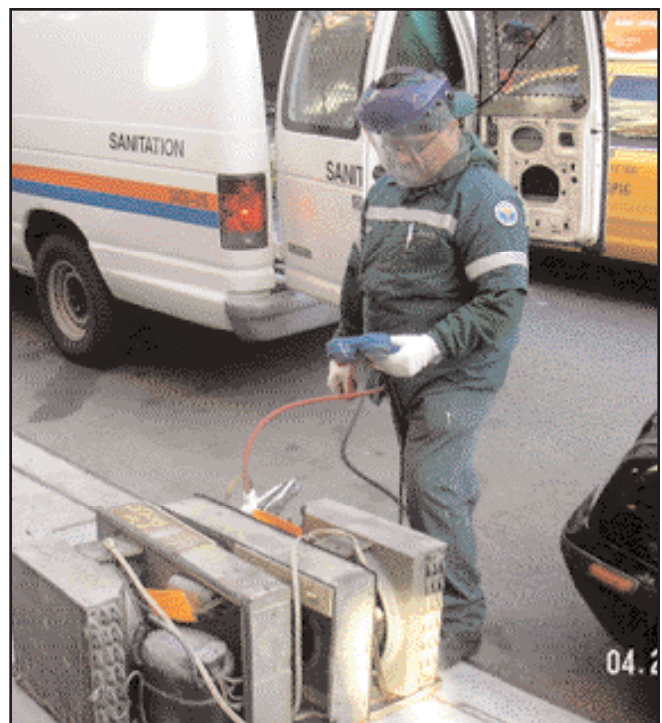
A resident / non-profit organization must contact the Office of Collection/Recycling in order to obtain information on the Department's procedure on how to receive Department services.

Professional Fee (Profee) Program - The Department has expanded the Professional Fee (Profee) Program to include lawyers and chiropractors. Under the Profee

Program, collection services are provided to 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 1,100 Profee clients. Those professionals that wish to enroll in the Profee Program should be instructed to call the Collection Operations Office for more information. They can also obtain information from the Department website.



CFC REMOVAL PROCESS



BUREAU OPERATIONS OFFICE

The Bureau Operations Office (BOO) is the Department'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. Over 6,000 Department employees are activated to "fight" snow when conditions warrant such action. Special 12-hour shifts are initiated, resulting in over 2,200 Sanitation Workers available each shift for field operations. With this staffing, the Department is able to deploy 353 salt spreaders, 180 front-end-loaders, 58 large wreckers and up to 1,630 vehicles with plows.

Snow Operations

A total of 12 storms hit New York City during the winter of FY'05, dropping a total of 43 inches of snow on the city. This was the third year in a row New York City received 40 or more inches of snow. The first snowstorm came December 19, 2004 and by January 20, 2005, 24 3/4 inches of snow had fallen.

DSNY used over 322,770 tons of salt over that period and still managed to keep the 38 salt locations (three new locations in Staten Island) filled to meet the demands for the remainder of the snow season.



The way we were . . .

The Blizzard of January 22, 2005 dumped 15 inches of snow within a 24 hour time period. The Department's men and women showed their commitment and the Department was able to complete all plowing and salting operations in 19 hours after the snow stopped falling.

Fourteen snow melters were used, and the Department melted 579,300 cubic yard of snow over a period of 14 days. This was a very effective way of removing snow piles from emergency streets and local commercial areas.

Facilities

DSNY facilities require constant monitoring and when required, repairs, renovations, and emergency intervention. The Equipment & Facilities Unit of Bureau Operations works closely with the Support Operations to attain this goal. It is also involved closely with the Real Estate Division to properly plan for new facilities from the operational standpoint. Early last summer, the Department opened its new Queens 7A garage in Flushing and closed and consolidated its leased garages Queens 12A and 11C locations. In addition, this office works with the Department of Design and Construction, along with Support Operations to maintain service and regulatory compliance for all underground fuel tanks. This year, the Department replaced underground tanks in 7 locations citywide.

The Department's Snapple program continues to be very successful. The Department held its first annual DSNY "Family Day" in August, which was partially funded by the Snapple Program and was a great success. The Department currently houses 82 Snapple units.



. . . and today.

PERSONNEL MANAGEMENT DIVISION

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

PMD monitors daily manpower for both uniform and civilian personnel usage.

Recently, it also implemented several internal initiatives to safeguard employee identity theft. PMD also acts as the Department liaison for various Departmental Charitable drives during the year.

During FY 2005, the Department hired 754 Sanitation Workers, promoted 244 candidates to Sanitation Supervisor and made 13 GS 1 promotions.

The Department personnel breakdown by titles is:

Sanitation Workers	6391
Supervisors	1000
GS1s	150
GS2s & GS3s (SCA)	71
GS4 and above	8
Civilians (various titles)	1914
<hr/>	
TOTAL	9534



ENFORCEMENT DIVISION

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

The Enforcement Division is comprised of 71 SPOs and 129 SEAs.

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

In FY 2005, the Enforcement Division issued 272,165 Notices of Violation (NOVs). Supervisors at the Bureau of Cleaning and Collection issued an additional 134,169 for a grand 406,334 NOVs.

Posting Unit

There are eight SEAs dedicated to enforcing illegal posting violations. In FY 2005, The Posting Unit issued 30,014 NOVs citywide for illegal posting.

Canine Unit

The Enforcement Division has a Canine Unit dedicated to patrolling the five boroughs and to issuing NOVs for other quality-of-life violations, such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In FY 2005, over 3,413 NOVs were issued for these violations.

Illegal Dumping

The Illegal Dumping Task Force is comprised of an Inspector, six Lieutenants and 31 SPOs. In FY 2005, Task Force personnel impounded 201 vehicles and issued 479 NOVs for illegal dumping.

Vacant Lot Unit

The Vacant Lot Unit monitors the cleanliness of the exterior of vacant lots throughout the city. Owners of vacant lots found to be in violation of the administrative code are issued NOVs only during the applicable 2 one-hour routing periods and only for conditions on the

exterior of the lot. In FY 2005, the unit issued 4,743 NOVs.

The five most common violations, which represent 57.5 percent of the total for which NOVs were issued, are as follows:

Dirty Sidewalk	90,409
Failure to recycle	47,443
18" into the street	37,719
Illegal posting	30,014
Failure to store	28,165
Total	233,750



DIVISION OF SAFETY AND TRAINING

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

- develops and maintains several programs, which emphasize safe work practices and accident prevention;
- investigates injuries and accidents to identify the contributing factors;
- conducts job-specific orientation programs for new and recently promoted uniformed employees;
- conducts equipment training and CDL driver training at the Floyd Bennett Training Center;
- conducts department-wide workshops in the areas of management development and computer training.

In FY 2005 over 9,584 employees participated in the programs offered by the Division.

Emergency Response Division

As part of the Department Emergency Response Plan, the Division continues to house and maintain a Special Emergency Response Vehicle. This vehicle is equipped with emergency supplies and an inventory of personal protective equipment to ensure that safeguards are immediately available to protect the health and safety of Department employees when involved in the clean-up/removal of debris generated from an emergency situation.

Critical Driver Program

The Division of Safety and Training continues to monitor the license status of all Department employees. General Order 2005-12 specifically assigns the Division the responsibility to issue complaints, carry out suspensions, and place employees who lose their driving privileges into the status of leave without pay until they secure a valid license and/or job terminations.

Defensive Driving Course (DDC)

During F/Y 2005 the Department continued to include the National Safety Council's D.D.C. course in the New

Sanitation Worker Program. This course is intended to educate attendees on how to be pro-active in dealing with potential driving hazards and conditions. This course also entitles all attending employees a 10 percent insurance reduction and license point removal, if applicable. There were 21 classes given and 710 employees attended.

Uniform Training for New-Hires and Promotions

Fifteen classes were given.

New Sanitation Worker	7 classes, 756 hired
New Enforcement Agent	3 classes, 78 hired
New Supervisor	3 classes, 241 promoted
New General Superint.	2 classes, 13 promoted

Equipment Training at Floyd Bennett Training Center

168 classes were given.

New Candidate CDL Class B Licensing (prior to employment)	15 classes, 586 candidates
Class A License / Large Wrecker	18 classes, 78 employees
CFC Removal Test-Prep	2 classes, 28 employees
Driver Evaluation	39 classes, 55 employees
Mechanical Broom Training	60 classes, 262 employees
EZ Pack Training & Refresher	34 classes, 200 employees

Truck Measuring Unit

The Truck Measuring Unit measures all City owned salt and sand piles for accurate stockpiling information and reordering. They are liaisons for the Fiscal Services Division and the Department's Private Carters Liaison Unit for which Department employees are trained to measure truck bodies to determine payment to private companies if they are utilized for snow removal.

