

D.S.N.Y.

ANNUAL REPORT 2002-2003

NEW YORK CITY DEPARTMENT OF SANITATION







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2002-2003

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Message From Mayor Michael R. Bloomberg

Each year, millions of tourists from around the globe visit New York City to enjoy its many attractions, its theatre, its arts and cultural gems, its fabulous cuisine and so much more. But another reason they come to our city is because it is safe and clean. And for part of that success, we must recognize the dedicated work of the thousands of men and women who work for the New York City Department of Sanitation.

Every day, New York's Strongest collect and transport more than 12,000 tons of solid waste. They mechanically sweep our city streets, which are cleaner now than they have been in the last 30 years. They also pick up hundreds of tons of recyclables that are processed into new resources, making us the largest urban recycling program in America. And let's not forget that in the bitter cold of winter, this same dedicated workforce keeps snow and ice off of our 6,000 miles of roadways so that business can go on as close to usual as is humanly possible.

This is no small assignment. New Yorkers demand professional services from their uniformed civil servants. And Sanitation delivers!

In fact, they are the only municipal service that still makes house calls. Put the cans and plastic bags out at curbside, and they get emptied.

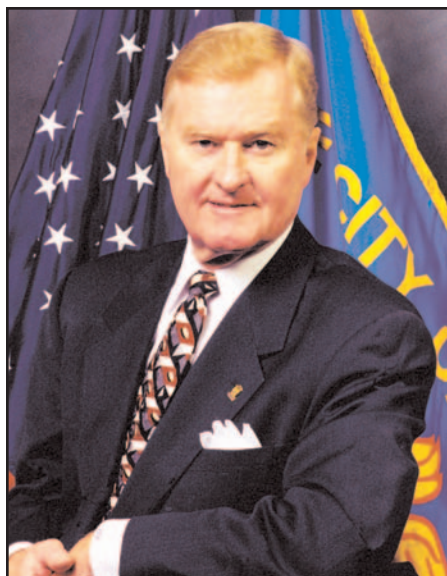
It's a daunting and challenging assignment. And day in and day out, Sanitation proves that no job is too difficult.

When the tragedy of 9/11 struck, Sanitation was there within hours of the collapse of the Twin Towers to assist in the rescue operation and haul away millions of tons of debris to be carefully examined by investigators at the former Fresh Kills Landfill. When the Blizzard of February 2003 dumped nearly two feet of snow on our city, Sanitation dug us out. In fact, they had every street in the five boroughs plowed at least once within 24 hours of the end of the snowfall...a modern day record.

The Department of Sanitation has a remarkable record of achievements. All New Yorkers should be proud of the Strongest and should support them in keeping our city clean. I do!

A handwritten signature of Michael R. Bloomberg in black ink.

Michael R. Bloomberg
Mayor



Message From the Commissioner

I am very pleased and honored to present to you the New York City Department of Sanitation's Calendar Year 2002 and FY '03 Annual Report.

Calendar Year 2002 was a year of triumph, strength, and revitalization. Completing the massive Ground Zero recovery operation marked a new beginning, not only for our Department, but for all New Yorkers. Our motivation and pursuit for excellence never ceased. In fact, we once again demonstrated why we are known as "New York's Strongest."

During FY '03, the street cleaning rating by Operation Scorecard improved over FY '02 and ended the downward trend that started in FY '00. Waste collection productivity was the best since the two-worker program started in 1981.

FY '03's snowfall of 55 inches, particularly the "Blizzard of '03" on February 16th in which 24 inches of snow blanketed the City, proved to be one of the busiest seasons for the Department in recent memory. The snow removal operations after the February blizzard were handled in record time with professionalism, dedication, and by using new equipment, such as our 10 snow melters.

The men and women of Sanitation at every level and title must be congratulated for their efforts in making Calendar Year 2002 and FY'03, very productive for the Department.

My appreciation for a job well done!

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

John J. Doherty
Commissioner

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



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



Martin Bellew
Director
Waste Disposal



Anthony Etergineoso
Director
Cleaning & Collection

OTHER RANKING CHIEFS



Ron Gerlich
Special Assistant to the
First Deputy Commissioner



Peter McKeon
Chief
Collection Operations



Bernard Sullivan
Chief
Cleaning Operations



David Nati
Director
Operations Management Division



Wallace Williams
Director
Personnel
Management Division



Steven Harbin
Chief
Safety & Training



Renzo Ferrari
Chief
Bureau Operations



Michael Mucci
Deputy Director
Waste Disposal

FIRST DEPUTY COMMISSIONER



First Deputy Commissioner Michael Bimonte



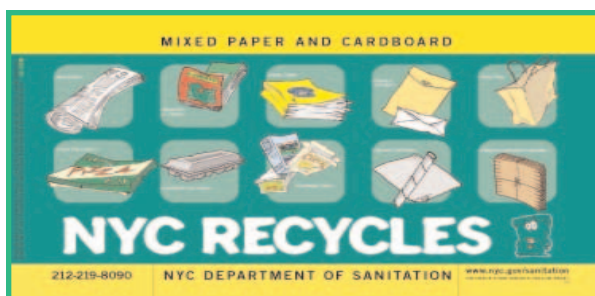
The First Deputy Commissioner directs the operations of the Department. Daily cleaning, refuse and recycling collection, waste disposal, enforcement activities, and recycling and waste prevention operations, are all controlled through the First Deputy Commissioner's office.

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

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

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

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





Sanitation Crews Battle The Blizzard Of 2003

BLIZZARD OF 2003

On February 16, 2003, New York was hit with the fourth worst snowstorm in recorded history, blanketing the city with 24 inches of snow. By the end of the season, snowfall totals were 55 inches for FY '03. For 33 straight hours, the city received continuous snowfall starting February 16th and ending February 18th. At its end, the "Blizzard of '03" had dumped over two feet of snow on 6,300 miles of city roads, enough to fill Yankee Stadium almost 100 times.



Nearly 5,000 men and women of the Department worked around the clock using 350 salt spreaders; 60,000 tons of rock salt; 1,700 collection truck plows; and 200 front-end loaders. By 6PM on the storm's final day all city streets had been plowed at least once - a modern era record for DSNY.

One of the highlights of this enormous storm was the use of ten snow melters, which the Department purchased several years ago. Each melter, purchased in FY '02, cost an average of \$183,000. The Department allotted 2 melters for each borough.

The powerful machines run on Diesel fuel 24 hrs/day melting 60 tons of snow an hour at a rate of 240 gallons/minute. The water is released into the sewers, travels to the City's sewage treatment plants where it is treated before being released into the surrounding waters.

A noteworthy feature, which is extremely central to our Department, is the internal screen inside the machine that clutches garbage hidden in the snow. This ensures that water released to the sewer system is trash-free.

FY '03's snow budget was \$19.7 million. However, because of the severity of the season, the Department spent \$41 million. A total of 5,297 Work Experience Program (WEP) Workers and Citizen Emergency Laborers were hired to aid the Department in shoveling bus stops, fire hydrants, and corner caps allowing more Sanitation workers to plow the streets.

Mayor Bloomberg along with Commissioner Doherty highly applauded and commended the efforts of the thousands of dedicated men and women of the Department whose extraordinary snow clearing work kept New York City buzzing as usual.



CHIEF OF STAFF

PERMIT AND INSPECTION UNIT

The Permit and Inspection Unit (PIU) is responsible for the issuance of permits and enforcing the regulations of solid waste transfer stations and fill material operations in New York City. The PIU has 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 consist of the grading, leveling, surcharging and compacting of fill materials for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of 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 have declined from 96 facilities in 1996 to 69 permitted facilities in 2002.

In calendar year 2002, the PIU conducted over 6,030 inspections of Solid Waste Transfer Stations and FMOs and issued over 4,636 NOV's, of which over 100 were issued for illegal operating and illegal dumping infractions. In CY02 the Unit also impounded 70 vehicles for illegal dumping and operating transfer stations and FMOs without the required permit.

For FY 2003, the PIU conducted over 6,650 inspections and issued over 5,500 NOV's and impounded over 80 vehicles for illegal dumping and operating transfer stations and FMOs without the required permit. Summonses issued to transfer stations have penalties ranging from \$2,500 to \$10,000 and

are heard by the New York City Environmental Control Board. In total, the PIU has brought in well over \$1 million in revenue generated from the issuance of NOV's to solid waste transfer stations and FMOs.

ENVIRONMENTAL ENFORCEMENT UNIT

The Environmental Enforcement Unit (EEU) enforces Local Law 70 & 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 officer's is assigned to the Office of Emergency Management as an Interagency Coordinator).

In calendar year 2002 the unit responded to 482 emergency incidents, conducted 1,382 inspections, and opened 33 new asbestos and regulated medical waste cases.

In fiscal year 2003 the unit responded to 592 emergency incidents, conducted 1,020 inspections, and opened 59 new asbestos and regulated medical waste cases.

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

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.

PERSONNEL MANAGEMENT DIVISION

PMD works closely with the Bureau of Human Resources regarding the hiring of new Sanitation Workers, promotions and demotions, and all personnel actions regarding Department employees.

On April 20, 2002, approximately 3,000 Sanitation Workers took the Promotion to Supervisor Exam .

The breakdown of those titles was:

Sanitation Workers	6,370
Supervisors	1,018
GS1s	157
GS2s & GS3s (SCAs)	68
GS4 and above	12
Civilians (various titles)	1,944
Total	9,569

BUREAU OF CLEANING AND COLLECTION



Household Refuse Collection

Refuse Collection

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

In 2002, the Department assigned 5,000 trucks each week to collect approximately 53,000 tons of curbside residential refuse and assigned 420 containerized trucks to collect an additional 7,000 tons. The amount of refuse generated by the 8 million residents of New York City is subject to seasonal variations.

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

School Collection

The Department collects refuse each school day at all New York City public schools that receive curbside service. The Department, in cooperation with the Board of Education, utilizes our dual bin collection trucks each school day. All public schools that receive daily curbside collection service also receive daily recycling service.

In addition to regular school refuse, mixed paper is collected on Monday, Wednesday and Thursday and metal is collected on Tuesday and Friday. The overall diversion rate for the 2001-2002 School Year was 17.0% The diversion rate

for the 2002-2003 School Year to date is 12.4%

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 (NYCHA) developments.

Recycling Collection

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

The primary goal of the Department's recycling collection operations is to reduce the amount of waste that must be exported outside of the City. The Department's recycling collection operation consists of several programs: curbside collection, containerized collection, bulk metal recycling, tire disposal, self-help bulk sites, special waste sites, and chlorofluorocarbon (C.F.C.) evacuation.

In July, 2002, some long standing Recycling programs were suspended due to the City's fiscal crisis. They included glass and plastic recycling collection, leaf and yard waste collection and Christmas Tree collection.

Curbside and Containerized Collection Programs

The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogs, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. The metal

collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances such as refrigerators and stoves, and other household products that are substantially all metal.

The curbside collection program collects and diverts 8,000 tons of recyclables per week from the waste stream. The containerized program collects an additional 1,000 tons of recyclables each week. Approximately 1,700 trucks are assigned weekly to service both the curbside and containerized locations throughout the city.

All districts receive weekly recycling collection. The recycling diversion rate, that is the amount of recyclables diverted from the overall waste stream, in 2002 was approximately 15%.

Dual Bin Recycling Collection

The Department has expanded its successful and productive dual bin recycling collection program, in which mixed paper and metal, are collected at the same time by utilizing a collection truck that has two separate sides, one for each material. There are currently 22 Dual Bin districts. The most recent district, Brooklyn South 18, began operations on April 15, 2002.

Bulk Metal Recycling

In addition to curbside metal collection, the Department maintains large metal bulk containers at several sites throughout the city to receive metal items from Department trucks, other city agencies, and the general public. A vendor is contracted to remove these large metal bulk containers on a scheduled basis. As a result, approximately 2,500 tons of bulk metal is recycled annually.

BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

Street Cleaning

Each year, the Department of Sanitation deploys mechanical brooms to sweep over 46,000 scheduled mechanical broom routes covering over 6,000 miles of city streets. During 2002, the Department assigned 434 basket trucks to empty the over 25,000 litter baskets located on city streets.

In 2002, Mayor Michael R. Bloomberg declared a drought emergency for the City of New York. The Department was required to modify its street cleaning operations. With the exception of the World Trade Center area, flushing operations ceased and the use of water in mechanical sweepers was prohibited citywide.

The Department sought, and was granted a variance by DEP to tank up mechanical sweepers with well water in areas with low scorecard cleanliness in Manhattan, Bronx and Brooklyn.

As part of its community service program, the Department of Probation worked in collaboration with the Department of Sanitation to assign low level probationers to provide meaningful community service. These workers were assigned as street cleaners to address and improve conditions in low scorecard communities in the Bronx, Brooklyn, and Staten Island.

Scorecard Cleanliness Ratings

On a monthly basis, the Mayor's Office of Operations rates each of the sanitation districts and sections for street cleanliness. Trained evaluators inspect and rate the amount of surface litter on randomly selected streets and sidewalks in comparison to a photographic standard. By evaluating the results of the scorecard data, the Department of Sanitation is able to assess its street cleaning performance and can implement operational adjustments and develop service delivery plans and strategies best suited for a particular community when necessary. By using scorecard data to compare district ratings, seasonal fluctuations, motorist compliance and current trends, the Department can improve the effectiveness of its operating standards. The overall citywide average for FY 2002 was 84.2.

Adopt-A-Basket Program

The Adopt-A-Basket Program continues to expand citywide. In 2002, over 1,046 City owned litter baskets were adopted by program participants. Under the program rules, indi-

viduals agree to "adopt" and bag refuse from problematic overflowing litter baskets. In turn, the Department of Sanitation provides program participants with a supply of liners and schedules collection services for the affected baskets as needed.

Donation of

Private Litter Baskets

The Department of Sanitation has received inquiries from various private organizations seeking to purchase and donate custom waste receptacles. In 2002, the Sunset Park District Management Association, the East Midtown BID, Murray Hill Association, and Council Member John Liu purchased custom litter baskets and transferred ownership of these receptacles to the City of New York. These receptacles, which bear the private organization and DSNY logo, are situated on sidewalks for public use.

Installation of Anti-Litter Signs

In 2002, the responsibility of processing and installing anti-litter signs changed from the Lot Cleaning Division to the Cleaning Planning Unit. This reorganization allowed for prompt handling of sign installation for all "No Dumping," "Don't Litter, Please," and "Clean Up After Your Dog" sign requests, and included maintaining a computer database of the work performed. To record sign installation requests and assignments completed, sign request functions were added to the Action Center complaint system.

New Street Cleaning Rules

The Department's Cleaning Planning Unit continues to work in conjunction with the Department of Transportation to replace outdated, street cleaning rules and parking restriction signs with new signs containing accurate information. The new street cleaning signs establish uniformity on a citywide basis and reduce the time for sweeping and most metered areas. To date, the Department has implemented the hour and a half sweeping program in 48 of the 59 districts citywide and was introduced to five districts in 2002.

In a continuing effort to maintain street cleanliness, street cleaning rules were expanded to include the following areas: beneath the Gowanus Expressway from 36th to 53rd Streets; both sides of Broadway from Houston Street to Canal Street; Delancey Street beneath the Williamsburg Bridge; the east side of 11th Avenue from West 18th to West 21st Street; and the east side of 12th Avenue from

West 22nd Street to West 30th Street. The installation of the parking signs will allow Sanitation mechanical sweepers to gain curb access and maintain general cleanliness to these once neglected areas.

Suspension of Street Cleaning Rules

In November 2002, the New York City Council approved Intros. 6 and 37, adding the Asian Lunar New Year, Purim, and Ash Wednesday to the list of days in which alternate side parking rules are suspended. The City suspends alternate side parking regulations for both street cleaning purposes and traffic flow on 32 legal and religious holidays. This includes suspension of street cleaning regulations at metered spaces. For information about the new simplified Alternate Side Parking Regulations call the hotline at (212) or (718) CALLDOT (225-5368).



Derelict Vehicle

Derelict Vehicle Operations

The Derelict Vehicle Operations (DVO) Unit monitors the reporting and removal of derelict abandoned vehicles from City Streets, Lots, Parkways, and Expressways & Main Thoroughfares.

A vehicle is considered abandoned if it is left on a city street for more than six hours without license plates. Vehicles are also deemed derelict when they meet a certain criteria, which vary according to the age and condition of the vehicle.

In fiscal year 2002, a total of 13,196 vehicles were removed by city-contracted vendors. This has generated \$639,888.20 in revenue resulting from the sale of these vehicles to our contracted vendors. In addition, other vehicles such as derelict trucks, vehicles impounded by the New York City Police, Transportation Departments, and non-passenger vehicles such as boats, trailers and abandoned containers, were processed by D.V.O. and removed by city contracted vendors.

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.)

BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS



Mechanical Broom Cleaning Operation

New Policy and Administrative Procedure (PAP 2001-02)

Issued for the Classification of Derelict Vehicles

In the past year, the Department has implemented its new Policy and Administrative Procedure 2001-02.

Its chief aim is to clarify the classification and eligibility of derelict vehicles for inclusion into the Derelict Vehicle Program.

The new procedure provides specific definitions for categories used to determine whether a vehicle is a derelict.

Derelict vehicles found on city streets create litter conditions, health issues and community complaints.

The new Policy and Administrative Procedure has helped Field Officers expedite the removal of these eyesores and potential hazards.

Lot Cleaning Division

The Lot Cleaning Division manages the Neighborhood Vacant Lot Cleanup Program, an initiative that has been funded for more than 20 years by the United States Department of Housing and Urban Development (HUD) to reduce urban blight in low and moderate income areas.

This federal grant has enabled the Department of Sanitation to clean vacant lots, surrounding premises of city-owned buildings littered with garbage, debris and bulk refuse to meet the City's Health Code standards.

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

In FY 2002, 6,046 vacant lots were cleaned. Of this figure, 4,674 were city-owned and 1,372 were privately owned.

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

Snow clearing work will involve opening of streets in the service district to allow for the passage of emergency service vehicles, food and fuel deliveries, public transportation, school buses, and other non-emergency services.

Personnel will also be assigned to pedestrian and public safety needs such as salting and clearing of crosswalks, step streets, bus stops, and fire hydrant areas.

ENFORCEMENT DIVISION



Sanitation Police Officers Enforce Dumping Restriction Laws

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

Until November 2002, the Enforcement Division had an average of 101 SPOs and 57 SEAs. In December, SPOs were reduced to 56 and SEAs were increased to 100.

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

In calendar year 2002, the Enforcement Division issued 368,652 Notices of Violation ("NOVs"). Supervisors at the Bureau of Cleaning and Collection issued an additional 130,997 NOVs for a grand total of 499,649.

Posting Unit

There are five SEAs dedicated to enforcing illegal posting violations. In 2002, 25,824 NOVs were issued citywide for illegal posting.

Canine Unit

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for other quality of life violations such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In 2002, over 5,332 NOVs were issued for these violations.

Illegal Dumping Task Force

The Illegal Dumping Task Force is comprised of an Inspector, 7 Lieutenants and 33 SPOs. In 2002, Task Force personnel impounded 221 vehicles and issued 534 NOVs for illegal dumping.

Vacant Lot Unit

The Vacant Lot Unit monitors the cleanliness of vacant lots throughout the City. Owners of vacant lots found to be in violation of the administrative code are issued NOVs. In 2002, this unit issued 13,289 NOVs.

Auto Auction Unit

The Auto Auction Unit is responsible for the auctioning of unclaimed vehicles resulting from illegal dumping impounds. For 2002, 20 vehicles were sold at auction for a total of \$9,962.

The five most common infractions, which represent 66.7% of the total for which NOVs were issued, are as follows:

Dirty Sidewalk	190,919
18" into the Street	45,244
Failure to Recycle	42,339
Illegal posting	28,653
Loose Rubbish	25,910

DIVISION OF SAFETY AND TRAINING



Sanitation Safety Training

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

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

A special emergency response vehicle is being retrofitted to meet ERD needs. This vehicle will be equipped with emergency supplies and an inventory of personal protective equipment to ensure that safeguards are immediately available to protect the health and safety of DSNY emergency responders.

Critical Driver Program

The Division of Safety and Training continues to monitor the license status of all Department of Sanitation employees. General Order 98-10 specifically assigns the Division the responsibility to issue complaints, carry out suspensions, and place employees who lose their driving privileges into the status of leave

without pay until they secure a valid license.

Defensive Driving Course (DDC)

During 2002, the Department offered the National Safety Council's D.D.C. course. This course, given by accredited Safety and Training Officers, entitles all attending employees a 10% insurance reduction and license point removal, if applicable. 7 classes were given and 152 employees attended.

New Sanitation Worker CDL Candidate Training

This program is designed to assist candidates in securing their commercial driver's license prior to their employment date. The new candidates have achieved an 85% rate of success passing the test.

Uniform Training for New-Hires and Promotions, two classes were given.

New Supervisor:

1 class, 44 promoted

New General Superintendent:

1 class, 13 promoted

Truck Measuring Unit

Each year the Truck Measuring Unit conducts classes for snow removal. This unit also measures all City owned salt and sand piles for accurate stockpiling information and reordering.

They are liaisons for the Department's Private Carters Liaison Unit and the Fiscal Services Division.

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



Snow Training at CRS Prepares Sanitation Personnel To Battle Storms

Snow Training

Each year, we train and refresh Borough and District personnel on snow policies and procedures. In 2002, we trained 2473 employees in the following:

Snow Inspector & Special Snow Clerk

Load and Dump for Snow Removal

Truck Measuring for Snow Removal

Plow and Chain Attachments

Front End Loader and Snow Blower Training

DIVISION OF SAFETY AND TRAINING



Wrecker Training

Right-to-Know Training (RTK)

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

In 2002, a total of 189 employees participated in special refresher and update training classes.

Computer Training

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

There were 15 classes given in a variety of software programs to 157 employees.

Our SCAN training for field personnel included 12 classes for 214 employees.

Management Skills Training

The Management Skills Training Program is composed of more than 20 courses designed to sharpen participants' management skills. Based on personal goals and development needs, managers choose the courses they want to attend.

EEO and Workforce Diversity Training

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

College Degree Initiatives

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

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 unusually dry and mild winter of 2001-2002 allowed the World Trade Center Recovery Project to continue unabated. The search process was refined to the point where all material brought from Ground Zero was examined down to ¼". This allowed all the agencies involved in the operation to feel confident that everything humanly possible was done to recover victim remains and personal effects.

Through the joint efforts of DSNY, NYPD, FBI, and several other City, State, and Federal agencies, 4,250 pieces of human remains, and over 9,000 personal belongings were recovered. Several hundred victims were and continue to be identified through the remains.

A total of 1,460,888 tons of World Trade Center material was brought to Fresh Kills directly by truck or by DSNY barges. Existing Marine Transfer Stations at Hamilton Ave., Brooklyn and 59th Street, Manhattan were utilized as well as temporary loading facilities at Pier 6 and Pier 25 in Manhattan, which were operated by Weeks Marine using additional DSNY barges. 185,727 tons of steel was removed and

shipped to Hugo-Nue Schnitzer recycling center. 1,275,171 tons of material was ultimately landfilled following the search project.

