

# DSNY

## ANNUAL REPORT

### 2010



MAKING NEW YORK



CLEANER AND GREENER





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Message from  
Mayor MICHAEL R. BLOOMBERG



I would like to extend my gratitude to the Department of Sanitation for continuing to make New York City clean and safe. The Department works tirelessly to keep our city clean after day, collecting 12,000 tons of refuse and recyclables daily, managing the export of solid waste, fighting litter, combating illegal dumping, and removing snow and ice from our more than 6,000 miles of streets during the winter months. No wonder they're called "New York's Strongest!"

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

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is fluid and cursive, with a long, sweeping tail on the final letter.



**Message from  
Commissioner JOHN J. DOHERTY**



I am pleased to present to you the New York City Department of Sanitation’s Annual Report for Fiscal Year 2010. Since 1929, the Department - originally established as the Department of Street Cleaning - has had the responsibility of keeping New York City clean, healthy and safe, a challenge that we continue to meet.

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

Thank you.

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





THE CITY OF NEW YORK  
**DEPARTMENT OF SANITATION**



**EXECUTIVE COMMITTEE**



**John J. Doherty**  
Commissioner



**Bernard Sullivan**  
First Deputy Commissioner



**Lorenzo Cipollina**  
Deputy Commissioner  
Administration



**Robert Orlin**  
Deputy Commissioner  
Legal Affairs



**Vito A. Turso**  
Deputy Commissioner  
Public Information



**Harry Szarpanski**  
Deputy Commissioner  
Long-Term Export



**Danny Walsh**  
Chief of  
Engineering



**Fernando Camacho**  
Director  
EEO



**Thomas M. Milora**  
Executive Assistant  
to the Commissioner



**Rocco DiRico**  
Deputy Commissioner  
Support Services





# THE CITY OF NEW YORK DEPARTMENT OF SANITATION



## UNIFORMED CHIEFS



## CHIEFS



**Michael Mucci**  
Director  
Waste Disposal



**John Nucatola**  
Director  
Cleaning & Collection

## OTHER RANKING CHIEFS



**Michael Bellew**  
Chief  
Cleaning Operations



**Peter McKeon**  
Chief  
Collection Operations



**Philip Marino**  
Chief  
Bureau Operations



**Alfred Ferguson**  
Director, Operations  
Management Division



**Steven Costas**  
Director, Personnel  
Management Division



**Steven Harbin**  
Chief  
Safety & Training



**Dennis Diggins**  
Deputy Director  
Waste Disposal



# FACTOIDS & FOTOS



## 2,022 Collection Trucks

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



## 365 Salt Spreaders

The DSNY Salt Spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 270,010 tons of salt during the FY 2010 snow season alone.



## 450 Street Sweepers

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



## 298 Front-End Loaders

Throughout FY 2010, the DSNY Front-End Loaders transferred over 270,010 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.



## 190 Cut-Downs

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



## 36 Snow Melters

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



## OFFICE OF THE FIRST DEPUTY COMMISSIONER



*1st ROW* seated (left to right) Chief John Nucatola, FDC Bernard Sullivan, Chief Michael Mucci  
*2nd ROW* (left to right) Chief Steven Harbin, Chief Peter McKeon, Chief Philip Marino, Chief Michael Bellew,  
Chief Steven Costas, Chief Dennis Diggins, Chief Alfred Ferguson

**T**he First Deputy Commissioner directs all daily operational aspects of the Department. The Bureau of Cleaning and Collection (BCC), the Bureau of Waste Disposal (BWD), the Enforcement Division, the Division of Safety and Training (DST), the Personnel Management Division (PMD), and the Field Inspection and Audit Team (FIAT) are all controlled through the First Deputy Commissioner's Office.

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

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

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

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

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

FIAT conducts daily field inspections and internal audits.



# BUREAU OF CLEANING AND COLLECTION

## CLEANING OPERATIONS

### STREET CLEANING

The Department of Sanitation continues to strive to improve the cleanliness of the city by clearing litter and abandoned vehicles from city streets and cleaning vacant lots. In Fiscal Year 2010, the Department, once again, focused on problem areas in each community board through our NICE program, while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms to sweep approximately 6,300 miles of streets daily proves to be our most effective street cleaning operation. In addition, an average of 64 baskets trucks are dispatched daily to supplement our collection force as we service over 25,000 litter baskets. The Department's strategic approach of assigning personnel and equipment to standard routes while managing the weekly allocation of personnel to address litter conditions and dump-outs has resulted in record high ratings for the cleanliness of our streets.

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

A cleaner environment is essential to maintaining and improving the quality of life in our city. In an attempt to heighten public awareness and improve our ability to address the potential barriers to cleaner communities, the Department implemented a citywide initiative known as N.I.C.E. (Neighborhood Intensive Clean-Up Effort). This program is designed to help each District Superintendent identify and combat litter conditions in their district and provide the necessary conduit to communicate with community leaders and other city agencies. An essential part of this program is the N.I.C.E. booklet, which identifies all of the cleaning issues and problems in each district.