Other truck measuring duties include:

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

Snow Training

Each year we train and refresh Borough and District personnel on snow policies and procedures. In F/Y 2005 we trained 2,412 employees in the following:

Snow Inspector:	14 classes, 484 employees
Load and Dump Snow Removal:	38 classes, 456 employees
Truck Measuring for Snow Removal:	2 classes, 44 employees
Truck Measuring Refresher	4 classes, 81 employees
F.E.L./Snow Blower	41 classes, 352 employees
Spreader/Plows - Supervisors	4 classes, 95 employees
Spreader/Plows - Sanitation Workers	27 classes, 900 employees

Computer Training

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

There were 17 classes given in a variety of software programs to 169 employees.

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 development needs and goals.

In F/Y 2005, a total of 30 managers participated in the following Management Skills courses.

Leadership & Influence Skills	1 class, 15 employees
Structured Interviewing Skills	2 classes, 15 employees

Right-to-Know Training (RTK)

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

In F/Y 2005, a total of 1,088 employees participated in Core and Refresher training classes.

EEO and Workforce Diversity Training

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

In F/Y 2005, a total of 2,878 employees participated in the following EEO training classes.

EEO Training for New Employees (all titles)	10 classes, 900 employees
EEO Training Refresher (all titles)	86 classes, 1,788 employees
EEO Training for New Supervisors	2 classes, 151 employees
EEO Training for New General Superintendents	1 class, 15 employees
EEO Training for EEO Field Counselors	2 classes, 24 employees

College Degree Initiatives

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

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

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

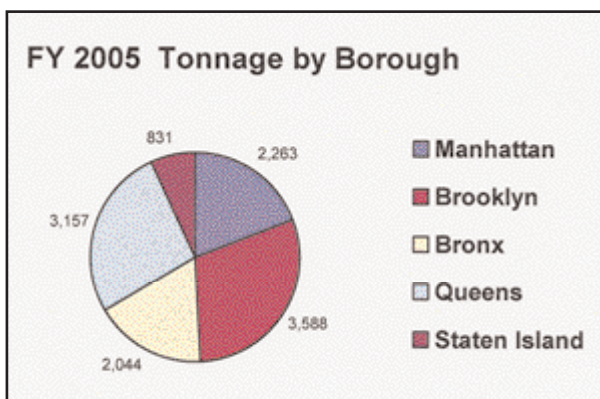


BUREAU OF WASTE DISPOSAL

The Bureau of Waste Disposal is responsible for the disposal of all Municipal Solid Waste and Recycling collected by the Department. The bureau consists of Solid Waste Management Engineering, the Export Contract Management Unit, Marine Transfer Stations and the Fresh Kills Landfill. With the closing of Fresh Kills Landfill and the end of the WTC operation in July of 2002 the Bureau of Waste Disposal has resumed its preparation for the final closure of the landfill. Sub-base grading at the Landfill is accomplished through the use of the Inter-Agency cover program. During the Fiscal Year 2005, the Department received 810,250 cu yds. of cover soil, along with 330,682 cu yds. of road material for a total of 1,140,932 cu yds. through this program. The Bureau also operates a crushing and screening plant, that recycles road material, which is then utilized in the Maintenance and construction of roads in the Landfill. The amount processed in FY 2005 was 80,254 cu yds. The bureau operates a Marine Transfer Station at 59th street in Manhattan to transport paper and cardboard from Manhattan to Visy Paper in Staten Island. This facility also accepts commercial paper contracted by Visy Paper. The yearly total accepted at 59th street is 150,729 tons. This is broken down as follows; 104,239 tons from DSNY trucks and 46,490 tons collected from private vendors. All this material is transported to Visy Papers facility by Department barges.

Export Contract Management Unit

In the FY 2005, the Department exported 11,883 tons per day of the City's residential and institutional waste.



The Department has contracts with eight different vendors who operate 19 waste disposal facilities. Of these

facilities, 16 are transfer stations and three are resource recovery plants. The breakdown of these facilities are as follows: Within the City limits: five transfer stations located in Brooklyn, two transfer stations located in Queens, and two transfer stations located in the Bronx. In near-by New Jersey, there are seven transfer stations and two resource recovery plants. On Long Island there is one resource recovery plant that the Department of Sanitation utilizes.

Closure Design and Construction



Fresh Kills Landfill



Since the Fresh Kills Landfill stopped receiving waste in 2002, closure design and construction has continued at Sections 1/9 and 6/7; Post Closure Operations continue at Sections 2/8 and 3/4. In addition, preliminary plans have been developed for the future development of the site.

Closure Design and Construction:

Section 6/7: Grading and contouring of Section 6/7



was completed last year. This year, a system of drainage swales, downchutes and culverts was constructed on the 300 acre Section 6/7 to divert stormwater run-off to detention basins around the site and control erosion.

Section 1/9: Grading and contouring has continued at Section 1/9, with approximately 1,000,000 cubic yards of Inter Agency Cover Material placed. Still, more than an additional 2,000,000 cubic yards will be needed to complete this phase of closure construction. To supplement the current operation, DSNY requested and was granted a Beneficial Use Determination for the use of Processed Dredge Material (PDM) as alternate grading material by the NYS Department of Environmental Conservation (NYSDEC). During the past year, DSNY has been working with the NYC Economic Development Corporation to make Fresh Kills available to receive PDM from the on-going Harbor Deepening Project. It is anticipated that this project will be able to deliver and place another several hundred thousand cubic yards of grading material in the next year.

The landfill closure design and air emissions permit for Fresh Kills required that additional landfill gas wells be installed through the WTC materials. An alternative landfill gas collection design was developed to avoid disturbance of the WTC material by installing the landfill gas collection wells. The alternative design, as well as a demonstration of the limited landfill gas emissions was accepted by NYSDEC.

Post Closure Care

Post closure care consists of the regular inspection, monitoring, operation, maintenance and reporting of the environmental control systems at the landfill. These include leachate controls, landfill gas controls, final cover, stormwater controls, as well as groundwater, surface water and landfill gas monitoring. The post closure care requirements will continue for at least 30 years after the landfill is closed.

Leachate Control

Leachate that is collected at the Fresh Kills Landfill is pumped to the Fresh Kills Leachate Treatment. The unit operations and processes at the treatment plant were specifically designed to remove pollutants found in the leachate, so that the treated waters can be dis-



charged to the Arthur Kill. In 2005, approximately 200 million gallons were processed at this plant.

Landfill gas condensate is moisture that is removed from the landfill gas. It is high-strength industrial wastewater that has been collected by tanker truck and transported to off-site for disposal, at a cost of almost \$ 1 million per year. A permit modification for this operational change was granted by NYSDEC, and all landfill gas condensate is now treated at the plant.

Landfill Gas

Landfill gases are the decomposition gases from the decaying garbage. The principle components are methane (natural gas) and carbon dioxide. Over time, the rate of decomposition and landfill gas generation will decrease to negligible quantities, however, until then, the release of these gases into the air must be controlled. At Fresh Kills, landfill gas can either be flared off (burned), or preferably, treated at an on-site purification facility and sold.