In addition, a total of 1,420 WTC vehicles were taken to Fresh Kills. Of those, 14 were returned to the owner/insurance company. 17 were placed in museums and 1,389 were transported to metal recycler Hugo-Nue Schnitzer for destruction.

The World Trade Center recovery project came to a close on August 21, 2002, as the last load of steel was removed for recycling. A formal closing ceremony led by Governor Pataki and Mayor Bloomberg was held on July 15, 2002.

Following recovery operations, all barges, equipment, and facilities were cleaned and inspected by the United States Environmental Protection Agency (USEPA) DSNY personnel applied a foot of cover recycling. This was accomplished through the coordinated efforts of Fresh Kills personnel, Derelict Vehicle Operation (DVO), Port Authority Police, and the National Insurance Crime Bureau.

Some structural steel was used in memorials by States and Communities throughout the Country, many of whom made contributions to the City following September 11, 2001. The most notable of these were two 30 ton pieces of steel to be used in the construction of the United States naval vessel, the "U.S.S. New York."

Upon the completion of the WTC Recovery Project, Fresh Kills was again, officially closed by Governor Pataki. While closure work will continue for several years to come, Fresh Kills will no longer landfill solid municipal waste. Sub-grade filling will be completed shortly in Section 6/7, using soil from Inter-Agency cover program. This Section will then be ready for final capping. Sub-grade work will continue to be necessary throughout the landfill. The "rock crusher," which recycles concrete from City construction, will continue to produce stone for use in access roads throughout Fresh Kills.

SOLID WASTE MANAGEMENT

Waste Management Engineering

The Waste Management Engineering division of the DSNY is responsible for the engineering, remediation, closure construction, and environmental management of the Fresh Kills landfill.

Landfill Closure

With the official end to the WTC operation in July 2002, the DSNY was able to shift its focus back to closure activities in Section 1/9. Revised grading plans were developed to handle this debris and final designs are being modified to reflect these changes. Sub-base grading continued in Section 6/7 using approximately two (2) million cubic yards of free Inter-Agency cover soil. Closure construction at Sections 6/7 is expected to continue for about five (5) years, while construction at Section 1/9 is scheduled to be completed in seven (7) years.

Leachate Control

In Fiscal Year 2002, the DSNY completed the supplemental leachate control systems in Sections 2/8 and 3/4. These systems have increased the leachate collection efficiencies at these two (2) closed units of the landfill by 100%.

Landfill Gas Control

With the completion of the gas transmission line allowing methane gas to be recovered from Sections 2/8, 3/4, and 1/9 and the expan-

sion of the processing plant the DSNY is capable of processing up to fourteen (14) million standard cubic feet per day. This increase in the processing of gas for beneficial use will allow flaring to be discontinued.

End Use Development

In the summer of 2001, the Department of City Planning released a Request for Proposals for an international design competition for the Master Plan for the Fresh Kills Landfill. The competition was organized in association with the DSNY, Parks and Recreation Cultural Affairs, and the Municipal Arts Society, as well as the New York State Departments of State and Environmental Conservation. Six multi-disciplinary consultant teams were selected to participate in the Competition.

The Agency proceeded with its consultant selection through a negotiated acquisition, pursuant to the City's Procurement Rules, and released a Solicitation for Services in June 2002. The three eligible teams were: Philadelphia, PA, Field Operations; New York, NY, JMP Landscape; London, UK, John McAslan and Partners; and Los Angeles, CA, RIOS Associates, submitted proposals in September 2002. These will be evaluated and ranked in accordance with criteria for excellence published in the solicitation.

The Master Plan contract awarded to the selected consultant should be in place by the



Landfill Gas Control
middle of 2003.

Waste Export

In fiscal year 2002, the DSNY has exported 11,140 tons per day of the City's residential and institutional waste. The DSNY has contracts with seven different private vendors who operate fifteen putrescible waste disposable facilities. Of these facilities, thirteen are transfer stations and two are resource recovery plants. The breakdown of these facilities are as follows: within the City limits there are four transfer stations located in Brooklyn, two transfer stations located in Queens, and one transfer station located in the Borough of the Bronx. In near-by New Jersey, there are six transfer stations and one resource recovery plant. On Long Island there is one resource recovery plant that the DSNY utilizes.

BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

The Bureau of Waste Prevention, Reuse and Recycling (BWPRR) plans, implements, and evaluates recycling, composting, and waste prevention programs. In July 2002, glass and plastic recycling was suspended, in addition to the Department's leaf collection and composting programs. These cutbacks greatly impacted many of the BWPRR's operations, including public education, composting, and material processing.

Public

Education and Outreach

The Public Education Unit within BWPRR works to increase public participation in recycling and waste prevention through on-going outreach and education. In 2002, BWPRR disseminated information on recycling and waste prevention through a variety of ways, including mailings, the Sanitation Action Center, community outreach, the Department's two websites (www.nyc.gov/sanitation and www.nycwasteless.org), recycling pages in each borough's Verizon Yellow Pages, as well as posters on collection vehicles.

In 2002, BWPRR distributed over 553,000 pieces of recycling information to the public. In addition to recycling decals and flyers, BWPRR also distributed award-winning educational materials to NYC schools. BWPRR's school materials include the NYC Teachers' RRRResource Kit, "RRR You Ready?" - a comprehensive Reduce-Reuse-Recycle activity guide for New York City Teachers, as well as the "TrashMasters!" comic books for grades 2-3 and 4-6 which present the basics of recycling and waste prevention from a student's perspective.

In honor of its public education efforts, the Solid Waste Association of North America awarded BWPRR the 2002 Silver Award for Public Education Excellence and the 2002 Gold Award for School Curricula Excellence.

2002 Golden Apple Awards

BWPRR's 2002 Golden Apple Awards program included the following three school contests:

-TrashMasters! Reduce & Reuse Challenge: Rewards winning schools for implementing the most successful and innovative waste prevention practices.

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

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



Swana Awards

Submission requirements for all three contests called for schools to present their students' efforts in a binder with essays, photos, drawings, and other documentation. A judging committee for each contest reviewed the binders and assigned each a score.

NYC WasteLe\$\$ Website

In conjunction with the New York City Partnership for Waste Prevention, BWPRR created the NYC WasteLe\$\$ website (www.nycwasteless.org), which provides extensive suggestions for how New Yorkers can prevent waste as individuals, in government, and in business.

In 2002, BWPRR updated the design and content of the NYC WasteLe\$\$ government section of the site, which focuses on how government agencies can prevent waste, improve recycling, save energy, reduce toxics, incorporate environmental concerns into purchasing practices, and measure the effectiveness of certain waste prevention practices. The government section also contains information on what other agencies are doing to prevent waste, the laws and directives that pertain to solid waste management, and sources for additional information.

NYC Stuff Exchange

The NYC Stuff Exchange telephone hotline (1-877-NYCSTUFF) continued to promote the reuse of second-hand goods by providing information on stores and organizations that buy, sell, repair, or accept donated goods for reuse. The menu-driven automated telephone system started as a pilot in Staten Island in 1999 and expanded citywide in 2001. Over 15,000 organizations and businesses are listed on the service. In 2002, BWPRR updated the service script to make it more user friendly and installed an in-house recording station.

Materials for the Arts

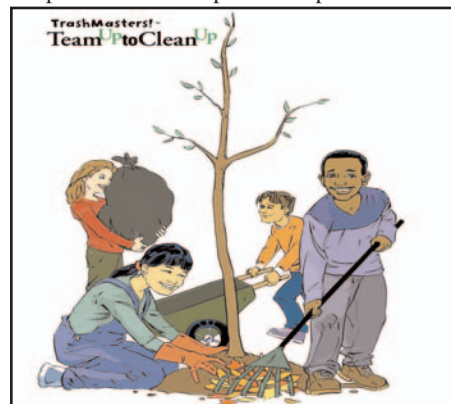
Materials for the Arts (MFTA), a program of the Department of Cultural Affairs, with additional funding from the Departments of Sanitation and Department of Education, continues to provide donated used goods to arts and cultural organizations, nonprofits with arts programming, government agencies, and schools.

Since doubling the size of their warehouse in 2001 with a move to Long Island City, MFTA has performed extremely well, increasing both the number of donors and recipients, without a growth in staff. Tonnage figures have remained high (average of 48 tons each month for a total of 576 tons in 2002). MFTA sees 100 recipient groups a week, and between forty to sixty teachers visit the facility weekly to take advantage of the vast amount of materials available for classroom projects. MFTA continues to spread the word about reuse and waste reduction through community events and professional development workshops for educators. A proposal to further develop a privately funded website (www.MFTA.org) is pending.

NY Wa\$teMatch

The mission of NY Wa\$teMatch (www.wastematch.org) is to foster environmentally sound economic development through innovative waste-reduction and resource-recovery strategies. NY Wa\$teMatch promotes its mission through the following methods: providing businesses with waste assessments and waste-reduction technical assistance, running an on-line Materials Exchange, as well as conducting research and development on reuse and recycling opportunities for durable goods.

BWPRR oversees the NY Wa\$teMatch program in conjunction with the City University of New York and the NYC Industrial Technology & Assistance Corporation. NY Wa\$teMatch receives additional support from the Environmental Services Unit of the Empire State Development Corporation.



BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

In 2002, NY Wa\$teMatch conducted approximately 20 waste assessments, half of which led to technical assistance projects that resulted in significant cost savings for the participating businesses. Approximately 50 other organizations participated in the on-line Materials Exchange in 2002, diverting a total of 3,420 tons of waste. Participants in the Materials Exchange saved more than \$680,700 due to recycling revenues, avoided waste disposal costs, and reduced raw material/product purchasing costs. In 2002, NY Wa\$teMatch initiated an upgrade to its website, which is expected to be completed in April 2003.

In 2002, NY Wa\$teMatch undertook a new area of research: deconstruction as an alternative to traditional construction and demolition recycling/disposal. Deconstruction entails carefully removing building materials intact so that they may be used again. A grant from Polytech University launched the project, which was followed by another a grant from the U.S. Environmental Protection Agency that continues through fall 2003.

Paper Recycling Contracts

Under the terms of an agreement executed in 1995, the New York City Industrial Development Agency issued \$120 million worth of revenue bonds to provide Visy Paper with the financial assistance it required to construct and operate a linerboard mill on Staten Island. As feedstock for the mill, the City committed an amount equal to all of the paper that DSNY collects at curbside on Staten Island and in Manhattan.

DSNY trucks the paper collected on Staten Island directly to the mill. From the 59th Street Marine Transfer Station (MTS) barges the paper collected in Manhattan to the mill's dock. Visy pays DSNY's operating costs whenever the MTS system is used to deliver paper to the mill. In calendar year 2002, Visy paid \$1.4 million in MTS costs for DSNY paper and \$0.6 million for commercial paper shipped through the MTS. These payments are dollar-for-dollar reimbursements and do not constitute revenue.

Since the start of deliveries Visy has, at its own expense, conducted two waste composition studies, analyzing thirty truckloads of material from Staten Island and thirty truckloads from Manhattan that were diverted from the MTS. The first study, conducted in September 1999, found a contamination rate of only three percent. The second study, conducted in October 2002, found a similar contamination rate of 3.03 percent, extremely low

by industry standards.

In December 1999, DSNY awarded five Recovered Paper revenue contracts for the acceptance, processing, and marketing of paper collected at curbside in Brooklyn, the Bronx, and Queens. The competitive demand for paper among these five contractors increased in 2002, particularly with some Brooklyn districts now delivering to Visy.

As with the Visy agreement, there is a floor price (in this case \$5.00 per ton) and estimated market revenue is set off against the contractor's processing cost. The five Recovered Paper processors, like Visy, have running credit balances, which until zeroed out, would keep revenue at floor-price levels. However in this case, the contracts were designed to respond more quickly to changes in market condition, featuring a three-month rolling average of market prices, rather than the twelve-month rolling average used in the Visy agreement. As a result, these contractors will use up their credit balances quicker than Visy and will therefore pay more than the floor price when conditions are favorable. At the start of 2002, the total credit balance for all five contractors was \$2.6 million. At the end of 2002, it had been reduced by 34 percent to \$1.7 million.