Initially, this program focused on the community boards with the lowest Scorecard cleanliness ratings. Within 1 year all 59 districts had implemented the program. All Borough Deputy Chiefs are responsible for monitoring the district's use of this booklet. Over time, all District Superintendent's will be scheduled to meet with the Director of the Bureau of Cleaning and Collection, and the Chief and Assistant Chief of Cleaning Operations to review program elements of the N.I.C.E. initiative and the effective use of the booklet as a managerial tool.

### SCORECARD CLEANLINESS RATINGS

Since FY 05 through FY 10, the acceptably clean-street citywide rating has been above 90 percent. The FY 10 citywide annual average was 95.3. The last three fiscal years, FY 08 through FY 10, have given way to cleanliness ratings above 95 percent. In addition, for FY 10 all districts rated 90% and all of the City's 234 sections received an average rating of 80% or better for the year.



**MECHANICAL BROOMS CLEAN  
NEW YORK CITY STREETS.**

The Department attributes its strong performance and continued ascent in cleanliness ratings to sustained focus on problem areas through Operation N.I.C.E., improved communication with other city agencies, and prompt reporting and resolution of quality-of-life issues reported by New Yorkers through 311 for a healthier and cleaner city.

### ADOPT-A-BASKET PROGRAM

The Adopt-A-Basket Program is a citywide initiative designed to promote and encourage community involvement in reducing street litter caused by overflowing litter baskets. As part of the agreement terms of the program, participants "adopt-a-basket" and bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department of Sanitation. The neatly bundled refuse is then left adjacent to the litter baskets and are scheduled for collection service by Department employees as needed. In FY 2010, there were approximately 894 litter baskets enrolled in the program.

### NEW STREET CLEANING RULES

Street Cleaning Regulations (SCR) may be suspended from time to time in parts of the city in order to post new regulations. This program is a cooperative Department of Transportation/Department of Sanitation effort to change existing street cleaning rules, as well as to replace missing, damaged, or outdated parking signage. Of the 59 community board districts citywide, ninety-minute street cleaning rules are in effect in 54 districts. Currently, Staten Island Districts 1,2,3, and Queens East Districts 10 and 11 do not have parking regulations for street cleaning purposes. Brooklyn CB 6 was the last district with three-hour rules on residential streets and one hour rules on meters. At present, Brooklyn CB 6 now has 1½ hour street cleaning rules and is swept once per week in residential areas.





CLEANUP AFTER NEW YORK GIANTS' SUPER BOWL XLII VICTORY PARADE.



DERELICT VEHICLES.



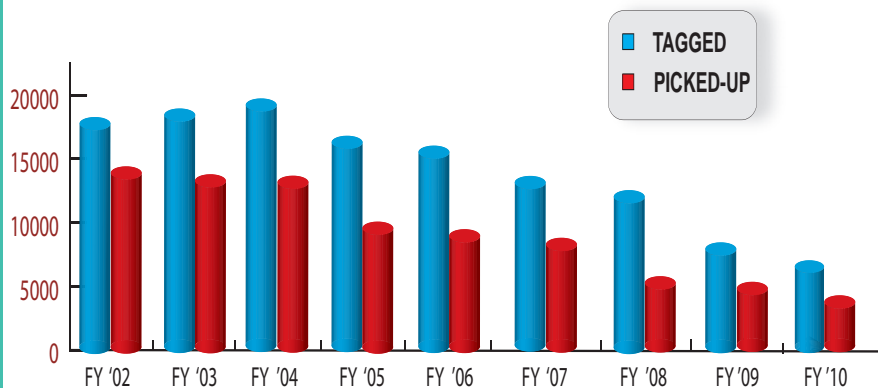
## DERELICT VEHICLE FISCAL YEAR 2010 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
<b>MANHATTAN</b>	182	121	66%	47	10
<b>BRONX</b>	1,131	652	58%	313	153
<b>BROOKLYN NORTH &amp; SOUTH</b>	3,278	1696	52%	953	413
<b>QUEENS WEST &amp; EAST</b>	2,522	1311	52%	790	322
<b>STATEN ISLAND</b>	339	175	52%	99	36
<b>SUB TOTAL</b>	<b>7,452</b>	<b>3955</b>	<b>53%</b>	<b>2,202</b>	<b>934</b>
<b>TRUCKS MANHATTAN &amp; BRONX</b>	<b>55</b>	<b>25</b>	<b>45%</b>	<b>14</b>	<b>7</b>

### DSNY TOWED

<b>TRUCKS BROOKLYN, QUEENS &amp; SI</b>	354	117	33%	118	99
<b>CITYWIDE NON VEHICLES</b>	373	230	62%	100	36
<b>SUB TOTAL</b>	<b>782</b>	<b>372</b>	<b>48%</b>	<b>232</b>	<b>142</b>
<b>GRAND TOTAL</b>	<b>8,234</b>	<b>4,327</b>	<b>53%</b>	<b>2,434</b>	<b>1076</b>