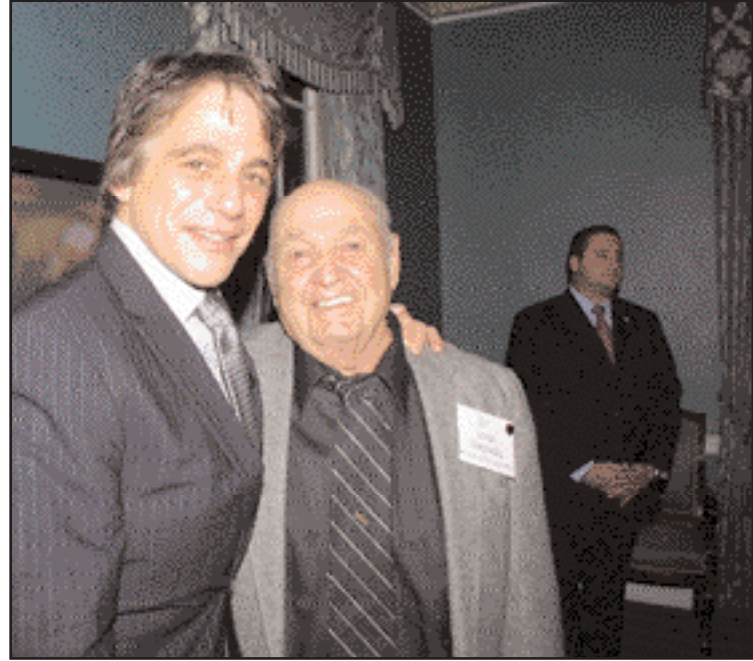
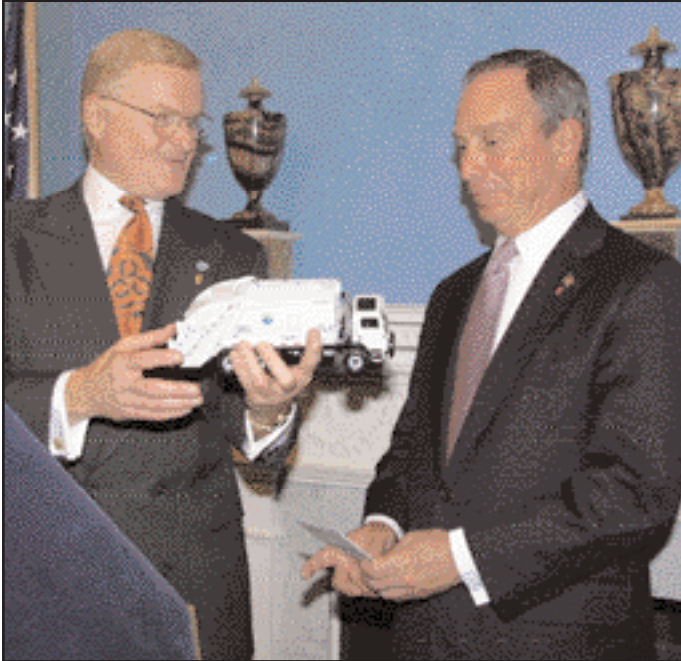
During FY 2005, 2,268,657 mmbtu's (Million British Thermal Units) of landfill gas were extracted from the landfill. More than 88 percent of this gas was purified and sold to KeySpan. The balance of the gas was used to operate the purification facility, or flared, when the facility was under maintenance.

Currently, the operation of the landfill gas purification facility is provided under a concession agreement that,

SANITATION CELEBRATES

On November 29, 2004, the Department of Sanitation celebrated its 75th anniversary with a gala reception at Gracie Mansion. The Department was born in 1929 out of the Department of Street Cleaning, or DSC, which itself was formed in 1881 to address the burgeoning sanitary conditions within New York City. The event, hosted by Mayor Michael R. Bloomberg, Commissioner John J. Doherty and television star Tony Danza (whose father was a Sanitation Worker) will be remembered for years to come.

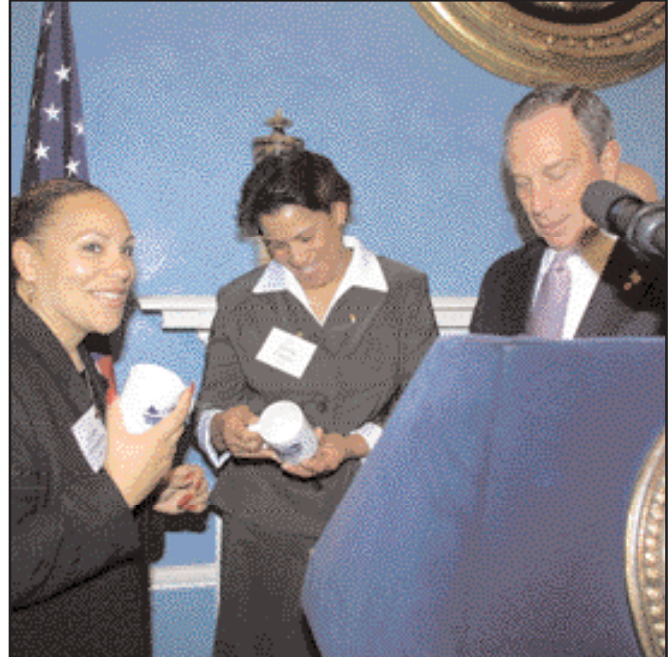
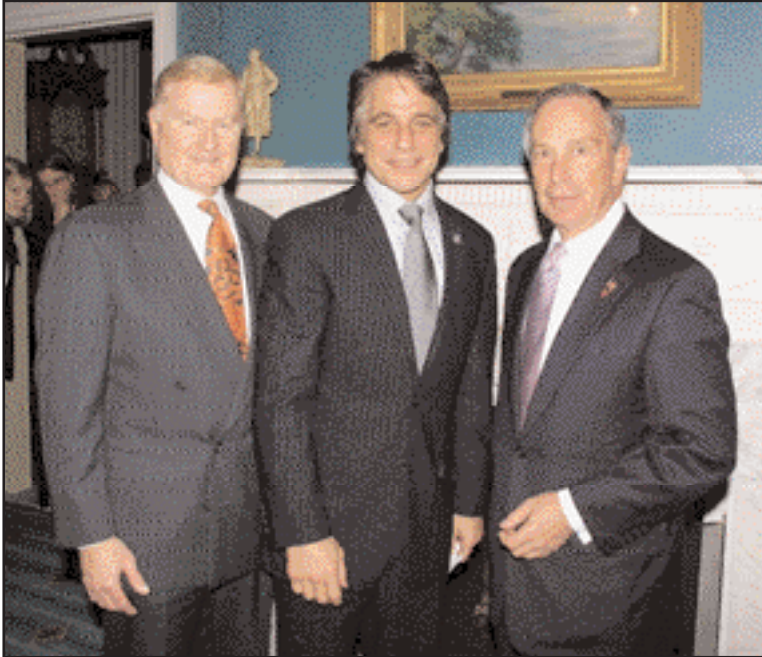
The event bathed in nostalgia, as the Department showed the evolution of the 'foot soldier' in Sanitation's army, the Sanitation Worker. The Department showcased original Sanitation Worker uniforms (worn by 'models') from the 1930's up to the present, as well as a fully restored street sweeper's pushcart trash bin, and a vintage collection truck outside of the event that was used during 40's, 50's, 60's and 70's.



ITS 75TH ANNIVERSARY

Mayor Bloomberg said “For 75 years, the Sanitation Department has really been worth its weight in diamonds to the City of New York...despite the fiscal crisis that hit the city after 9/11, our streets are cleaner than any time in the last 30 years.” “Over the last 75 years, the men and women of the Department of Sanitation have worked very hard to make it what it is today” said Commissioner Doherty. “They work in all kinds of weather and make house calls on a daily basis. They are proud of what they do and the City is proud of them for being there every day to keep the city clean.”

People in the Department's family, past and present, were also on hand, including former Commissioners Jerome Kretchmer, Norman Steisel, Brendan Sexton, Steve Polan, Emily Lloyd and Kevin Farrell. Also at the event was Lou Gagliotta, who has been with the Department since 1957 and has never missed a day because of illness, and also Carlen Sanderson and Gloria Pabon, the first women to join the uniformed ranks back in 1986.



split of the revenues between DSNY and the concessionaire. DSNY solicited proposals for a contractor to assume the operation of the facility. The new contract will provide incentives to the contractor to maximize gas collection and sales, while all revenues from the sale of the gas will be received by the City.

End Use Development

During FY 2005 the Department continued work to integrate the Fresh Kills' closure designs and post-closure care requirements with the End Use Master Plan for Fresh Kills Landfill. The Master Plan is the first step in the transformation of Fresh Kills into a world-class park, an asset not only to Staten Islanders, but also to the region.

The End-Use Master Plan will shape future uses, open spaces, and general building design and layout; describe the infrastructure, such as roads and drainage systems, required to support the plan components; and provide recommendations for financing site improvements and stewardship, including natural resources management. The Master Plan will provide a framework to guide the phased development of Fresh Kills as a park over the next 30 years.

Significant attention was placed on feasibility studies for new public roads proposed to traverse the landfill, providing future access to the site, as well as alleviating traffic congestion on Staten Island.

Preliminary work was begun with the Department of Parks and Recreation for the Owls Hollow Soccer Fields, proposed at Fresh Kills, off of Arthur Kill Road in the vicinity of Arden Avenue.

Discussions were initiated with BQ Energy on their proposal to erect a temporary meteorological tower at Fresh Kills, as part of a NYSERDA grant to study the feasibility of a wind energy farm at Fresh Kills.

The Preliminary Draft Master Plan was submitted to the Department in December 2004, reviewed and commented on and presented at a public meeting in Staten Island in June 2005.

In FY 2006, it is anticipated that the Preliminary Draft Master Plan will be refined and a Draft Master Plan prepared. The Department anticipates continued work, in coordination with the Department of City Planning and other involved agencies on early implementation projects that may proceed prior to completion of Environmental Review. These would include the Owls Hollow Soccer Fields being built and erection of the Meteorological tower.