Metal, Glass & Plastic (MGP) Recycling Contracts

DSNY had contracts in place that were overdue for termination. BWPRR received bids for replacement contracts and had submitted a Request for Award to the ACCO on



Recycling Collection

January 10, 2002, but in February the Mayor announced his plan to suspend MGP recycling for eighteen months rather than commit City funds to paying the tens of millions of dollars the new contracts would cost.

The announcement was followed by four months of negotiation with the City Council.

Local Law 11 of 2002 mandated that DSNY resume collecting plastic and glass by July 1 of

2003 and 2004 respectively. It also created a temporary task force to explore more economic ways of recycling and charged it with reporting to the Mayor on December 15. The two new contracts needed to restore plastic and glass collections were drafted in record time, despite numerous obstacles. The bids were opened on December 4, giving the task force more than a week to evaluate the results.

Residential Mixed Metal and Bulk Metal Contracts

Although DSNY suspended its collection of plastic and glass on July 1, 2002, it did not suspend its collection of metal, the most valuable commodity group in MGP. Fortunately, since March 2001, BWPRR had in place two contracts with Hugo Neu Schnitzer East (HNSE) for the processing and marketing of Bulk Metal. The company had already shown itself to be a solid team player when just six months later, it responded to the City's emergency need for additional services to set up an around-the-clock satellite plant at Fresh Kills for the removal and processing of metal from the World Trade Center.

Residential Mixed Metal posed some entirely new problems for HNSE. A plant designed to shred trucks and automobiles simply is not configured to handle loose masses of small, lightweight tin and aluminum cans. Contamination was also a special concern of both parties. New Yorkers would have to change their habits of eight years, and there was neither time nor advertising funds to retrain everyone overnight.

The answer was to eliminate contamination at the point of collection. Sanitation Workers were given strict orders not to load anything but pure metal; but mistakes happen and too many mistakes would end the program. Therefore DSNY and HNSE agreed that July would be a trial period, allowing HNSE to handle enough Residential Mixed Metal to determine its impact on operations and costs. The parties would then sit down and negotiate an amendment to the contract.

HNSE had few complaints, and on August 6 (after negotiations between HNSE and BWPRR) the ACCO approved a modification agreement with an initial term of one year. Under the provisions of the agreement, HNSE receives a credit of \$17 per ton against the Base Price for Residential Mixed Metal (RMM) delivered by DSNY trucks, and a credit of \$7 per ton for RMM delivered by barge, although DSNY has yet to use the latter means of delivery.

BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING



Sanitation Worker Collects Recyclable Refuse.

The Floor Price of the contract remains at \$30/US Ton, so DSNY has succeeded in extracting the metal from MGP and in making that metal a revenue source. During the last half of 2002, BWPRR delivered 41,900 US tons of Residential Mixed Metal to HNSE and received \$1.3 million in revenue.

The Bulk Metal Removal contract, however, was the basis for the agreement executed between HNSE and DSNY in September 2001, following the events of 9/11. Between September 2001 and October 2002, HNSE removed 194,323 US Tons of Bulk Metal from Fresh Kills, including vehicles, and paid the City \$2.9 million for that material. Of the total amount processed, 69,027 tons were removed in calendar 2002, worth \$1.0 million in revenue to the City.

Fall Leaf Collection

In 2002, due to budget cuts, DSNY did not run its fall leaf collection program.

Landscaper Material

At the compost site at Fresh Kills, the Department accepts yard waste, comprised primarily of grass, leaves, and brush from private landscapers. The brush is ground and the material is incorporated into the windrows at the site. In 2002, the site received approximately 2,900 loads of landscaper material, weighing nearly 6,000 tons and measuring approximately 19,000 cubic yards.

In 2002, the Department distributed a total of 7,800 cubic yards of compost and 240 cubic yards of mulch from its Fresh Kills facility. The Department of Parks and Recreation received the majority of the material, with the Department of Transportation and DSNY itself taking a smaller amount of this total.

Compost Giveback Program

Before the program was cancelled due to budget cuts in July 2002, every spring and fall

BWPRR distributed free compost and sold discounted compost bins to NYC residents through the NYC Compost Project—a compost outreach and education program run through the City's botanical gardens. The compost distributed at these giveback events was made from the leaves and yard waste DSNY collected through its fall leaf program.

The last giveback events were held in spring 2002. To promote the ten events organized throughout the five boroughs, BWPRR mailed and distributed over 116,000 flyers. A total of 6,855 residents attended the spring 2002 giveback events, taking home 1,370 cubic yards of compost and purchasing 935 backyard-composting bins.



Compost Made Of 2002's Christmas Trees

Christmas Trees

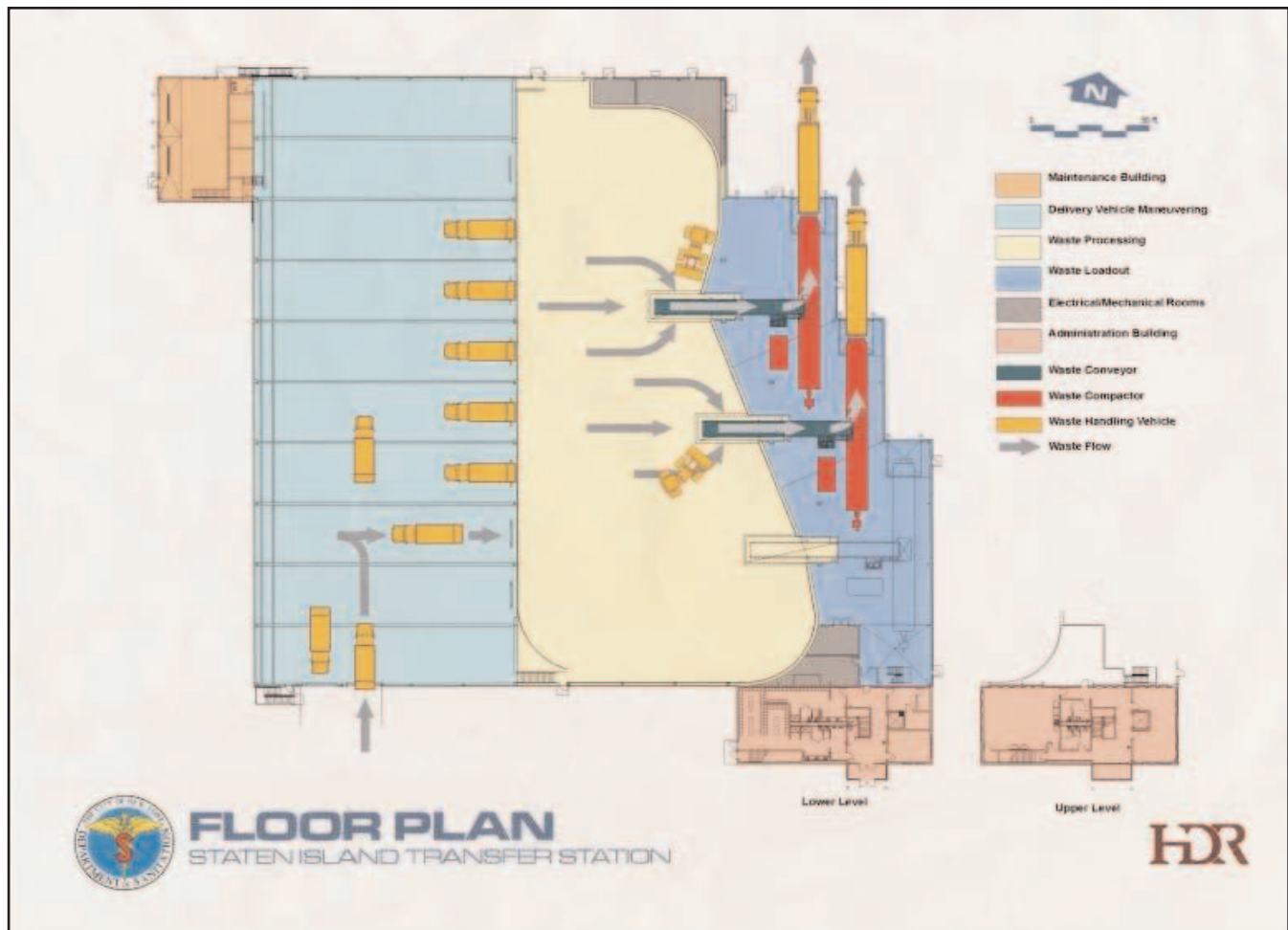
In January 2002, the Department collected 211,863 Christmas trees weighing 1,702.54 tons from all five boroughs of the City. This was slightly less than 2001's total of 239,483 tons.

The trees were collected during a two-week period in January and brought to the compost sites where they were shredded to make mulch.

Bulk Compost Delivery

In the spring of 2002, 340 cubic yards of compost were delivered to 44 groups before funding was cut in July 2002.

BUREAU OF LONG TERM EXPORT



Staten Island MTS Plans

Bureau Responsibilities

The Bureau of Long-Term Export is responsible for the development of the environmentally sound, reliable and efficient long-term waste export systems described in the City's approved Comprehensive Solid Waste Management Plan Modification (the Plan) prepared by the Bureau with the assistance of other Department Bureaus and consultants. As a general matter, the Bureau is also responsible for the development and modification of ten-year comprehensive solid waste management plans that provide for the management of all solid waste generated in the City and that meet the solid waste management policy objectives of the New York State Conservation Law. Already in progress, the advancement of long-term waste export projects will be a central element of the City's next ten-year Plan to be developed by the Bureau for the ten-year planning period of 2003 through 2012. The Bureau also provides engineering and oversight for a number of capital projects the Department has implemented in compliance with Plan milestones.

Long-Term Plan for Waste Export

As set forth in the Plan, the long-term waste barge and rail export system will rely on the use of existing marine transfer stations (MTS's) and a mix of public and private waste transfer facilities in the City. Under this system, Sanitation-managed waste will be exported out of the City by barge or rail from the borough in which it is generated and disposed at state-of-the-art facilities that allow the receipt of New York City waste.

Specifically, under the currently approved Plan, roughly half, or approximately 6,500 tons per day of Sanitation-managed waste is proposed to be barged from five MTSs to a privately-built and operated enclosed barge unloading containerization facility in Linden, New Jersey (Linden EBUF). From Linden, containerized waste is to be transported by rail to remote landfills. The other half of the Sanitation-managed waste collected each day will be exported from a number of other public and private waste facilities modified or developed through the City's procurement processes.

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

The Bureau of Financial Management and Administration develops and monitors the Department's portion of the City's Total Financial Plan, provides and ensures adequate controls over financial and human resources, analyzes and recommends strategies to improve the Department's financial position by reducing costs or raising revenues, promotes technology or improve information quality and customer service, and provides other necessary support services which help the Department's other bureaus to achieve their missions. 2002 was a challenging year for the Bureau as increasing fiscal constraints required all the bureaus to re-evaluate how to achieve their mission in a budget-tightening environment.

Planning and Budget

The Bureau of Planning and Budget develops and monitors the Department's \$1 billion operating budget, develops the Department's portion of the Mayor's Management Report and is one of the Department's primary liaisons to oversight and outside agencies. The Operations and Management Division develops, plans, and monitors performance of major changes to the Department's services.

For much of 2002, Planning and Budget was focused on the increasing financial constraints placed on the Department. The Bureau analyzed the potential programmatic impact of mandated budget reductions. In consultation with the Mayor's Office of Management & Budget and the Department's Legal Affairs, the Bureau recommended that as a result of the added cost to the Department to collect recyclables, the temporary suspension of plastic and glass recycling.