### DERELICT VEHICLE OPERATIONS - FY 10 STATISTICS



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



## LOT CLEANING DIVISION

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

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

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

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

The Lot Cleaning Division has monthly cleaning schedules

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

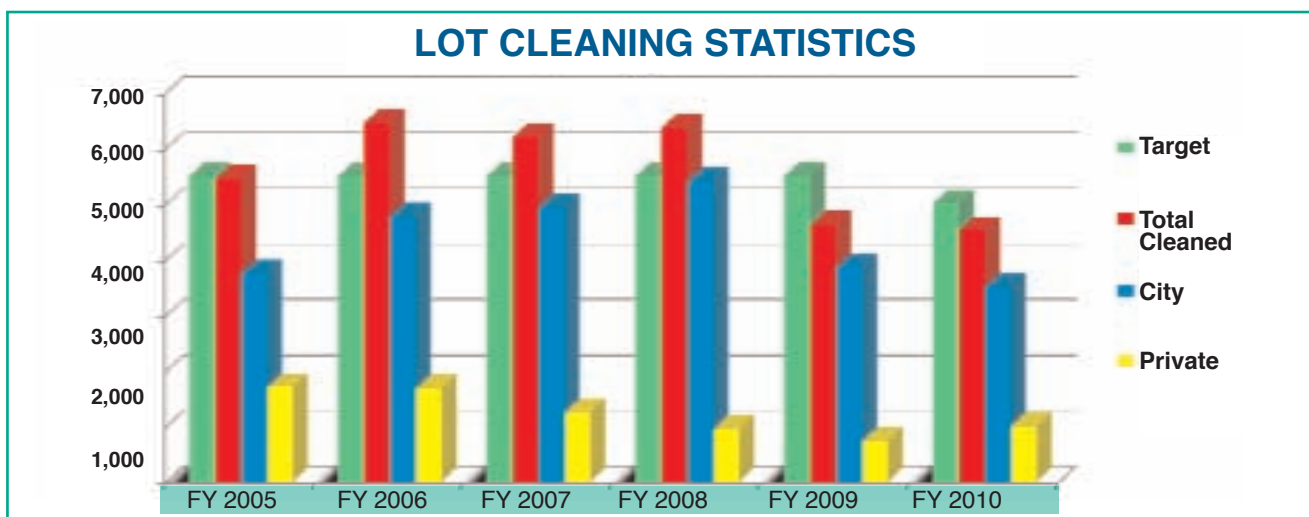
In Fiscal Year 2010, 4,519 vacant lots were cleaned. Of this figure, 3,510 were city-owned and 1,009 were privately owned. There were 568 Diversion cleaned; 224 were in CD areas, and 344 were in Non-CD areas.

The Division is continuing to apply "crack and peel" stickers to both "Curb Your Dog / Don't Litter" and "No Dumping" signs that were faded and in need of refurbishing. At this time, a total of 3,637 stickers have been applied throughout the five Boroughs.

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

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

Snow-clearing work will involve opening streets in the service district to allow for the passage of emergency service vehicles, food and fuel deliveries, public transportation, school buses, and other non-emergency services personnel to make repairs to infrastructure and residential buildings. Personnel will also be assigned to pedestrian and public safety needs as salting and clearing of crosswalks, step streets, bus stops, and fire hydrant areas.



	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<b>Target</b>	5,500	5,500	5,500	5,500	5,500	5,000
<b>Cleaned</b>	5,447	6,449	6,191	6,366	4,607	4,519
<b>City</b>	3,745	4,768	4,940	5,408	3,865	3,510
<b>Private</b>	1,702	1,681	1,251	958	742	1,009



# REFUSE / RECYCLING OPERATIONS

## COLLECTION

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

Each week, in Fiscal Year 2010, the Department assigned approximately 4,941 trucks to collect 49,922 tons of curbside residential refuse and scheduled 460 E-Z Pack and Roll-on/Roll-off containerized trucks to collect an additional 8,000 tons. The amount of refuse generated by the 8.2 million residents of New York City is subject to seasonal variations.

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

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

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

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

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



**CURBSIDE COLLECTION FORMS THE BACKBONE OF THE DEPARTMENT.**

**Operation Dumpster** - The Operation Dumpster Program strictly regulates when and where commercial dumpsters, receptacles, containers and refuse bags can be placed out for collection. The following regulations are in place citywide:

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

**Waste Export** - The Department fulfilled its commitment to closing the Fresh Kills Landfill in the spring of 2001. All residential and institutional refuse collected in New York City is brought to private vendors and incinerators with whom the Department has a contract. Three boroughs have implemented all or part of their portion of the City's Solid Waste Management Plan (SWMP). In Staten Island, the Department constructed a transfer station that handles all refuse collected in that borough. It opened for



Department trucks in November, 2006. The transfer station represented the first major step toward the City's long-term management of solid waste as outlined in the SWMP. In the Bronx, during August, 2007, the Department contracted with Waste Management to deliver all refuse collected in the borough to the Harlem River Yard facility where it will be transported via rail to the final disposal points. On March 2, 2009, the next phase of the long term plan began involving the Waste Management Varick Street facility. Department refuse from districts Brooklyn North 1, 3, 4, and 5 travel by rail to final disposal locations. Other parts of the SWMP involving the marine transfer stations and long term contracts with other disposal locations are moving forward.