From the Past . . .



A barge to Fresh Kills Landfill



Seagulls dining

BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

NYC WasteLe\$\$

In August 2005, BWPRR launched the NYCWasteLe\$\$ website on NYC.gov: www.nyc.gov/nycwasteless. The new website serves as New York City's one-stop resource for waste prevention and recycling information. Key sections include: Waste Less at Home, Waste Less at Agencies & Schools, Waste Less in Business, New Homes for Old Stuff, and Recycling in NYC.

The 2005 Web Trends report, which started in September 2005, indicates that the site received 5,281 average hits and 401 average visitors per day with an average visit length of nearly 13 minutes. The top visited pages include: Recycling in NYC, What to Recycle, New Homes for Old Stuff, and Electronics Recycling.

2004-2005 WASTE CHARACTERIZATION STUDY

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

The Study's major goals were to: (1) characterize recyclable and non-recyclable materials in both the refuse and recycling portions of the total MSW stream; (2) determine whether additional materials may be appropriate for recycling, or other methods of handling and/or reducing waste in the future; (3) help target groups of waste generators for specific outreach and publicity efforts; (4) improve DSNY's enforcement of existing Sanitation laws and codes; (5) provide helpful information with regard to equipment procurement, facility construction, and collection route structure; (6) generate information relevant to recycling processors and other entities engaged in market development for NYC's recyclable materials; and (7) provide an understanding of how MSW in NYC has changed over the past decade, through comparison of current results with prior NYC waste-characterization studies.

The fieldwork portion of this study concluded in August 2005. During a preliminary phase, and in separate samplings assessed in each of the four seasons, DSNY and its contractor, R.W. Beck, collected 3,800 100-200 lb samples of refuse and recycling from randomly selected routes. These materials were sorted into 91 separate categories.

In order to capture the diversity of NYC's neighborhoods, DSNY organized the study so that it would provide results based upon eight different combinations of housing density and household median income. The spring and summer portions of the study also included a separate examination of the relationship between building characteristics and building-level recycling and capture rates.

Quarterly reports summarizing seasonal results can be found on the NYCWasteLe\$\$ website: http://www.nyc.gov/html/nycwasteless/html/recycling/waste_char_study.shtml. Final analyses and reporting for the entire study is expected to conclude in mid-2006.

COMPOSTING OPERATIONS

BWPRR promotes compost education and outreach through the NYC Compost Project (www.nyccompost.org), a program run through the City's four botanical gardens: Brooklyn Botanic Garden, The New York Botanical Garden, Queens Botanical Garden, and Staten Island Botanical Garden. At each garden, Compost Project personnel provide compost-related workshops, staff a compost hotline, and provide DSNY subsidized compost bins for a minimal price. The composting workshops include an extensive Master Composter Certificate Course that trains participants on the technical skills of composting, requiring graduates to pass this information along to others in their communities through public events, such as Mulchfest, Harvest Fair, Culture Fest, and others.

In 2005, landscapers delivered approximately 5,600 tons of yard waste to the Fresh Kills Compost Facility. In January 2005, the Department delivered 159 loads of Christmas trees, weighing 812 tons, to the Fresh Kills facility. Other Christmas trees were delivered to the Department of Parks and Recreation's Mulchfest chipping operations on Wards Island and Cunningham Park, which the Department of Sanitation funds. From November 13 to December 7, 2005, the Department

delivered 1,500 loads of leaves, weighing approximately 11,900 tons, to the Fresh Kills and Soundview Compost Facilities.

The in-vessel food waste composting facility at Rikers Island continues to operate smoothly, accepting cafeteria waste from ten jails, five days a week. In 2005, the facility received 1,236 loads of food waste, weighing approximately 4,610 tons. In 2005, there were approximately 2,800 tons of finished compost distributed to the farm unit and landscaping programs on Rikers Island.

COMPOST GIVEBACKS

Starting in June 2005, BWPRR reorganized its compost giveback program so that unlimited amounts of the high-quality compost (made from the leaves DSNY collects) could be given away to NYC residents from the three DSNY composting facilities: Fresh Kills Compost Facility on Staten Island, the Spring Creek Composting Facility in Brooklyn, and the Soundview Composting Facility in the Bronx.

BWPRR held six giveback events in June and another eight events in October 2005. The givebacks were staffed by BWPRR personnel, as well as Compost Project (www.nyccompost.org) personnel from the city's botanical gardens.

To promote the giveback events, BWPRR sent out mailers; ran ads in community papers; posted information on the DSNY, NYCWasteLe\$\$, and Compost Project websites. For the October events, BWPRR ran TV commercials on cable stations.

An estimated 10,000 people attended these events, taking away approximately 4,800 cubic yards of compost. To encourage composting at home, the Compost Project sells DSNY-subsidized, compost bins (made of recycled plastic) at each giveback event. During the 2005 events, NYC residents purchased a total of 1,361 compost bins.

2005 Golden Apple Awards

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

TrashMasters! TeamUp to CleanUp: Acknowledges schools demonstrating the most extensive and original neighborhood cleanup projects.

TrashMasters! SuperRecyclers: Recognizes schools that have implemented model school recycling programs.

TrashMasters! Reduce & Reuse Challenge: Rewards schools exhibiting the most successful and innovative waste prevention practices.

These contests offer the opportunity for hands-on learning through multi-discipline projects in environmental education. BWPRR promoted the three contests and school recycling through staff development trainings with the cooperation of the NYC Department of Education science department.

In the SuperRecyclers contest, citywide winners included Hannah Senesh Community Day School (for the elementary and intermediate school division) and the High School for Environmental Studies.

The Reduce and Reuse Challenge citywide awards went to the David Porter School-PS 94, (elementary school division), Hannah Senesh Community Day School (intermediate division), and P 233 @ Beach Channel High School (high school division).

In Team Up to Clean Up contests, Edward C. Blum-PS 46 and Tottenville High School received citywide awards. PS 151 Abigail Adams won the NY Restoration Project's Rose Award, selected from Team Up to Clean Up entries.

Descriptions of winning entries are posted on the NYCWasteLe\$\$

website: www.nyc.gov/nycwasteless/goldenapple

ELECTRONICS RECYCLING

BWPRR sponsored five electronics recycling events in October 2005, one in each borough. To notify New Yorkers about the events, BWPRR sent out citywide mailers, ran ads in local newspapers, and posted information on the DSNY and NYCWasteLe\$\$ websites.

Approximately 4,300 New Yorkers participated in the 2005 electronics recycling events, dropping off nearly 196 tons (391,885 pounds) of electronic equipment, as well as 1,432 pounds of cell phones. Information about these events can be found on the NYCWasteLe\$\$ website:

<http://www.nyc.gov/html/nycwasteless/html/recycling/electronicsrecycling.shtml>

WASTE PREVENTION PROGRAMS

BWPRR oversees the NY Wa\$teMatch program (www.wastematch.org), a materials exchange program for industrial materials, in conjunction with the City University of New York and the NYC Industrial Technology & Assistance Corporation. In addition to running an on-line exchange service, NY Wa\$teMatch provides businesses with waste assessments and technical assistance. For FY 2005, NY Wa\$teMatch programs diverted 4,784 tons of industrial material from the NYC waste stream, saving participants \$884,103.

Through its work with NY Wa\$teMatch, the School of Civil Engineering at City College established the Materials Exchange Development Program in the fall of 2005. The goal of this program is to assess the different types of materials exchange activities currently being conducted throughout the city, as well as to develop a materials exchange program for goods typically entering the waste stream at City University of New York colleges and universities.

Materials for the Arts (MFTA – www.mfta.org), a program of the Department of Cultural Affairs, with additional funding from the Departments of Sanitation and Education, provides donated, used goods to nonprofit arts organizations and schools. In FY 2005, MFTA received more than 2,158 material donations and diverted 765 tons of material from the waste stream to educational and arts organizations in need. The estimated value of the redistributed material is over \$4.57 million.

CONTRACTS

In 2005 DSNY continued to deliver metal, glass, and plastic recyclables (MGP) to Hugo Neu Schnitzer East under an interim contract while the long-term contract with Sims Hugo Neu was in preparation.

DSNY and the Law Department worked throughout 2005 to draft the City's first long-term contract for processing and marketing multiple material types, which was awarded to Sims Hugo Neu East. The proposed contract calls for an ultramodern processing plant to be built at the South Brooklyn Marine Terminal. When completed, the plant will have water access to all five boroughs and to the company's main processing plant in Jersey City, thereby reducing truck traffic in the City.