The Bureau developed productivity numbers which will be the basis for negotiations for a new uniform labor agreement. The Bureau also managed the consultant contract which helped produce the Environmental Assessment Study that allowed the Department to move forward on awarding waste export contracts to vendors.

Capital Budget and Engineering Support

In Fiscal Year 2003, the Department achieved 143% of its performance target which was the best of all city agencies. The Bureau successfully initiated the commitment of the following projects: the awarding of contracts to purchase 59 mechanical brooms; 27 salt spread-

ers; and 17 front loading collection trucks; the construction of the Manhattan 4/4a/7 Garage; the construction of the temporary garage for Manhattan 5; the installation of methanol fueling stations at five garage facilities; and the demolition of the Southwest Brooklyn Incinerator to allow for construction of the Southwest Brooklyn Export Facility.

Human Resources

The Bureau of Human Resources is responsible for processing all personnel and payroll transactions for DSNY employees as well as for administering health benefits and the Department's photo identification system. In 2002, this database was expended to capture the photos of close to 5,000 DSNY employees at various field locations throughout the City. From July through October 2002, the Bureau's staff finalized the separation of 219 DSNY employees who participated in the Early Retirement Incentive Program offered by the New York City Employees' Retirement System. Lump sum payments for terminal leave and accrued time balances were computed and initial payments were made. In December for the first time in over ten years, the Department laid off 80 employees. The Human Resources staff conducted layoff information sessions for the trade title employees assigned to the Fresh Kills Landfill who were designated for layoff. Lump sum payments to these employees were computed and paid 27 days after their termination dates.

Fiscal Services

The Bureau of Fiscal Services provides the Department's essential financial management and control functions. This includes the preparation of the annual expense and revenue budgets, the processing of purchase orders and payments for goods and services, and the billing and collection of various Department fees.

Medical Division

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

During calendar year 2002, the clinic had 14,429 visits, the Supervised Sick Leave Unit

checked over 19,000 instances by visiting employees residences, made 53,916 telephone checks and wrote 1,443 complaints. Additionally, the Employee Assistance Unit had 1,344 employee visits for a variety of reasons including substance use, psychological troubles, stress, and marital problems. The Drug and Alcohol Testing Unit conducted 7,678 tests for 13 mayoral agencies, as well as the Health and Hospital Corporation and the New York City Housing Authority. The LODI Billing Unit processed 10,889 medical bills paying out a total of \$1.77 million.

Labor Relations

The Labor Relations Office is responsible for; representing the Department at collective bargaining; contract interpretation; grievance hearings and arbitrations held beyond the Department level; Labor/Management meetings; safety committee meetings; conducting grievance hearings at the Department level; overtime cap extensions; and engineering assignment differentials. Additionally, this office is the Fair Labor Standards Act Coordinator, a member of the Medical Review Board who meets with other oversight agencies to resolve labor related issues.

In 2002, the Bureau met with the Mayor's Office of Labor Relations and the affected unions to resolve issues related to layoffs resulting from the closure of the Fresh Kills Landfill. The office participated in collective bargaining with Sanitation Workers, Sanitation Chiefs, District Council 37 AFSCME, clerical employees, attorneys, accountants, EDP titles, Motor Vehicle Operators, and blue collar trade titles.

Engineering Audit

This bureau performs an independent pre-audit of all payments for construction contracts, equipment purchases, and construction related professional services contracts. This audit ensures that the payment reflects the values of the goods and services provided in accordance with the terms and conditions of the contract. The Bureau also monitors compliance with requirements for participation by Local, Small, and Minority Owned businesses.

In 2002, the bureau audited total payments exceeding \$490 million dollars, including \$250 million for payments related to the waste export program.

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION



Management Information Services Personnel Test New Technologies.

Management Information Services

The Management Information Service Bureau (MIS) supports the mainframe, personal computing resources, and needs of the Department. MIS also maintains the Department's portion of the City's Website, nyc.gov/sanitation.

During 2002, the Bureau developed Row-Tow System, a significant extension to the already highly successful Derelict Vehicle System, which is the administrative backbone to the City's process of tagging and removing 20,000 abandoned vehicles from the streets of New York. This system captures information on abandoned vehicles of higher value generated by the Police department and communicates "pick-up" and "re-check" information to the 59 Sanitation District and Derelict Vehicle Offices. It also maintains records on an estimated 2000 vehicles processed by the Row -Tow program.

MIS supported the citywide expansion of export by integrating several newly designated export and recycling vendor facilities and recording and reporting the Department's productivity in its monitoring system. This system integration allows each district to monitor the unloading and productivity of Sanitation trucks in real time and facilitates the prompt reconciliation and payment of millions per year in invoices from the export and recycling vendors.

As an ongoing Government initiative, the Bureau is continually refining the Department's Web presence. The website has become fully operational for New York City residents to learn their collection schedule, make appointments for servicing discarded refrigerators and air conditioners, requests for cleaning of vacant lots, reports missed collections, and many more functions previously available only through personal telephone contact with 311.

In 2002 over 200,000 service requests were received from NYC residents and processed directly via the nyc.gov/sanitation Web facility. The MIS Bureau is leading the city's efforts toward modernizing the telephone communications services while taking advantage of cost savings afforded by the use of new technologies. The Bureau successfully implemented a rollout of Voice over Internet Protocol (VoIP) based telephone technology for over 700 telephones in several administrative buildings.

Using this technology not only improves telephone functionality and work efficiency, but also provides significant telecommunications cost savings.

BUREAU OF LEGAL AFFAIRS



Deputy Commissioner Bob Orlin

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

Contracts, Bid Solicitations, and Requests for Proposals

The Bureau of Legal Affairs and the Agency Chief Contracting Officers (ACCO) work with the contracting officers in the other Bureaus to develop and draft contracts, bid solicitations, and requests for proposals to obtain the myriad services the Department needs. These services include the export and recycling of Department-collected waste and the construction, repair, rehabilitation, and demolition of Department facilities, including garages, closed incinerators, and the Marine Transfer Stations. As part of the waste export contracting process, the Bureau reviews the permits and "Host Community Agreements" for all proposed disposal sites to ensure that the sites are authorized to receive out-of-state waste.

The other contracting responsibilities of the Bureau and the ACCO include obtaining Law Department approval of all solicitations and documents, resolving disputes with contractors, determining contractor responsibility and integrity, and serving as the liaison between the Department and the Mayor's Office of contracts.

Environmental Enforcement

The Bureau of Legal Affairs works closely with the Department's environmental enforcement units, providing legal advice and interpretation of the Department's statutes and rules, as well as representing those units in civil proceedings at the Environmental Control Board (ECB). The Bureau focuses on defending summonses issued to transfer stations which are essential for short-term waste export. It also appeals adverse decisions and works with the City Law Department when, and if, the cases advance to the courts.

Key Bills Signed By Mayor Bloomberg

Temporary Emergency Suspension of Recycling, Intro. No. 201-A (A LOCAL LAW to amend the administrative code of the city of New York in relation to the collection of designated recyclable materials. - Introduced by Request of the Mayor).

On July 1, 2002, Mayor Bloomberg signed into law Intro. 201-A which amends Chapter 3 of Title 16 of the Administrative Code by adding a new subchapter 7. Local Law No. 11 of 2002 amends Local Law No. 19 of 1989 as follows:

- Suspends the collection of glass, plastic and beverage cartons as designated recyclable materials for a period of time beginning July 1, 2002. Plastic and beverage cartons are suspended until June 30, 2003, and Glass is suspended until June 30, 2004.

- Suspends the Local Law No. 19 tonnage mandates by requiring Sanitation to maintain Fiscal Year 2002 tonnage amounts for those recyclable materials whose collection has not been suspended.

- After the period of suspension, Sanitation shall be required to maintain fiscal year 2002 rates unless other standards are agreed upon by the Council and the Mayor.

- Allows Sanitation to suspend glass, plastic and beverage containers without the designation of other recyclable materials.

- Creates a temporary Recycling Task Force composed of six mutually agreed upon appointees (three by the Mayor, three by the Council). This Task Force shall issue a report to the Mayor and the Speaker by December 15, 2002, that examines and makes recommendations to improve recycling in New York City. Temporary Recycling Task Force- Extension of Time to Submit Report Intro. No. 325-A (A LOCAL LAW to amend the administrative code of the city of New York, in relation to the temporary task force on recycling - In Conjunction with the Mayor).

On December 19, 2002, Mayor Bloomberg signed into law Intro. 325-A which amends subdivision of section 16-325 of the Administrative Code, as added by Local Law No. 11 for the year 2002. Local Law No. 46 of 2002 amends Local Law 11 as follows:

- Extends the submission date for the temporary Recycling Task Force to issue a report to the Mayor and Speaker from December 15, 2002, to February 21, 2003. This report will examine and provide recommendations to improve recycling in New York City.

Enhancement of Littering Laws

Intro. No. 70-A (A LOCAL LAW to amend the administrative code of the city of New York, in relation to civil penalties for violations of the littering law.

On January 7, 2003, Mayor Bloomberg signed into law Intro. No. 70-A amending sections 16-118, 16-120 and 16-123, of the Administrative Code by creating an incremental violation schedule for repeat offenders. Local Law No. 1 of 2003 amends the above sections as follows:

- Creates repeat offender fines for those who consistently violate the above sections a second, third or subsequent time, within a twelve month period.

- A second violation of 16-118 (except the provision that applies to property owners) carries a minimum fine of \$250 while a third violation minimum fine is \$350. A second violation of 16-120 carries a minimum fine of \$100, while a third violation minimum fine is \$200.

- A second violation of 16-123 carries a minimum fine of \$150, while a third violation minimum fine is \$350.

Employment and Disciplinary Matters

The Office of Employment and Disciplinary Matters (OEDM), known as the Advocate's Office, provides legal advice on employment and personnel matters, represents the Department in all disciplinary cases heard at the Office of Administrative Trials and Hearings (OATH), handles medical separations, and serves as the Department's liaison with the Law Department on employment-related litigation.

BUREAU OF LEGAL AFFAIRS

Amendments to the Poster Law

Intro. No. 146-A (A LOCAL LAW to amend the administrative code of the City of New York, in relation to unlawful posting.)

On January 7, 2003, Mayor Bloomberg signed into law Intro. No. 146-A amending section 10-119, 10-120, 10-121 and adds a new section 10-121.1 to the Administrative Code. Local Law No. 2 of 2003 amends the Poster Law as follows:

- Expands the definition of the manner in which a poster or other printed material can be illegally affixed to street furniture to now include stickers or any other innovative way people may find to affix printed material;
- Expands the definition of street furniture and other property that may not be posted on, to now include traffic devices, traffic stanchions, traffic signs- including the poles, traffic dividers and tree pit protection devices;
- Increases the fine for a first offense from \$50 to \$75 and from \$100 to \$150 for a second and each subsequent offense;
- Adds clean-up costs to the civil penalties imposed by the Environmental Control Board;
- Creates a Citizen Reward Program to assist with Poster Law enforcement; and
- Grants the Sanitation Commissioner the power to subpoena telephone company records to determine the identity of the individual or business responsible for the posting.

Intro. No. 240-A (A LOCAL LAW to amend the administrative code of the City of New York, in relation to unlawful posting.)

On April 11, 2003, Mayor Bloomberg signed into law Intro. No. 240-A amending section 10-121 of the Administrative Code. Local Law No. 29 of 2003 amends the Poster Law as follows:

- Doubles the fine imposed from \$75 to \$150 for those who illegally post to a tree by means of nailing or piercing the tree by any method.

Definition of Fill Material

Intro. No. 393-A (A LOCAL LAW to amend the administrative code of the city of New York, in relation to the definition of fill material.)