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

**Housing Authority Trucks** - Each week, Department collection trucks are assigned to provide one additional curbside refuse collection service above the regular district collection frequency to select New York City Housing Authority (N.Y.C.H.A.) developments that require it. The number of housing trucks has declined greatly because of an ambitious rollon/rolloff containerization program undertaken by N.Y.C.H.A. at many of their developments. Currently, an additional 16 curbside housing trucks are assigned weekly for this purpose.

**New Collection Service** - An increase in residential housing construction occurred throughout the city over the last several years. New households and residences, that require Department refuse and recycling collection service, must apply to the Collection Operations Office for service. This office, in conjunction with the Bureau of Legal Affairs, makes a determination regarding the eligibility of new applicants by performing on-site inspections of new housing, loft conversions and other works to ensure that all qualified residents receive service through this process. A resident/non-profit organization must contact the Collection Operations Office in order to obtain information on the Department's procedure on how to receive Department services.

**Professional Fee (Profee) Program** - The Department Professional Fee (Profee) Program includes lawyers and chiropractors in addition to doctors and other medical professionals. Under the Profee Program, collection services are provided to state licensed professionals who

conduct business in residential buildings for an annual fee. This service was first offered to medical doctors and dentists in 1992. There are currently over 1,150 Profee



**CHRISTMAS TREE COLLECTION**

clients. Those professionals that wish to enroll in the Profee Program can call the Collection Operations Office for more information. They can also obtain information from the Department website.

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

**Refuse Truck Reduction Program** - In an effort to reduce Department collection costs, a program began this year with certain districts, through the Labor-Management setting, agreeing to reduce the amount of refuse trucks that they utilize on a monthly basis. To date, 33 Districts have reduced their truck usage.



**September/October Storm Cleanup** – The twin Tornados that occurred on Thursday, September 16, 2010, blew down or knocked over thousands of trees in Brooklyn, Queens and Staten Island. The Department assisted other city agencies in the removal of branches and cut wood from the streets and sidewalks during the past-storm cleanup, utilizing rear loaders, dump truck and other motorized equipment. Due to the Asian Long Horned Beetle restrictions, all organic wood needed to be chipped prior to removal from the affected Boroughs. A large scale wood chip transport operation was mounted in Queens by the Department. A total of 22,166 cubic yards of wood chips was transported from Cunningham Park, Flushing Meadows Park and College Point to our Fresh Kills compost site on Staten Island.

## RECYCLING

**Recycling Collection** - The Recycling Program, which started in November 1986, is an integral part of the Department's overall operation. The primary goal of the Department's recycling collection operations is to reduce the amount of waste that has to be exported and further reduce the need for raw materials to help the environment. The Department's recycling collection operation consists of several programs: curbside collection; containerized collection; Leaf, Spring Yard Waste, and Christmas Tree Collection; tire disposal; special waste sites; public space recycling receptacles and Chloro Fluorocarbon (C.F.C.) recovery.

**Curbside and Containerized Programs** - In Fiscal Year 2010, the Department assigned 1,870 curbside collection trucks to collect approximately 11,000 tons of recyclables each week. In addition, approximately 80 containerized collection trucks collected approximately 500 tons weekly. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. The metal/glass/plastic collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances, such as refrigerators, stoves and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons are also collected by metal/glass/plastic trucks.

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

**Leaf Collection** – The Leaf Collection Program for 2010, as it was in 2009, has been suspended due to fiscal reductions in the Department's budget. During the years prior, separate curbside leaf collection had been scheduled in 37 of the Department's 59 districts. The participating districts were Bronx 7-12, Brooklyn North 2 and 5, and all of Brooklyn

South, Queens West, Queens East, and Staten Island. The Department is hopeful in resuming this important program when the budget picture improves. Under the Leaf Program, fall leaves were collected separately and turned into high quality compost that was returned to city residents during fall and spring compost givebacks. The Department had two operating compost sites, Soundview Park in the Bronx and Fresh Kills in Staten Island, with a third site, the Spring Creek compost site in Brooklyn that has not yet received its permit from the New York State Department of Environmental Conservation.

**Christmas Tree Collection** - Citywide Christmas tree collection is also an important part of the Department's recycling program. In January 2010, approximately 122,235 discarded Christmas trees were collected by dedicated tree trucks over an eleven work day period, January 5 through 16, 2010. Two (2) primary disposal sites were utilized: Fresh Kills and Wards Island. All trees delivered to Wards Island were chipped by the Department of Parks and Recreation. This joint agency partnership in processing trees proved to be extremely successful. In Fresh Kills, the We Care Company, under contract to the Department, chipped the trees.

**Spring Yard Waste Program** - The Department suspended its Spring Yard Waste Program in 2009 and 2010 due to fiscal reductions in its budget. Spring yard waste for composting was a pilot program in Staten Island districts 1, 2, and 3. Grass clippings, leaves, twigs, hedge cuttings and small branches were collected separately by dedicated trucks. Residents received two separate collections during May and June. As with Leaf Collection, the Department hopes to resume the program in future years.