FY 2005 was the first calendar year in which DSNY delivered as much paper to the Visy mill on Staten Island (310,500 tons) as it delivered to the five

Recovered Paper contractors as a whole (310,750 tons). This equality was achieved by diverting 95,000 tons to Visy from nine Brooklyn districts under an amendment brokered by Economic Development Corporation to the Visy Agreement.



From left to right — Jason Alexander, Blythe Danner, and late Christopher Reeve at a recycling event in Manhattan, November 7, 1989



Recycling Collection



Curbside Collection

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

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

OFFICE OF PUBLIC INFORMATION

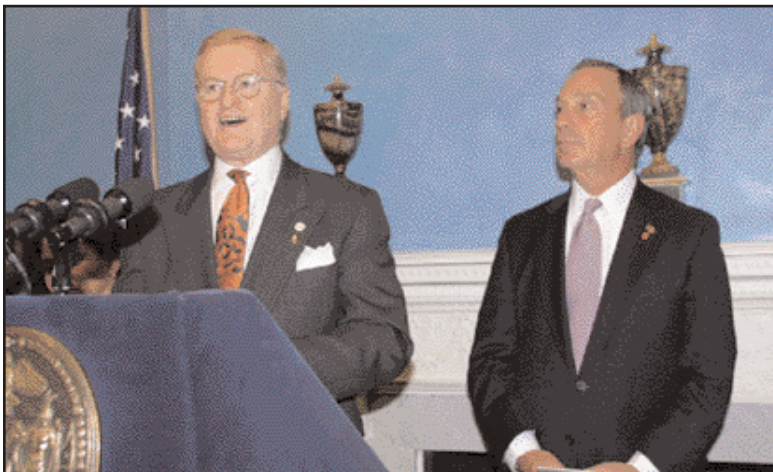
The Office of Public Information is the Department's ambassador and voice, representing the Department both internally and to outside audiences. Working as the DSNY clearinghouse of information, Public Information is a multifaceted division that works directly with the media (print, television, film,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

The Public Information Office (PIO) 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 editor of all content for the Department's website to ensure that information is accurate and up-to-date and provides residents, as well as all 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 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 Strongest's Billy Fund Holiday Toy Drive. In Fiscal Year 2005, 1,600 toys for tots were distributed city-wide through the generosity of members of the Department's uniformed and civilian ranks.

Among top news or special events managed by the Office in Fiscal Year 2005 were:

- 75th Anniversary party of the DSNY at Gracie Mansion
- Record snowfalls of 40+ inches or more for three consecutive years
- NY Mets' Salute to Sanitation at Shea Stadium
- Medal of Honor Awards Ceremonies at Brooklyn College



Addressing the Media



A DSNY Legend

OFFICE OF COMMUNITY AFFAIRS

The Office of Community Affairs (OCA) is the Department's service delivery liaison to elected officials, the City's community boards, merchants groups, Business Improvement Districts, civic organizations, business associations, schools and the general public. OCA staff represents the Department at community meetings and forums throughout the city. In addition, OCA provides support services to the Department's Bureau Operations Office by preparing materials regarding neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and planning of both community and Sanitation programs. This office also serves as the Department's liaison to the Mayor's Community Assistance Unit, Mayor's Office of Intergovernmental Affairs, Mayor's Office of Correspondence Services, the New York City Citizen Service Center, 311, the City's Business Improvement Districts, the Mayor's Anti-Graffiti Task Force, the Council on the Environment, etc.

Community Liaison Unit (CLU)

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

In FY 2005, the CLU handled over 25,000 web site service requests and complaints filed by community residents. During the same period, CLU representatives processed more than 90,000 requests for recycling decals and literature, and mailed out over 405,000 pieces of literature/fliers/brochures and recycling decals. The CLU also handled over 17,500 specifically referred telephone calls and inquiries.

Central Correspondence Unit (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from

the public 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, as well as 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 FY 2005, the CCU responded to 1,682 letters and e-mail messages. The CCU is also responsible for updating and maintaining the DSNY's Digest of Codes booklet in English, Spanish, Russian, Yiddish, Korean and Chinese. The Digest of Codes is a user-friendly compendium of Sanitation and City regulations to help merchants and residents comply with the law and avoid fines.

Community Outreach

Throughout the year, OCA conducted a variety of community 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 OCA addressed a variety of organizations, conducted door-to-door drives, and distributed educational literature in several languages.

● Anti-Litter Ads

As part of an anti-litter awareness campaign, the Office of Community Affairs designed and placed anti-litter ads in several local and ethnic newspapers. In an effort to reach out to some of the immigrant population, the ads were placed not only in English, but also in Yiddish, Russian, Korean, Chinese and Spanish.

Projects Funded by Elected Officials

The Office of Community Affairs has been instrumental in creating and developing programs tailored to fit the individual needs of communities. Through these programs, various elected officials use their discretionary funds to purchase high-end baskets in their communities, through the Litter Basket Sponsorship Program,

flusher services in response to odor complaints, extra litter basket services or equipment.

Special Events

During FY 2005, OCA coordinated the following events

- **Partner in a Cleaner New York Certificates of Appreciation**

OCA's Partner in a Cleaner New York Certificate of Appreciation recognizes individuals and organizations for their special efforts in keeping New York City clean. During FY 2005, recipients of this certificate included seven students of the Lillian L. Rashkis High School. These students, participants in the Department of Education Work Training Program, were recognized by Commissioner Doherty for helping keep the Sheepshead Bay Esplanade area clean by changing litter basket liners and sweeping the sidewalks and parking median on the bay side of the Emmons Avenue Project, created by Assemblyman Cymbrowitz.

- **Keep America Beautiful**

OCA worked with Keep America Beautiful (KAB) Great American Cleanup™ on several cleanups throughout the city. The Department loaned cleaning tools for KAB cleanups. Commissioner Doherty also attended Keep America Beautiful Great American Cleanup™ kickoff at Times Square, along with KAB President G. Raymond Epton, White House Representative Desiree Sayle and various VIPs.



Queens Community Board 10 buys litter baskets.

- **Clean Streets=Clean Beaches**

In the summer of 2005, OCA, working with the U.S. Environmental Protection Agency, the Departments of Environmental Protection and Parks and Recreation and the Brooklyn Cyclones' baseball team, coordinated the kickoff of the annual Clean Streets=Clean Beaches campaign at the Cyclones' ballpark in Coney Island. The focus of this multi-agency campaign, which included posters on subways and buses, on DSNY collection trucks, as well as decals on DSNY litter baskets, was to remind New Yorkers about the importance of not littering because litter can wash down the City's sewage system and end up on our shores after heavy rainfalls.



'Floating' a time-honored message.

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

The Bureau of Planning and Budget

The Bureau of Planning and Budget continued to provide 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 expense budget changes. In addition, during FY 05 the Bureau provided quantitative analysis in support of the productivity initiatives included in the recently settled a labor contract with the Sanitation Workers.

In FY 2005, the Capital Budget unit assisted the Department in achieving 172 percent of its capital performance target, resulting in Sanitation being considered as the best of all capital agencies. The unit successfully administered the commitment of the following major projects: the awarding of contracts to purchase 65 mechanical brooms; 30 salt spreaders; 25 dual-purpose trucks and 44 front-end loaders. Other major projects included the design of the Manhattan Districts 6/8/8A Garage and Brooklyn District 3/3A Garage; the installation of the CNG Fueling Station at the Central Repair Shop; the construction of the Pike Street Salt Enclosure; the expansion of the DSNY Clinic at Beaver Street; the replacement of the roof at the Brooklyn Lot Cleaning Garage (South Shore incinerator); and the demolition of the Brooklyn 12 Annex building

Bureau of Fiscal Services

During FY 05, over 47,000 invoices were paid totaling more than \$560 million. The Department continued to



Deputy Commissioner Lorenzo Cipollina

maintain an outstanding record for making payments within the Procurement Policy Board's prompt payment deadlines. Despite the large number of invoices processed, the Department incurred no late fees for this past fiscal year.

In addition, over 3,500 purchasing documents were submitted to procure the various goods and services necessary to complete the Agency's mission. Budget modifications required to ensure the availability of funds for these purchases increased by over 50% to 750.

As the depository of all Agency revenue, over \$16.5 million was collected during FY 05.

The Labor Relations Office

The Labor Relations Office represents the Department in all 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 contract interpretations and various laws, rules and regulations related to various areas of labor relations.

During FY'05 the Office of Labor Relations provided its knowledge and expertise to the DSNY Executive Management, as well as, the Mayor's Office of Labor Relations. This support proved invaluable in successfully negotiating the recently settled labor contract with the Sanitation Worker Union.