On July, 14, 2003, Mayor Bloomberg signed into law Intro. No. 393-A amending section 16-130(a)(7) of the Administrative Code.

Local Law No. 45 of 2003 amends the City's definition of fill material as follows:

- Expands the definition of 'fill material' to include asphalt millings.
- Alternate Week Recycling; and Suspension of Recycling of Glass and Yard Waste

-Intro. No. 485-A (A LOCAL LAW to amend the administrative code of the city of New York, in relation to the frequency of collection of des-

ignated recyclable materials and in relation to the collection of glass and yard waste.

On July 16, 2003, Mayor Bloomberg signed into law Intro. No. 485-A amending sections 16-305.1 and 16-325 of the Administrative Code. Local Law No. 50 of 2003 amends the City's Recycling Law as follows:

- Authorizes the Sanitation Commissioner to temporarily suspend the weekly collection of recyclables in all local service delivery districts from July 1, 2003 through March 31, 2004.
- Reinstates glass recyclables collection to the City's recycling program no later than March 31, 2004, instead of June 30, 2004 specified in Local Law No. 11 of 2002.
- Suspends the collection of yard waste as a designated recyclable material beginning July 1, 2003 and ending no later than June 30, 2004.

Rules Promulgated By The Department



Mayor Bloomberg signs bill as Commissioner Doherty looks on.

Interim Siting Restrictions for Permitting New and Expanded Solid Waste Transfer Stations. On November 17, 2003, the Department published a Notice of Adoption of the Department's final interim transfer station siting rules in the City Record. The interim siting rules restrict the permitting of new putrescible and non-putrescible solid waste transfer stations, and fill material transfer stations until the Department examines the findings of the Commercial Waste Study. The interim siting rules become effective on December 18, 2003, and will expire on July 31, 2004.

Thereafter, the Department will promulgate final siting rules based, in part, on the findings of the Commercial Waste Study to be released in March 2004.

Street Fair Rules

This rule amends sections 14-02 and 14-03 of Chapter 14 of Title 16 of the Rules of the City of New York to include disposal costs as a reimbursable cost to the Department from street event sponsors or their representatives and ven-

dors whenever the Department is required to provide cleaning and collection services during or at the conclusion of street events. The new rule became effective on June 19, 2003.

Residential and Institutional Recycling Rules. Pursuant to Local Law No. 11 of 2002, this rule amends the Department's residential and agency/institutional recycling rules under Sections 1-08 and 1-09 of the Rules of City of New York by re-designating plastics and beverage cartons as designated recyclable materials. Following a thirty day comment period and public hearing held by the Department on August 4, 2003, the final rule together with a Statement of Substantial Need for Earlier Implementation were published in the City Record and simultaneously became effective on August 22, 2003.

Litigation Support

The Bureau of Legal Affairs provides litigation support and serves as the Department's liaison with the Law Department in connection with all lawsuits in which the Department is a party. These cases range from simple workers compensation claims to complex environmental actions. The Bureau's assistance is instrumental in the City's litigation successes.

SUPPORT SERVICES



Routine Maintenance on an Easy Pack Collection Truck

Equipment Operations is the largest B.M.E. Division and is the direct link to the Bureau of Cleaning and Collection (B.C.C.) and the Bureau of Waste Disposal (B.W.D.). Its various trade titles are distributed among the Central Repair Shop (C.R.S.), 4 borough repair shops, 73 B.C.C. district locations, and the Fresh Kills Landfill.

Equipment Operations is responsible for directing and coordinating repairs, scheduling preventative maintenance and upgrade programs, allocating staffing and resources, creating vehicle specifications, vehicle acquisitions, and vendor warranty repairs.

Personnel at district locations complete minor repairs (brakes, periodic maintenance), whereas borough shops are responsible for larger jobs, such as major component (engines and transmission) exchanges, heavy electrical work, and any other labor intensive repair that can not be efficiently handled at the district location.

The Central Repair Shop is one of the country's largest non-military repair facilities. C.R.S. is capable of completing any type of vehicle repair ranging from an engine oil change to a complete vehicle refurbishment. CRS handles the overflow from the borough repair shops, fleet-wide upgrade programs, component rebuilding and any major metal work project that would limit a borough shop's repair flexibility. There are many repair shops contained within C.R.S. Shops include chassis, body, forge, passenger car, tire, major component rebuild-

ing, and minor component rebuilding shops. The rebuilding shops are capable of rebuilding vehicle components such as engine, transmissions, hydraulic cylinders, rear end differentials, pumps, electrical accessories, fuel injectors, seat assemblies, and radiators.

The Fresh Kills repair shops are responsible for the repair and maintenance of B.W.D.'s equipment that includes heavy duty off road vehicles (the same as those used in mining operations), hydraulic excavators, compactors and sweeper boats.

Blizzard of 2003

Historically the February time frame is the most active snow period and 2003 was certainly no exception. Severe snow conditions began appearing by Thursday, February 13, 2003 and DSNY shifted gears to battle the storm. Supporting the Department's activities was the Bureau of Motor Equipment (BME) and the Bureau of Building Maintenance (BBM).

Equipment Operations

2,349 vehicles were returned to service from fleets that were battling the snow. 481 were salt spreaders.

Building Maintenance

492 snow related emergency repairs were responded to such as overhead door repairs, clogged drains and no heat problems.

Central Repair Shop (CRS) Operations

1265	Tires issued and delivered
38	Front End Loader Buckets issued
32	Front End Loader Cutting Edges issued
39	Front End Loaders Buckets repaired
14	Plows issued
16	Plows repaired

Materials Management Warehouse

The Department's warehouse operation assumed around the clock operation in support of operations.

759	Plow parts issued
1,962	Tire chains issued

Snow Melting Operations

With close to twenty inches of snow on the ground, there was too much to simply push out of the way, it had to be actually melted. The Department put all ten of its snow melters into service. Four were in Manhattan, two in Queens, two in Brooklyn, one in the Bronx and one in Staten Island. BME supported operations for a total of 815 hours and 207,825 cubic yards of snow was melted and put in the sewer system in an environmentally friendly manner.

SUPPORT SERVICES

Military Operations

Numerous members of our workforce have been activated in support of Operation Iraqi Freedom and Operation Enduring Freedom.

Facility Demonstration

Representatives from Con Edison have toured our facilities and are basing the planning for their new facility on concepts Support Services has built into their facility construction.

License Plates

The State of New York changed the design of vehicle license plates. During this period, a BME person and a BCC supervisor changed the license plates on 3,400 vehicles and coordinated all the paperwork within the Department and with the State of New York.

Transfer Stations

The snowstorm might have been the most notable activity during this period but not the only activity for Support Services. In the wake of the Fresh Kills Landfill closure solid waste was 'exported' or trucked away for disposal.

Support Services participated in exploring lower cost alternatives for disposing the City's trash. In May and June BME planned, fabricated and executed a test using existing barges and a Marine Transfer Station (MTS). The results showed that sealed containers could attain a 20-ton payload with minimal compaction. This testing illustrates that this technology is feasible and has potential to reduce the costs for waste disposal.

WTC Last Piece Ceremony

B.M.E. personnel provided the skill and expertise to assist in New York City's World Trade Center Site Last Piece Removal ceremony that was attended by numerous dignitaries. The bunting used on the vehicles, that were ceremoniously decorated for the procession was stitched together and installed by B.M.E. tradespeople.

Export

B.M.E.'s trade personnel have had a crucial role in insuring that Sanitation's equipment meets the interstate permit requirements and the reliability to meet this challenge. Due to the distance of the dumpsites from the vehicle's housing location, B.M.E. staffs and outfits road rig trucks with the tools, parts and equipment needed to address vehicle emergencies that occur when vehicles are in route.

NY Power Authority

In a joint effort with the New York Power Authority, The Central Repair Shop, Queensboro Shop and Manhattan Boro Shop were selected to be part of an energy conservation program. All building air conditioning units and all non-essential shop lights were shut off on twelve separate days at 1:00 PM, and turned back on at 7:00 PM, reducing New York City's peak load for those days. \$54,800 in energy savings was realized.

City-wide Testing

Equipment Operations facilities and B.M.E. metal trade supervisor's and machinists expertise were instrumental in proctoring a welding exam that was held in C.R.S. B.M.E. personnel conducted a destructive examination of each candidate's work to determine if the work met the standards required for the candidate to receive a certified welding license. The resulting list of passing candidates will ensure that welders licensed in New York City possess the skills required of a journeyman mechanic.

Engine Dynamometer Project

Major component shops updated the engine dynamometer and testing lab room with two new dynamometer and computerized testing equipment. This will allow the testing and optimization of rebuilt computerized electronic controlled diesel engines, which are currently in our fleet, prior to their installation vehicles.

Snow Preparation 2002

In B.M.E. snow is a year round activity. During the spring and summer months BME devotes resources to overhaul snow fighting equipment. Salt spreaders, snow melters, snow blowers, front-end loaders, and snow plows are brought into the various repair shops located throughout the city for maintenance in preparation for the following winter. This equipment is highly subject to the corrosive effects of the salt that is used throughout the winter. Mechanisms that position and move plows, buckets, and blowers require servicing. Brake systems, power train components, and hydraulics are overhauled. Each piece of equipment is road tested and certified for use during the winter snow watch. This level of attention and preparation provides equipment that is ready for operator's use to clear ice and snow from the City's streets.

Vehicle Acquisition and Warranty Division

The Vehicle acquisition and Warranty Division consists of four sub-units, Alternative Fuels, New Equipment, Warranty, and Engineering.

The Alternative Fuels unit conducts research and support for the over 800 alternative fueled vehicles in the Department's fleet as well as investigate Clean Diesel initiatives and after treatments.

The New Equipment unit inspects new vehicles being purchased by the Department, determines if they meet design specifications, and initiates payment process. During Calendar Year 2002, 723 new vehicles were brought into the fleet inventory.

The Warranty Division is responsible for scheduling, monitoring and verifying vehicle warranty claims and recalls on the vehicles in the Department fleet.

The Engineering Unit, working in conjunction with the operating Bureaus, designs and drafts the specifications for an average of 600 pieces of Capital Equipment, totaling \$65 Million dollars, bought annually. This unit consistently seeks to open the competitive bidding process to more manufacturers. The limited number of heavy-duty vehicle manufacturers make this a top priority. Vehicle designs and specifications utilizing standardized modern technologies allows for bids that are more competitive and maximizes the number of qualified bidders.

The Engineering Alternative Fuel units conduct research and development to identify the latest technological advancements for inclusion on vehicles being added to the fleet while ensuring they have the capability to withstand the demands of our vigorous duty cycle.

Equipment Availability

Throughout the Blizzard of 2003 snow event an in-service availability rate of 89% for collection trucks, 97% for salt spreaders and 92% for front-end loaders was sustained. BCC was able to resume door-to-door collection as well as relay/export work very quickly.

SUPPORT SERVICES

Clean Air Initiatives

B.M.E.'s Vehicle Acquisition and Warranty Division (VAWD) Alternative Fuels R&D Program is currently exploring various alternative technologies to help reduce air pollution. The New York City Department of Sanitation has always been a leader in mobile source emission reduction initiatives. 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 clean by utilizing the latest emission control technologies in its vehicles. Currently one hundred percent of the Department's diesel fleet utilizes fully computerized low-emission diesel engines. The Department of Sanitation is among the first fleets to test diesel particulate filters (efficient in reducing particulate matter from diesel engine exhaust) and ultra-low sulfur diesel fuel.

Sanitation is the first City Agency to use ethanol (E85) fuel in its fleet. Currently there are two E85 fueling facilities located in the Bronx with additional facilities planned for the remaining boroughs.