**Tire Disposal** -The Department maintains four large tire depots: South Bronx at Halleck Street in the Bronx, Southwest at Bay Parkway in Brooklyn, Forbell Street, also in Brooklyn and Muldoon Avenue in Staten Island. Tires are removed from the depots by a vendor under contract to the City. The tires are brought to a resource recovery plant where they are converted into energy to produce electricity. In 2009, the Department collected and processed 62,427 abandoned tires.

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

**Household Special Waste Sites** - The Department operates Household Special Waste Sites in all 5 geographic boroughs. They are located at Muldoon Avenue in the borough of Staten Island (Foot of Muldoon Ave off the West Shore Expressway [440] adjacent to SI-3 Garage), Manhattan 6 Garage ( 605 West 30th Street between 11th and 12th Ave), South Bronx (Farragut Street and Halleck Street - Hunts Point Area), Southwest in Brooklyn (1824 Shore Parkway between 25th Ave and Bay 41st Street - adjacent to



BKS 11 Garage), and North Shore in Queens ( 120-15 31st Ave - College Point - adjacent to QE 7 Garage). The Special Waste Sites are open on Saturdays, excluding holidays. To accommodate Sabbath observers, Special Waste sites are open on the last Friday of each month, and closed the immediate following Saturday. New York City residents can bring the following materials to the Special Waste Sites: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters, latex paint and tires. The hours of acceptance at all facilities are 10:00 A.M. to 5:30 P.M.

**Chloro Fluoro Carbon Removal Program** - In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro Fluoro Carbon (C.F.C.) Gas (aka Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured before the mid 1990's. The United States Environmental Protection Agency determined that C.F.C.'s have a harmful effect on the ozone layer and required the Department to develop a program to collect C.F.C. appliances without releasing the C.F.C. into the atmosphere. The program requires residents who wish to dispose of C.F.C. appliances to call 311 or use the Department website to schedule an appointment date for C.F.C. removal. On the appointment day, a Department trained and Federally-licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and places the gas into a special container. The collected C.F.C. gases are then brought to a private vendor where they are recycled. The evacuated appliance is tagged with a special orange decal by the Sanitation Worker certifying that the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck collects the appliance on the scheduled recycling day--usually the next day. The Department is equipped with 24 vans and currently has 160 Sanitation Workers and 8 Supervisors certified in C.F.C. evacuation. During FY 2010, Sanitation Workers processed 74,486 appliances.

**Public Space Recycling** - In 2007, the Department conducted a pilot project where bright green recycling receptacles for mixed paper and blue ones for metal, glass and plastic were placed out in 6 public parks and at both Staten Island ferry terminals in Manhattan and Staten Island. The goal of the pilot was to make it easier for the public to recycle as they go about their normal day. The program has since expanded to a total of 65 sites in parks, business improvement districts and other public areas throughout the city. Some of the more prominent locations include the Tribeca, Soho, Times Square, City Hall, Battery Park City and Hudson River sections of Manhattan; the Bronx Zoo, Botanical Gardens, Van Cortlandt Park, and Fordham Road area in the Bronx; Astoria, Flushing Meadow, Elmhurst, Downtown Flushing, and Jamaica in Queens and New Drop, Borough Hall and Clove Lake sections of Staten Island. The Program is a great example of public /private

partnership as each receptacles site requires a sponsor. There are 322 DSNY public space recycling receptacles in service. In addition, there are 10 privately designed and purchased receptacles at Bryant Park, Highline Park and Lincoln Square in Manhattan.

**Recycling Compliance in Target Multiple Dwelling Buildings** – In August, 2007, the Department began a program where the Commissioner sent letters to the owners of several multiple dwellings mandating that



**SANITATION ENFORCEMENT AGENT IN ACTION**

they place all household refuse and recyclables into clear plastic bags for collection. Enforcement personnel inspect the bags for compliance with the Commissioner's order and for violations of recycling rules. Notices of Violations are issued for infractions. The program has been successful in improving recycling compliance. Currently, one building complex in Brooklyn and the Kew Gardens Hill development in Queens are monitored under the program.

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



## BUREAU OPERATIONS OFFICE

**T**he Bureau Operations Office (BOO) is the Department of Sanitation's primary communication center, handling all interagency communications. To ensure efficient communications, the Bureau Operations Office Radio Room, known as "Central Control," maintains and monitors citywide radio communications, equipment repair upgrade, maintenance, and inventory.

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

BOO coordinates snow fighting plans and schedules for the entire city. Over 6,000 Department employees are activated to "fight" snow when conditions warrant such action. Special 12 hour shifts are initiated, resulting in over 2,200 Sanitation Workers available each shift for field operations. With this amount of personnel, the Department is able to deploy 365 salt spreaders, 180 front end loaders, 58 large wreckers and up to 1,630 vehicles with plows.