Operations Management Division (OMD)

During FY 05 this division continued to provide statistical review and analyses for evaluating the Department of Sanitation's managerial, operational and financial performance. Specifically, during this fiscal year the division played a key role in providing operational data in support of the various productivity initiatives included in the recently settled labor contract with the Sanitation Worker Union. The Operational Assistance Unit continued to conduct field surveys to collect data needed for various analysis. Additionally, OMD oversees the Forms and Reprographics unit which coordinates the design and production of over 1,000 various Departmental forms and over 20,000 impressions of various documents including snow routes, flyers, maps, and orders.

Bureau of Human Resources

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

During FY 2005 over 2,300 Sanitation Worker candidates appeared at the office of Human Resources for pre-employment orientation sessions. During this period, 757 candidates were appointed. There were 244 Sanitation Workers promoted to Supervisor, and 13 Supervisors promoted to General Superintendent level 1. A total of 580 uniformed employees separated from services. Human Resources processed their paperwork, their final paycheck and other payments, as well as their health benefit continuation/cancellation.

During the snow season, the Bureau of Human Resources processed 2,498 Snow Laborers and issued 3,165 paychecks, totaling \$622,888. These payments were completed in a timely matter.

An audit of duplicated payments for snow overtime in 2004-2005 snow season was also completed during FY 2005. Payroll staff members processed over 445 PMS adjustments, which recouped \$64,200 in overpayments.

Engineering Audits Office

The Engineering Audit Office performs an independent pre-audit of Capital payments for construction projects, equipment purchases, design and construction management contracts and certain types of expense vouchers, such as waste export contracts, to ensure they reflect the value of the goods and services provided to the Department of Sanitation as specified in the respective contracts. The Bureau also monitors compliance with requirements for participation by Locally-Based Enterprises. In FY 05, the dollar values of the payments audited reached more than \$400 million, of which \$250 million were for the Interim Waste Export Contracts.

Bureau of Information Technology

During FY 05, the Department's Information Technology Bureau (BIT) has made extensive modifications to our SCAN and Export systems, including a new process at our 59th St MTS facility that allows us to meet industry weight measurement standards, namely weighing each truck arriving inbound and outbound to

calculate the actual weight of disposed material. Also, the BIT created files and processes for analytic staff to have improved access to produce ad-hoc reports via Cognos software tools. It also created a data bank for the city's lawyers to access all 9/11 WTC-related material from the Agency, as well as created a new Scale Operation System to be used at the new Staten Island Transfer Station.

BIT has improved the DSNY data network security by drafting the Agency Security Policy, transferring disjointed Domains into a single forest Domain and extending firewalls, intrusion detection devices, central network monitoring, system security agents and intrusion detection processes. Additionally, the Medical System was redesigned to reflect the need for an updated analysis of medical absences. A warehouse of data and processes for analytic staff to produce maps of 311 incident patterns was also created.

The DSNY Borough Commands now also have an alternate means of communicating on the telephone, using Voice over Internet Protocol (VoIP) technology.

Medical Division

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

Work Experience Program

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

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

BUREAU OF LONG-TERM EXPORT

Bureau Responsibilities

The Bureau of Long-Term Export is responsible for developing DSNY's long-term export facilities and the City's Comprehensive Solid Waste Management Plan for the next twenty-year planning period (New SWMP) and supporting the Final Environmental Impact Statement (FEIS).

The New SWMP and FEIS require New York City Council and State approvals. Once approved, the Bureau will be responsible for developing New SWMP long-term export infrastructure through the management of the construction of the four Converted MTSs, award of service contracts for the transport and disposal of waste from those facilities, as well as awarding service contracts to private facilities that will transfer, transport and dispose of DSNY-managed waste pursuant to the New SWMP.

Comprehensive Solid Waste Management Plan

The New SWMP is required to 1) provide for the management of all solid waste (including recyclables) that is generated in the City and collected by DSNY and other City agencies and the private sector, 2) meet the requirements of the State Environmental Conservation Law and 3) be supported by an environmental review. In FY 2005, the Bureau issued a Draft City of New York Comprehensive Solid Waste Management Plan for the next twenty-year planning period (draft New SWMP) and a series of draft and final documents in accordance with the requirements of State and City environmental review processes.

A draft New SWMP prepared by the Bureau of Long-Term Export and its consultants with the assistance of other DSNY Bureaus and staff of the City of New York Economic Development Corporation (NYCEDC), was issued on October 20, 2004. During FY 2005, the City Council held numerous hearings on the New SWMP, including on recycling, waste prevention, alternative technology, long-term export facility development, siting and costs and commercial waste. The Converted MTS ULURP applications passed the City Council, but the Council did not hold a vote on the draft New SWMP and FEIS. Staff level meetings are ongoing on New SWMP issues.

With respect to the environmental review of the draft New SWMP, following up on the issuance of a Draft Scoping Document for the Draft Environmental Impact Statement for the New SWMP, the Bureau issued a Final Scoping Document in early FY 2005 and thereafter issued a Draft Environmental Impact Statement in October 2004. Nine public hearings on the Draft EIS were held beginning in December 2004 and culminating in January 2005, as part of an enhanced public outreach program for environmental justice communities. A Final EIS for the draft New SWMP was issued on April 1, 2005, while a Findings Statement on the Final EIS is expected to be issued in mid-FY 2006.

Long -Term Export

Development of Converted Marine Transfer Stations

In FY 2005, the Bureau managed the development of the program for long-term waste export by barge and



The new Staten Island Transfer Station

rail (long-term export plan), including the development of state-of-the-art Marine Transfer Station (Converted MTS) facilities at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. The Converted MTSs will be DSNY-operated waste containerization facilities from which waste would be transported in container barges. The new MTSs would barge out containerized waste and replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill. A procurement to solicit proposals for the barge transport, intermodal transfer and disposal of containerized waste was issued in December 2003. Four vendors selected for negotiations in 2004 responded to a subsequent Bureau Request for Best and Final Offers.

To advance the development of the Converted MTS Program facilities, the Bureau managed the development of near final (90% level) designs for the Converted MTSs and the preparation of state and federal permit applications for the facilities and related ULURP applications. By June 2004, final permit applications were submitted to the State for the Converted MTSs and City ULURP approvals were obtained for all four Converted MTSs. ULURP approvals followed a City Council vote, Community Board and Borough level meetings and four ULURP Community Board hearings, one for each of the four Converted MTSs.

Container Export by Barge and/or Rail from Private Facilities

Also, as part of the long-term export infrastructure, five private transfer station facilities located in the Bronx, Queens and Brooklyn that are negotiating with the City to accept DSNY-managed waste from the boroughs in

which they are located for containerization and export by barge and/or rail. These vendors and facilities were selected for negotiations through three Requests for Proposals issued in December 2003. Contract negotiations with two Bronx facility vendors are ongoing and two proposals were received in response to a Request for Best and Final Offer issued in February 2005 to the Brooklyn vendors selected for negotiations.

Mayoral Task Force

The Bureau continued to participate, along with other DSNY Bureaus and the Economic Development Corporation, the Law Department, the Mayor's Office and the Office of Management and Budget, in a task force established by the Mayor to develop long-term export plan components. The Task Force met weekly throughout FY 2005.

Staten Island Transfer Station

Finally, the Bureau has managed the development of a new transfer station facility that is being constructed at a site in the Fresh Kills landfill for the containerization and export by rail of the DSNY-managed waste generated in Staten Island. In FY 2005, construction of the new truck-to-container-to-rail facility continued under Bureau management; facility equipment testing and employee training are scheduled for Fall 2005. The facility is expected to begin operations before the end of FY 2006 after rail connections are completed by NYCEDC. Also, contract negotiations with a private vendor for transportation and disposal services from the facility, initiated by the Bureau in FY 2005, will be followed by a contract award in FY 2006.



Artistic rendering of a containerized marine transfer station

BUREAU OF SUPPORT SERVICES

The Bureau of Support Services coordinates the work of the Bureau of Motor Equipment and the Bureau of Building Management. In addition Support Services is instrumental in planning future Department facilities such as Transfer and Compaction stations.

BUREAU OF MOTOR EQUIPMENT (BME)

It has been said the backbone of the Department is the truck fleet. The primary function of BME is insuring that the other Bureaus of the Department have the necessary equipment to accomplish their missions. BME provides full service for the fleet, including design, research and development, procurement of vehicles, maintenance, repairs and their 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 the operational and safety features required in department vehicles so that they meet our demands. The New Equipment section accepts vehicles from vendors that meet all the design specifications and are ready for the challenges of being part of our fleet. Once vehicles are integrated into our system, the Warranty section makes sure vehicles perform as promised and track any repairs done by the manufacturers. They also analyze trends that might lead to potential problems later on.