Bureau of Building Maintenance

The Department of Sanitation has over 200 locations throughout the city. They include district garages, section stations, marine transfer stations, facilities within the Fresh Kills landfill, repair shops and office buildings. The Bureau of Building Maintenance (B.B.M.) is responsible for providing both routine maintenance and emergency repairs of these facilities.

In addition, B.B.M., is responsible for the painting and lettering of DSNY vehicles and equipment. B.B.M. consists of a wide variety of trade employees including blacksmiths, carpenters, electricians, laborers, painters, plumbers, machinists, steamfitters, and welders.

Administration

Fiscal Services and

Computer Support

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

Fiscal Services handles the accounting functions for BME. This unit serves as the liaison with the Agency's central budget unit and ensures fiscal procedures are in compliance with the City requirements.

This unit is also responsible for fleet reporting, inventory and the Agency's license plates through a direct D.M.V. link. Daily fleet status and fleet size are monitored, tracked and reported. This unit also follows up on the Agency's summonses through bureau liaisons.

Computer Support maintains the network connecting BME facilities and providing support for Bureau and Citywide applications including FMS, MCMS and the Fleet Management System.

This unit has undertaken huge initiatives in upgrading the current infrastructure and in developing new software applications.

Achievements

In one of the coldest winters in many years, B.B.M. responded to and completed 668 heat related repairs. In 2002, B.B.M. introduced a computerized work order system which provides B.B.M. management and trade supervisors with direct access to up-to-date information on any of the 14,000+ jobs received each year. The introduction of an automated work order system, distributed over the B.B.M. Local Area Network, enables B.B.M. trade Supervisors to track individual jobs from request to completion.

Additionally, the Network provides a means for more efficient allocation of staffing for the day to day operations. Highly critical jobs such as garage doors during snow season, HVAC throughout the year and electrical and plumbing work are more easily tracked and prioritized in the new system.

Hybrid-Electric Refuse Truck

A hybrid-electric vehicle (HEV) blends the power of an internal combustion engine and an electric motor to propel the vehicle. Allison and Mack are currently building a prototype hybrid-electric refuse collection truck utilizing a MY 2002, Mack cab-chassis similar to a DSNY collection truck. Mack will use this vehicle to demonstrate the versatility of hybrid-electric technology to the Department of Sanitation. The vehicle will be ready for demonstration by the end of 2003.

CNG Fueling Station

The Department owns and operates a fleet of various types of vehicles. Within this fleet are a number of vehicles that can be operated utilizing CNG as an operating fuel (collection trucks, street sweepers, utility vehicles and passenger cars).

The department's objective is to establish an adequately sized and centralized CNG fueling facility to meet the fueling requirements of a portion of this fleet.

The CNG fueling station will be located on 53rd Ave in Woodside, Queens. The facility will be designed to accommodate Queens West district garages 2, 3, 4 and 6. The station will however, be capable of fueling CNG vehicles from other Queens DSNY locations as well.

Vehicle Testing & Analysis Facility



CRS REPAIR SHOP

With the onset of stricter regulations governing mobile source emissions and advancements in various fuels and emission control technologies, the Department of Sanitation has awarded a contract for the construction and installation of a heavy-duty state-of-the art Vehicle Testing & Analysis Facility. This lab will be located in the Department's Central Repair Shop in Woodside, Queens. The objective of this testing facility is to allow the Department to perform independent testing of various advanced emission control technologies, in-use testing, alternative fuels, and conduct research and development projects.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

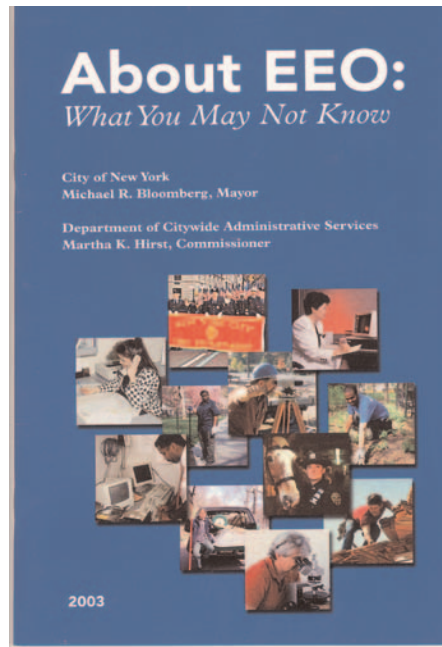
The mission of the Equal Employment Opportunity Office (EEO) is to ensure equality of opportunity. This is accomplished through educating managers and workers regarding their responsibilities to support and adhere to the Department of Sanitation's EEO policy and Code of Conduct. As a consequence, the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

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

The EEO Office investigates all complaints of discrimination filed by applicants or employees. The Director reports the findings of the EEO investigation to the Commissioner and recommends steps to resolve complaints. While the EEO Office investigates many allegations of discrimination, the EEO staff spends a significant amount of their time counseling and educating employees.

The last eighteen years have demonstrated that many complaints made to the EEO Office are not, necessarily, issues of discrimination. Many complaints of discrimination turn out to be labor/management issues having to do with job assignments or seniority. The EEO Office often tries to mediate these complaints. When mediation fails EEO directs the labor/management complaints to where they can be resolved, such as the employees union. Other complaints result from the lack of communication skills on the part of the people involved. In these cases, the EEO staff attempts to also act as a mediator trying to assure that the parties involved can work out their differences.

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



From 1982 through present, 299 formal complaints were filed (those filed with external human rights agencies) charging the Department of Sanitation with discrimination. Of the 299 formal complaints, the Department received 158 "no probable cause" determinations. Twenty complainants went on to obtain a right to sue. Fifty-two complaints were administratively closed due to the lack of substance of the charges and twenty-seven complaints were withdrawn by the complainants. Thirteen complaints were conciliated and 20 were dismissed.

During the same period of time there have been nine "probable cause" findings where the Department of Sanitation has been charged with discrimination and where an outside agency believed that sufficient evidence existed to say that it was probable that the individual filing the charge was discriminated against. Of these nine "probable cause" findings, six were based on the issues of disability and were the result of New York City's Medical Standards and not the result of an overt act of discrimination on the part of the Department. One probable cause complaint was based on each category of color/race, sex and age.

Discrimination complaints filed against DSNY have, over the last twenty years, shown a year-by-year decline. While no level of discrimination is acceptable, 299 formal complaints in the past twenty years with nine probable cause findings, show that in 97% of all the formal complaints, discrimination was not substantiated. Our goal is to have zero probable cause findings against the Department, but a 3% probable cause rate is encouraging and demonstrates that the Department's zero tolerance toward dis-

crimination is working.

During Fiscal Year 2003, eleven (11) complaints of discrimination were filed internally by DSNY employees with the Department's own EEO Office. Investigations were conducted in each case and three of the 11 complaints resulted in a probable cause determination. In each of the three cases, EEO recommended stringent, disciplinary measures to be taken against the respondent. All three complaints were sexual harassment issues. It should also be noted that 72% of the internal complaints filed with the EEO Office involved charges, which were unsubstantiated.

In addition to the internal complaints, the EEO Office also investigated and prepared a response to complaints by applicants, employees and former employees which were filed with external human rights agencies. During FY '03, ten complaints were filed at an external agency. To date, six were resolved in FY'03; they resulted in one no probable cause determination and five dismissals. (However, dismissals by a human rights agency often result in the complainant being granted a "right to sue" and the charges are pursued in court).

The EEO Office works closely with the Department's Training Division. Together they provide extensive managerial, supervisory and new employee EEO training. During recent years, the Department of Sanitation has conducted EEO Awareness training for all of its uniformed Supervisors and Sanitation Workers totaling approximately 9,000 employees. The Department believes that along with the Commissioner's zero tolerance discrimination policy, training plays one of the most important roles in the success of the Department's EEO policy.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

OFFICE OF PUBLIC INFORMATION

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



Commissioner Doherty speaks with the press concerning the Blizzard of 2003.

In 2002 & 2003, the Office of Public Information:

- Responded to over 3,400 local, national, and international print, radio, television and film media inquiries including major outlets such as NBC Nightly News with Peter Jennings, BBC News, and Reuters.
- Liaison to major television networks programs and major movie production studios
- Coordinated and developed scripts, awards etc. for Sanitation promotion and award ceremonies.
- Distributed 250 hand-decorated gloves from young students at the Monteo Elementary School in Manteo, NC. Department garages, shops, and offices received a pair of gloves commemorating September 11, 2001 efforts.
- Coordinated Department-wide New York City Strongest's/Billy Fund Holiday Toy Drive. Over the last two years, more than 4,800 toys for tots were distributed city-wide.
- Recorded and distributed print and video clips throughout the Department of Sanitation on a daily basis.
- Coordinated and managed over 200 television interviews with the media.

OFFICE OF COMMUNITY AFFAIRS

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

Sanitation Action Center

In Fiscal Year 2002, The Sanitation Action Center staff handled over 207,000 calls and Service representatives processed over 190,500 requests for service and complaints. During the same period, the Sanitation Action Center processed more than 23,000 requests for Department literature and recycling decals. In Fiscal Year 2002, the public accessed Sanitation Action Center's automated information system more than 300,000 times.

On-Line Service Form

The Department, working with the E-Government Office, launched an on-line service form that may be used to schedule appointments for CFC gas recovery from appliances being discarded. On March 20, 2001, additional on-line service forms were added. During Fiscal Year 2002, residents filed over 10,800 on-line service requests, which were processed by the Sanitation Action Center's representatives. In Fiscal Year 2003, residents filed over 22,300 on-line service requests -- a 106 percent increase over Fiscal Year 2002.



BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

OFFICE OF COMMUNITY AFFAIRS

Transition to New York City Citizen Service Center Telephone Number- 311

Throughout 2002, the office of Community Affairs worked with DoITT (Department of Information Technology and Telecommunications) and the Mayor's Office on the transition to the New York City Citizen Service Center's telephone number 311.

Existing staff and vacant lines were transferred to NYC Citizen Service Center and the Department trained over a dozen new employees for 311 duty. By early December 2003, most general public phone calls that would have been handled by Sanitation's Action Center were transferred to the New York City Citizen Service Center's telephone number, 311. The Sanitation Action Center continues to handle specialized inquiries, website complaints and service requests forms, fulfilling all literature requests and serving as a liaison between the local DSNY districts and bureaus and 311. In Fiscal Year 2003 -- July 2nd to December 2nd, prior to the transition to 311 -- Action Center staff handled over 105,000 phone calls. In Fiscal Year 2003, Action Center/311 staff processed over 217,000 service and complaint requests. In addition, over 26,000 requests for literature and recycling decals were handled.

The Central Correspondence Unit (CCU) responds to and maintains records of all general correspondence from the public and letters forwarded to the Department from the Mayor's Office of Correspondence Services.

The CCU is responsible for tracking incoming correspondence, transmitting the written complaints or requests for service via the Department's e-mail messaging system to the appropriate districts and bureaus for action, as well as accumulating necessary information for response.

Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the appropriate responsible agency. Letters may include requests for services or information, requests for Department educational signs suggestions from the public, complaints about service delivery, commendations for employees, comments on service performance, and requests for lot cleaning services.

During Fiscal Year 2002, the CCU responded to over 3,200 letters/e-mail messages. During Fiscal Year 2003 the CCU responded to 3,175 letters/e-mail messages.

Community Outreach

Chinatown Cleanliness

For the last nine years, the Office of Community Affairs has been working with the Council for a Cleaner Chinatown in an effort to improve cleanliness conditions in Chinatown. By entering into a partnership with this organization, we are able to educate the community, assist in clean ups and participate in various outreach efforts.

Department representatives attended a press event, held on July 25th, to announce the August 3rd "Greater New York Chinatown Clean-Up Day." At this event, the DSNY mobile information van showed the Department's anti-litter public announcement video tape, featuring Chi Dong, a Chinese/American member of the Department, delivering our message in Cantonese. This public announcement has also been dubbed in Mandarin.