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

### SNOW OPERATIONS:

A total of nine storms hit New York City during the winter of Fiscal Year 2010, resulting in a total of 52  $\frac{3}{4}$  inches of snow and ice to the metropolitan area. The first snowstorm came on December 9, 2009. An all time record breaking monthly snowfall of 36.9 inches was measured in Central Park, breaking the prior record of 30.5 inches set in 1896.

DSNY used over 270,010 tons of salt over the winter season, stored in 36 salt storage locations and 424,127 gallons of calcium chloride stored in 45 storage locations.

### FACILITIES:

DSNY facilities require constant monitoring and when required, repairs, renovation and emergency intervention. The Equipment & Facilities Unit of Bureau Operations works closely with the Support Operations to attain this goal. It is also involved closely with the Real Estate Division to properly plan for new facilities from an operational standpoint.

### EQUIPMENT:

#### 365 Salt Spreaders:

DSNY salt spreaders can hold up to 16 tons of salt and they dispensed approximately 270, 010 tons of salt during the snow season alone.

#### 36 Snow Melters:

29 regular DSNY Snow Melters have the capability to melt 60 tons of snow an hour. They melt snow at a rate of 240 gallons per minute and work around the clock.



**FEL LOADS A SALT SPREADER.**

Seven Mega-Melters are capable of melting 130 tons of snow per hour and 520 gallons per minute. The liquefied melted snow is drained through approved NYC sewer connections after passing through screens that filter large debris.

### GRAFFITI REMOVAL PROGRAM:

The Department's Graffiti Removal Program is a key component of the City's ongoing efforts to improve the general public's quality of life. Weather permitting, the unit cleans graffiti by means of paint and power washing. This year, the unit cleaned 2,906 sites.



# ENFORCEMENT DIVISION



**SANITATION ENFORCEMENT AGENT ENFORCING THE SANITATION CODE.**

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

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

In FY 2010, the Enforcement Division issued 337,185 Notices of Violation (“N.O.Vs”). Supervisors from the Department’s Bureau of Cleaning and Collection issued an additional 143,290 NOVs for a grand total of 480,475 N.O.Vs. In addition, Department personnel issued 231,737 parking summonses for violations of the alternate side and restricted parking regulations.

◆ **POSTING UNIT**

There are twenty-five S.E.As dedicated to enforcing illegal posting violations. In FY 2010, the Posting Unit issued 78,657 NOV’s citywide for illegal posting.

◆ **CANINE UNIT**

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for quality-of-life violations, such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In FY 2010, 5,874 NOVs were issued for these violations.

◆ **ILLEGAL DUMPING**

The Illegal Dumping Task Force is comprised of an Inspector, seven Lieutenants and 28 S.P.Os. In FY 2010, Task Force personnel impounded 91 vehicles and issued 202 NOVs for illegal dumping citywide.

◆ **THEFT OF RECYCLING**

In October 2007, Mayor Bloomberg signed Intro 582-A (Theft of Recyclables) into law. This new law amends NYC Administrative Code §16-118(7) (b) Unauthorized removal of refuse. Under the amended law, a person caught unlawfully removing recyclables from a commercial or residential property using a motor vehicle is liable for a fine of \$2000. This law also authorizes the Department to impound vehicles used by persons caught removing recyclables and issue owners of those vehicles a similar fine.

In FY 2010, the Department impounded 114 vehicles, issued 219 violations for the theft of recyclables and recovered 43 tons of recyclable metal and paper.

***The five most common violations, which represent 52.5 percent of the citywide total of issued NOVs are as follows:***

<b>S30</b>	<b>Illegal Posting of Handbills</b>	<b>76,955</b>
<b>S06</b>	<b>Dirty Sidewalk</b>	<b>47,406</b>
<b>S6M</b>	<b>Dirty Area</b>	<b>45,829</b>
<b>S18</b>	<b>Failure to store Receptacles</b>	<b>45,199</b>
<b>R09</b>	<b>Failure to properly put recyclables out for collection</b>	<b>37,236</b>

## PERSONNEL MANAGEMENT DIVISION

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

PMD is also coordinating the City-wide implementation of City Time (electronic payroll system) in the agency.

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

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

During Fiscal Year 2010 the Department promoted **75** Sanitation Workers to Supervisor and **10** Supervisors were promoted to General Superintendent Level I.

### *The Department's personnel breakdown by titles in FY10:*

Sanitation Workers	5,973
Supervisors	1,003
General Superintendents Level I	151
General Superintendents Level II & III	76
General Superintendents Level IV & above	10
Civilians (various titles)	1,982
<b>TOTAL</b>	<b>9,195</b>





## DIVISION OF SAFETY AND TRAINING

**T**he Division of Safety and Training is responsible for all training, both administrative and operational, to ensure that employees have the knowledge and skills to perform their jobs safely and effectively in a hazard-free work place. It also has the jurisdiction to enforce Federal, State, City, and Departmental laws, rules and regulations pertaining to safe motor vehicle operation and work procedures, building maintenance, and driver's license requirements. Listed below are additional Divisional mandates:

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

In Fiscal Year 2010, over 6,397 Department employees participated in the programs offered by the Division of Safety & Training.