The Field Operations section is responsible for the maintenance and repair of Department vehicles. In

each of the Department's district garages, BME has a contingent of personnel that complete small repairs and routine maintenance of the vehicles that are assigned to that location. A typical district has approximately 75 pieces of equipment assigned, including collection trucks, recycling trucks, front-end-loaders, cut down trucks, salt spreaders, street sweepers, supervisory vehicles, all powered by diesel, gasoline, compressed natural gas, ethanol or hybrid electric. Larger repairs are accomplished in the Bureau's four Boro Shops.

In the Central Repair Shop (CRS) any type and size repair can be done. Most major repairs and upgrades and modification are usually done here as well as overflow work from Boro shops. CRS also houses the Department's Material Management section, which maintains vehicle repair parts in a centralized warehouse.

The cornerstone which the fleet is built upon is preventative maintenance. All vehicles are serviced 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



Today . . .



. . . 50 years ago.

breakdowns, have lead to the most comprehensive maintenance programs in the industry. This provides a reliable, economical fleet.

To ensure the other operating arms of the Department can perform their missions BME maintains a fleet of over 5,500 vehicles. Among them are over 2,000 collection trucks, more than 450 mechanical street sweepers, 370 salt spreaders and over 600 passenger cars.

Clean Air Initiatives:

It is the intent of the Department to maintain its proactive stance of implementing the “Best Available Technology” to reduce the overall exhaust emissions of the fleet. This will enable DSNY to continue to provide essential services, while maintaining a vigilant and environmentally responsible Clean-Air Program.

In addition to keeping the streets of New York City clean, the Department has also taken various measures to ensure that the air quality in the City is also kept clean. DSNY continues to apply state-of-the-art technology to its fleet to reduce diesel exhaust emissions. The U.S. Environmental Protection Agency has recognized the Department for its exemplary clean air initiatives. Currently, all of the Department’s light, medium and heavy-duty diesel vehicles utilize the industry’s latest computer-controlled and regulated clean-diesel engines. The Department is the first Mayoral Agency to implement the use of ultra-low sulfur diesel (ULSD) fuel citywide, well in advance of the mandatory regulations.

The use of ULSD fuel has given the Department a basic platform needed to implement various advanced emission-control technologies, such as “Diesel Particulate Filters” and “Diesel Oxidation Catalysts.” DSNY has been awarded several grants to fund projects to apply advanced diesel exhaust after-treatment to its fleet. The U.S. EPA had provided \$136,000 to retrofit 68 collection trucks operating in South Bronx neighborhoods with a Diesel Oxidation Catalyst, along with close crankcase ventilation systems. Queens Clean Air Community has funded \$422,000 to retrofit

65 collection trucks operating in the Northwest Queens Region with advanced exhaust emission reduction technologies, such as high performance diesel oxidation catalyst, partial filter with lean NOx Catalyst, and wall flow filter with Lean NOx Catalyst. Currently, there are over 840 vehicles, including off-road equipment, which are equipped with various kinds of advanced emissions reducing technologies.

The New York City Department of Sanitation is at the forefront of the nation’s alternative fuels research and development. Ten years ago, the Department pioneered the development of the first dedicated compressed natural gas (CNG) street sweeper and collection truck. Sanitation currently has about 800 vehicles that operate on alternative fuels (e.g. CNG, hybrid-electric and ethanol). Most of the future light-duty vehicle purchases will be advanced hybrid vehicles. The Department is aggressively pursuing a multi-faceted

approach to develop a hybrid sanitation vehicle. The Department’s goal is to introduce a working hybrid prototype sanitation vehicle in its fleet in FY’ 07. The Department is a member of the Hybrid Truck Users Forum, and the Refuse Truck Working Group that are developing key performance parameters and specifications to solicit potential vendors for such proposals.



Sanitation is the first and only City Agency to use ethanol fuel (E85)--a mixture of 85% ethanol and 15% gasoline--in its fleet. Currently, there are six E85 fueling facilities in operation citywide. We have over 500 vehicles that run on this alternative fuel.

DSNY has put into service a new generation of “Environmentally Friendly” mechanical sweepers designed to minimize and control the amount of “fine” airborne particles generated during the sweeping operation. These new street sweepers are PM10 certified by the California, South Coast Air Quality Management District. To comply with the PM10 certification, the new sweepers employ a new type of pick-up broom and drape with additional spray nozzles, gaskets and seals. DSNY’s new fleet of PM10 sweepers operates on ultra-low sulfur diesel fuel, utilizing a clean-diesel engine that is equipped with diesel oxidation catalyst. All future street sweeper purchases will be PM10 compliant.

Contingency Planning

In order to support the Department's commitment to the public, Support Service has a full range of contingency plans in place, including back-up electrical power plans. Perhaps the greatest contingency plan is for snow and ice conditions in the winter season. The Department maintains a fleet of 20 Snow Melters, 370 salt spreaders and a battery of specialized equipment, such as snowplows that attach to most of the truck fleet. This snow equipment must be upgraded and maintained all year long to insure readiness when needed.

CFC Collection Program

As part of a program to reduce the atmospheric release

of Freon, Chlorofluorocarbon (CFC) gases are 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 appliances of CFC gases before they will be picked up.



BUREAU OF BUILDING MAINTENANCE (BBM)

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

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

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



Now . . .

New York Power Authority

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

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



. . . and then.

BUREAU OF ENGINEERING

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

The Bureau is working on a major program to build new garages at existing and new sites over the next 10 years. These new garages will replace rental garage facilities, which cannot accommodate the increased equipment, personnel and increased demand of sanitation services.

Design consultants are proceeding with the design of new Brooklyn 3 garage and the design of the new Manhattan 6/8A/8 garage.

The following new garages have been designed and are in construction:

- Brooklyn 1 & 4 garages are expected to be completed Summer of 2006.
- Manhattan 4/4A/7 garage is expected to be completed Spring, 2008
- Queens 14 garage is expected to be completed Spring, 2008

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



Future Manhattan District 4 Garage



Future Brooklyn Districts 1 & 4 Garage

EXECUTIVE ASSISTANT TO THE COMMISSIONER

PERMIT INSPECTION UNIT

The Permit and Inspection Unit (PIU) is responsible for the issuance of permits and enforcing the regulations of solid-waste transfer stations and fill material operations in New York City. The PIU has 17 Environmental Police Officers and 5 Supervising Lieutenants who conduct regular inspections to ensure compliance with the rules and regulations governing solid waste transfer stations.

Fill Material Operations (FMO's)

FMO's mission consists of the grading, leveling, surcharging and compacting of fill materials for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of FMO's to ensure that fill material (and not solid waste destined for disposal at a licensed landfill) is used to grade and fill lands within New York City. Additionally, the PIU plays a critical role in identifying and closing illegal dumpsites.

Through the Permit and Inspection Unit's rigorous enforcement efforts, the number of permitted transfer stations has declined from 96 facilities, in 1998, to 55 permitted facilities in 2005.

In FY 05, the PIU conducted over 6000 inspections of solid waste transfer stations and FMO's. The Unit

issued over 4000 Notices of Violation and impounded 67 vehicles for illegal dumping, operating transfer stations and FMO's without the required permit. S u m m o n s e s issued to transfer stations have penalties ranging from \$2,500 to \$10,000 and are heard by the New York City Environmental Control Board.



ENVIRONMENTAL ENFORCEMENT UNIT

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

The Unit consists of 2 Lieutenants, 7 Officers and 1 Industrial Hygienist. (One of our Officers is assigned to the Office of Emergency Management as an Interagency Coordinator).

In FY 05, the Unit responded to 633 emergency incidents, conducted 843 inspections, and opened 13 new asbestos and regulated medical waste cases.

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

The Unit also responds to incidents involving low-level radioactive waste, which includes sorting and segregation operations, route inspections, collection stops, and transportation of radioactive loads from private transfer stations to Department licensed storage sites.