The Office of Community Affairs participated in and coordinated this event.



Boro Park Outreach

In 2002, the Department of Sanitation conducted an extensive outreach effort in Boro Park to educate and assist the community in improving the area's cleanliness. This effort included Sanitation outreach staff personally visiting local merchants on the commercial strips in Boro Park to inform and educate them regarding Sanitation Regulations. Copies of the Department's Digest of Codes, translated into Yiddish, were widely distributed among area residents.

Special Projects

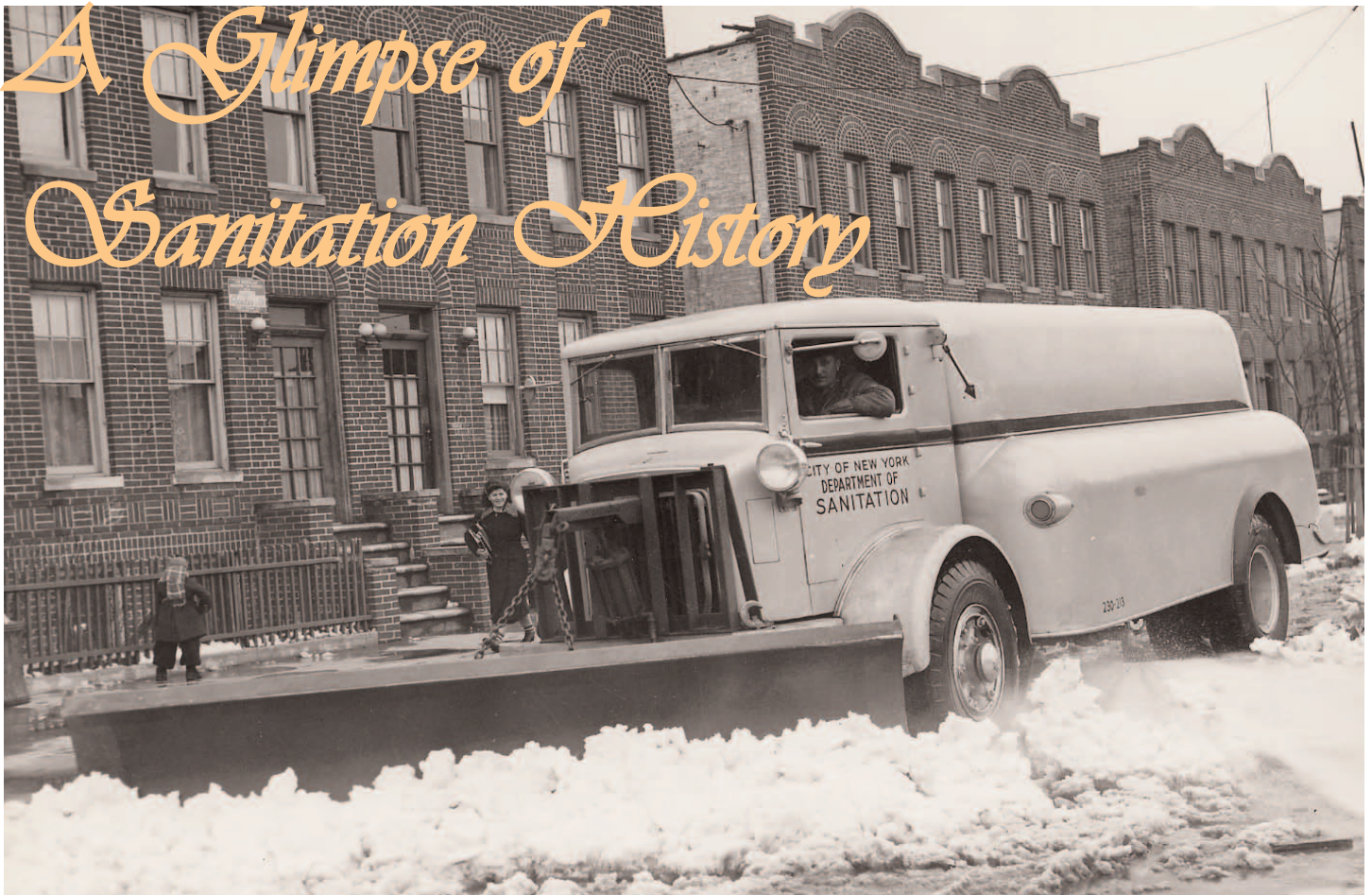
DSNY at Gracie Mansion

On August 19th, over 500 DSNY members attended a barbeque on the grounds of Gracie Mansion. Uniformed and civilian employees of every rank and title were represented at the event and enjoyed Mayor Bloomberg's hospitality. All employees had a chance to have their individual photograph taken with Mayor Bloomberg and Commissioner Doherty. The Office of Community Affairs coordinated the event with the Mayor's Office of Special Events.

Matisse/Picasso Exhibit

The Office of Community Affairs coordinated the distribution of tickets that the Museum of Modern Art donated to City employees for a private viewing of its Matisse/Picasso exhibit on April 10, 2003.

A Glimpse of Sanitation History



Sanitation Crew tackles a snowstorm with historical plow half a century ago.



Shoveling the streets of New York City by hand was a tedious yet typical task for Sanitation Workers in the 1920's and 30's



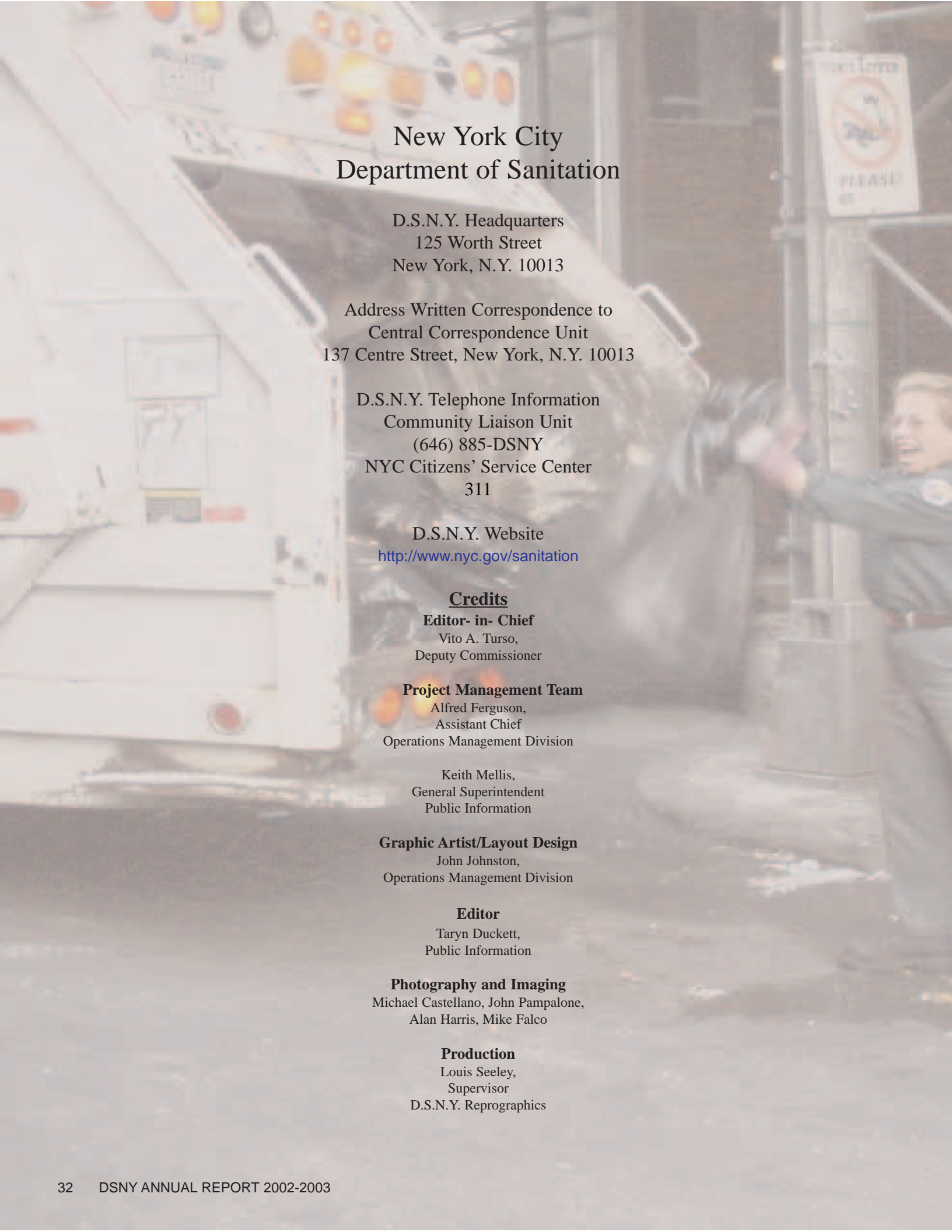
SANITATION EMPLOYEES ON ACTIVE DUTY

The New York City Department of Sanitation
salutes its "family" who are on active duty
preserving our freedom and
bringing liberty to the oppressed.

— *John F. Doherty*, Commissioner

NAME	TITLE	COMMAND
Kenneth Akan	SW	Bronx 6
Joseph Badillo	SW	Bronx 9
David Bailey	SW	Fresh Kills-BWD
Celso Benites	SW	Manhattan 6
Bernard Browne	SEA	Enforcement
Darius Carlson	SW	Brooklyn South 12
Anthony Carrube	Auto Mechanic	CRS
Antoine Davis	SEA	Enforcement
Peter Del-Debbio	SW	Bronx 9
William Dotson III	SW	Manhattan 9
John Duffy	SW	Bronx 9
Ronald Forbush, Jr.	SW	Queens West 4
Jose Garriga	SW	Brooklyn North 4
Fernando Gongora, Jr.	SW	Brooklyn South 18
Charles Green	SW	Brooklyn North 3
Melvin Hahn	SUPV	Manhattan 7
Michael Howley	SW	Staten Island 1
Curtis Johnson	SPO	Enforcement
Danny Johnson	Supervisor Mechanic	CRS
Walter Jones	SW	Brooklyn South 17
John Korenski	SW	Staten Island 3
Matthew Lewis	SW	Brooklyn South 7
Louie LaTorre	SPO	Enforcement
Ronald Loock	SW	Manhattan 2
Kenneth Lovell	SW	Brooklyn North 3
Douglas Luback	SUPV MECH	BME
Danny Machiavello	SW	Manhattan 11
David Maldonado	SUPV	Brooklyn South 7
Mason Manner	STEAMFITTER	BBM
James Melillo	SW	Bronx 9
Andrew Mollo, Jr.	SW	Queens East 10
Carlos Morel	SW	Manhattan 7
Howard Orama	SUPV	BCC
Laurence Padilla	SW	Bronx 5
Louis Parco	SW	Bronx 10
Edward Rasmussen	Auto Mechanic	CRS
Antonio Rios	SW	Queens West 3
Rafael Rosario, Jr.	SW	Bronx 3
Paul Sabaini	Supervisor Mechanic	CRS
Patrick Sabatini	SUPV MECH	BME
Ian Satchell	SW	Manhattan 2
Donald Smith	SUPV	Manhattan Export
Charles Smyler	SW	Brooklyn North 2
Dennis Stacks, Jr.	SW	Queens East 13
Luis Torres	SW	AFF
Miguel Torres	SUPV	PIU
Michael Vella	SW	Queens East 7
Nicholas Vero	GS1	Bronx Borough Office
Darnell Wiggins	SUPV	Brooklyn North 8





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311

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Department of Sanitation

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John J. Doherty, Commissioner