### FISCAL YEAR 2010 ACCIDENT REDUCTION PROGRAM

During calendar year 2010, the Department continues to monitor the Accident Reduction Program, to encourage safe driving habits, reduce vehicular accidents and recognize the safest drivers. The minimum goal is to reduce accidents by 10 percent. The purpose of the Accident Reduction Program is to encourage safe driving habits to avoid chargeable vehicular accidents, and to recognize employees who daily contribute to that effort through the consistent, careful operation of their vehicles. Individuals from the Borough, splinter group, and Districts with the greatest citywide accident reduction are recognized semi-annually at an Awards Ceremony, and are issued plaques and \$100 savings bonds. Also, uniformed personnel can request Safe Driver Pins from the Safety Division in increments of 5, 10, 15, and 20 years with no vehicular accidents, to proudly display on their uniforms.

The Fiscal Year 2010 Accident Reduction Program statistics indicate a 9 percent decrease in chargeable accidents Department-wide in comparison to Fiscal Year 2009.

### CRITICAL DRIVER PROGRAM

In Fiscal Year 2010, the Division of Safety and Training continued to monitor the license status of all Department of Sanitation employees. General Order 2008-14 specifically assigns the Division the responsibility to issue complaints, carry out suspensions, and place employees who lose their



**SANITATION WORKERS LEARN HOW TO OPERATE EQUIPMENT SAFELY.**

driving privileges into the status of leave without pay until they secure a valid license and/or job terminations.

### DEFENSIVE DRIVING COURSE (DDC)

The Department continues to include the National Safety Council's D.D.C. course in the New Sanitation Worker Program. Conducted by accredited Safety and Training Officers and certified by the National Safety Council, this course is intended to educate attendees on how to be proactive in dealing with potential driving hazards & conditions. This course also entitles all attending employees a 10 percent insurance reduction and license point removal, if applicable.

### UNIFORM TRAINING FOR NEW-HIRES AND PROMOTIONS

In Fiscal Year 2010, two classes were given, with 85 employees attending the following:

New Supervisor	<i>2 Classes, 75 promoted</i>
New Superintendent	<i>1 Class, 10 promoted</i>

### EQUIPMENT TRAINING AT FLOYD BENNETT TRAINING CENTER

In Fiscal Year 2010, a total of 544 employees attended the following equipment training courses:

CDL Class A Permit Class	<i>67 employees</i>
CDL Class A License	<i>60 employees</i>
Large Wrecker & Car Carrier	<i>67 employees</i>

Mechanical Broom _____	50 employees
EZ Pack _____	39 employees
EZ Pack Refresher _____	4 employees
Front End Loader _____	75 employees
Advanced Front End Loader _____	11 employees
Front End Loader Refresher _____	10 employees
Roll On / Roll Off _____	32 employees
Driver Evaluation _____	98 employees

### TRUCK MEASURING UNIT

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

Another program the unit oversees in conjunction with the Bureau of Waste Disposal is the inspection and measuring of trucks and containers of landscapers utilizing the Staten Island Compost site.

### SNOW TRAINING

Each year, DST train's and re-trains Borough and District personnel on snow policies and procedures. In Fiscal Year 2010, a total of 1,388 employees participated



Load and Dump Snow Removal: _____	427 employees
Truck Measuring for Snow Removal: _____	76 employees
Truck Measuring Refresher _____	84 employees
Snow Inspector/Snow Clerk _____	472 employees
Spreader/Plows - Supervisors _____	100 employees
Spreader/Plows - Sanitation Workers _____	229 employees

### DCAS COMPUTER SKILLS TRAINING AND OTHER GENERAL COURSES.

During Fiscal Year 2010, 149 DSNY employees attended a total of 215 computers software and other general courses (i.e. management; procurement; auditing)

sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel _____	26 courses
MS Access _____	44 courses
MS Word _____	4 courses
MS Outlook _____	1 courses
E-Mail _____	1 courses
Photo Shop _____	4 courses
Illustrator _____	4 courses
Visio Professional _____	4 courses
Indesign _____	1 courses
Other computer _____	6 courses.
<b>Total Computer Courses Attended _____</b>	<b>95</b>
Other general courses attended _____	120
<b>TOTAL COURSES ATTENDED _____</b>	<b>215</b>

### MANAGEMENT SKILLS TRAINING

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

In Fiscal Year 2010, a total of 160 employees participated in the following courses:

Supervisory Skills _____	75 employees
Conflict Management Skills _____	85 employees

### RIGHT-TO-KNOW TRAINING (RTK)

Federal and state laws require that every employee attend RTK training. The course identifies potential hazards in the work place and how to guard against exposure and use materials safely. Class content is specific to the employee's job title and work environment.

In Fiscal Year 2010, a total of 3,871 employees participated in RTK Core and Refresher training classes.