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



EQUAL EMPLOYMENT OPPORTUNITY OFFICE

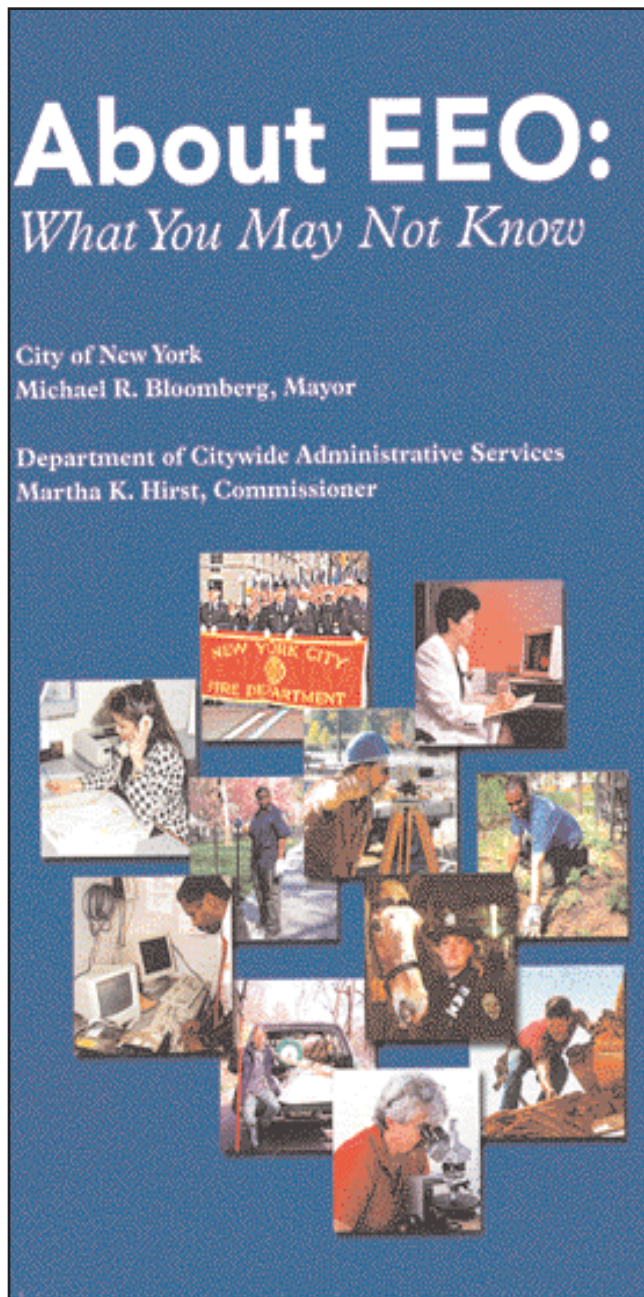
The Equal Employment Opportunity Office mission is to develop the Department's EEO Program in compliance with the citywide EEO Policy, and to monitor the Program's implementation by the Department's management and workers. Much of what the EEO Office does is accomplished through educating management and workers about their responsibilities to support and adhere to the City of New York's EEO Policy and the Department of Sanitation's Code of Conduct.

Equally important is the role of the EEO Office in assisting all employees to understand EEO Policy, which creates and maintains a professional work environment, and provides every employee with a forum for resolving disputes and misunderstandings that disrupt the workplace.

The success of the Department's EEO Program is directly related to ardent support for the EEO Program zero tolerance towards discrimination. The EEO Office investigates all complaints of discrimination filed by employees or applicants to the Department. The Office works closely with the City of New York's Corporation Counsel in addressing discrimination lawsuits filed against DSNY.

During 2005, the Department enhanced its EEO Program with the introduction of an EEO Counselor pilot program. A total of 24 employees assigned to each of the five Borough Offices as well as Enforcement, Lot Cleaning, and Support Services work closely with the EEO Office in reporting EEO situations in the workplace. In addition, Chuck McCarthy, the Director of Management Development has been named DSNY's Career Counselor. He can be reached at (718) 334-9242 or cmccarthy@dsny.nyc.gov to discuss training and promotional opportunities within Sanitation.

Equality of opportunity is the goal of the Department. Any employee or applicant who believes that they have an EEO concern can contact the EEO Office at 137 Centre Street, Room 505, New York, N.Y. 10013. The telephone number is (917) 237-5214 and office hours are 6:30am to 4:00pm, Monday through Friday.



BUREAU OF LEGAL AFFAIRS

Long-Term Projects

During Fiscal Year 2005, the Bureau of Legal Affairs (“BLA”) continued to work closely with the operating bureaus on long-term arrangements for (a) municipal waste processing and disposal and (b) recyclables handling as set forth in the Department’s Draft Solid Waste Management Plan (“SWMP”). BLA advised on and assisted in implementing innovative procurements and negotiating unique contractual arrangements to help in the implementation of the Department’s long-term plans. These plans include exporting the city’s waste by barge or rail from both private transfer stations and four retrofitted marine transfer stations operated by the Department. BLA also continued to provide legal support for the Department’s long-term recycling contract pursuant to which a new recycling facility will be built on the Brooklyn waterfront that can accept and export recyclables by barge. The Department’s plans under the Draft SWMP will take trucks off the road and reduce diesel-truck miles traveled in the City.

Regulation of Private Solid Waste Transfer Stations

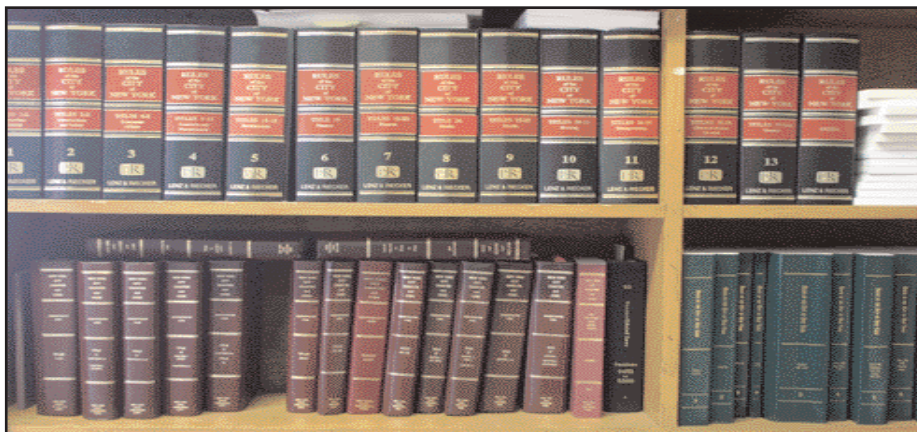
During Fiscal Year 2005, BLA published final amendments to the Department’s rules regarding the siting, operation and maintenance of private solid waste transfer stations. Proposed amendments to the Department’s siting rules include restrictions on the siting of new solid waste transfer stations and the ability of existing transfer stations to increase their lawful daily permitted throughput capacity. The amendments also encourage the development of transfer stations that transport solid waste from the City by rail or barge. Additionally, final amendments to the Department’s transfer station operating and maintenance rules impose more stringent operating and maintenance requirements for private transfer stations, including (a) restrictions on visible air contaminant emissions produced by stationary equipment and nonroad motor vehicles operating outdoors at transfer stations, (b) strict ventilation and odor control measures designed to improve the air exchange rate at putrescible transfer stations and neutralize odors, and (c) more effective dust control measures.

Clean Air Legislation

During Fiscal Year 2005, BLA participated in a multi-agency effort to enact local comprehensive legislation designed to improve New York City’s air quality. The Department’s technical knowledge gained through its innovative voluntary clean diesel retrofit program was critical in shaping this far-reaching legislation. Taken together, the new legislation -- Local Laws 38, 39 and 40 of 2005 -- accomplish the following important goals: 1) mandates that all newly purchased onroad city light-duty and medium-duty vehicles meet the highest California LEV II emission standards available to meet the requirements of the vehicle’s intended use; 2) promotes increased fuel economy of City light-duty diesel vehicles; 3) expands the Department’s current CNG vehicle program utilizing CNG powered street sweepers exclusively in four Sanitation Districts; 4) increases the City’s use of alternative fuel powered buses; 5) mandates that all City diesel powered vehicles weighing 8,500 pounds or more be powered by ultra-low sulfur diesel fuel; 6) over the next several years requires that an increased percentage of vehicles be equipped with Best Available Retrofit Technology (BART) or engines certified to the US EPA’s 2007 particulate matter emission standards; and 7) requires that all diesel powered vehicles engaged in city solid waste or recycling contracts that operate primarily within New York City be powered by ultra low sulfur diesel fuel and be equipped with BART.

New York State Handbill Legislation

During FY 2005, BLA and the Mayor’s State Legislative Office supported and actively sought amendments to the New York State Vehicle and Traffic Law (“NYS VTL”) prohibiting persons from attaching handbills and other advertisements to any part of a vehicle. The newly amended law became effective on November 28, 2005, and addresses an unintended loophole in the NYS VTL amended in 2004, which prohibited persons from attaching handbills to the windshield or windshield wipers of a vehicle, but created a new opportunity for individuals to affix handbills and other advertisements to the side mirrors, antennas, door handles, and other parts of the vehicle body.



ACROSS 75 YEARS, THE DSNY PERSEVERES

by Dr. Robin Nagle, Ph.D.

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

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

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

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

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

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

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

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



Robin Nagle, Ph.D.

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

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