### EEO AND WORKFORCE DIVERSITY TRAINING

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

In Fiscal Year 2010, a total of 248 employees participated in the following four courses:

EEO Training for New Employees (all titles) _____	92 emp
EEO Training for New Supervisors _____	75 emp
EEO Training for New General Superintendants _____	10 emp
EEO/Sexual Harassment Prevention Refresher _____	71 emp



# BUREAU OF WASTE DISPOSAL



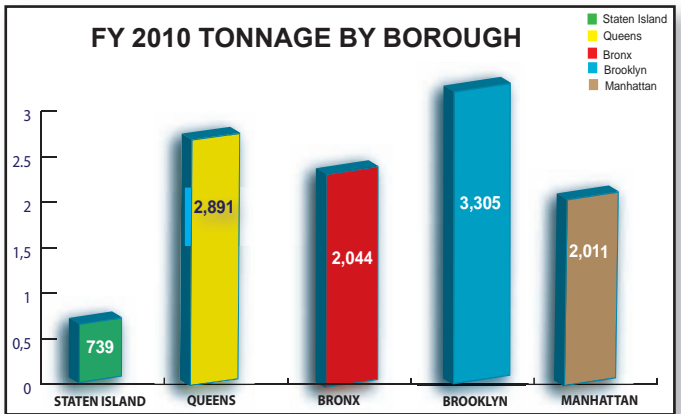
59<sup>th</sup> STREET MTS

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

With the closing of the Fresh Kills Landfill and the end of the WTC operation in July of 2002, BWD resumed its preparation of the final closure of Fresh Kills Landfill. Two of the four sections or mounds that make up Fresh Kills have already been capped and meet the requirements of final closure. Construction continues at Section 6/7 and is currently two-thirds through the final closure process. As to the preparation of Section 1/9, in order to meet the requirements of the New York State Department of Environmental Conservation (NYSDEC) regarding minimum grade of closed landfills, it was necessary for DSNY to raise the elevation of this mound following WTC operations. This is achieved by following an engineering plan whereby 'clean fill' material is placed in compacted cells until final elevation and grade are reached. Clean fill material is obtained for this process through the Interagency Cover Program (IACP). This program provides fill material from City construction projects that require excavation of soils. This material is then tested to ensure it meets the NYSDEC standard for acceptable fill material. During the fiscal year 2010 the Department received 403,337 cyds. of IACP Fill with 57,618 cyds. of road material, for a total of 460,955 cyds.

BWD operates a Marine Transfer Station at 59<sup>th</sup> Street in Manhattan. This facility receives paper and cardboard from the borough of Manhattan. The paper is then transported by barge to the Visy Paper Plant in Staten Island. This facility also accepts commercial paper

contracted by Visy Paper. For Fiscal Year 2010, the total

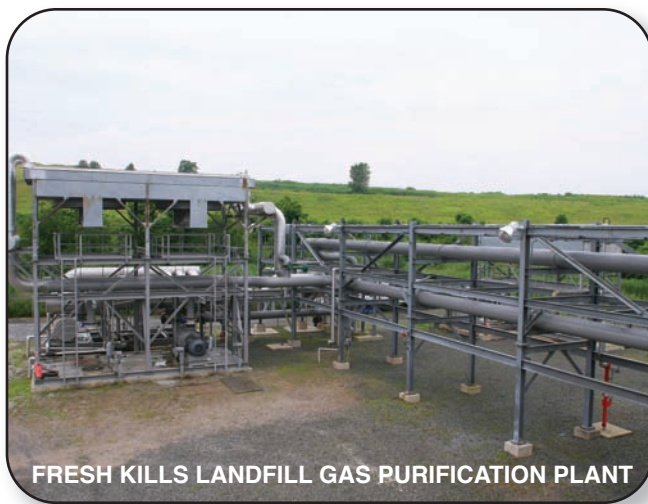


tonnage of paper and cardboard that was disposed of at 59<sup>th</sup> Street and subsequently delivered to Visy paper was 87,301.95 tons. This is broken down as follows: 78,216.69 tons from DSNY trucks and 9,085.26 tons collected from private vendors. All material collected was transported to Visy Paper facility via barges.

### EXPORT CONTRACT MANAGEMENT UNIT

In the Fiscal Year 2010, the Department of Sanitation exported 10,917 tons per day of the city's residential and institutional waste.

The Department has contracts with nine different vendors who operate 20 putrescible waste disposal facilities. Of these facilities, 18 are transfer stations and two are resource recovery plants. The breakdown of these facilities are as follows: Within the city limits, seven transfer stations are located in Brooklyn, four transfer stations located in Queens, one transfer station located in the Bronx and one in Staten Island that is run by DSNY.



FRESH KILLS LANDFILL GAS PURIFICATION PLANT

In New Jersey, there are four transfer stations and one resource recovery plant, and on Long Island, there is one resource recovery plant that the DSNY utilizes.

### THE SOLID WASTE MANAGEMENT PLAN (SWMP)

The opening of the Staten Island Transfer Station (SITS) was the first step in the implementation of the Mayor's long term and sustainable Solid Waste Management Plan. The SWMP requires that all DSNY managed waste be transported to its final disposal site either by rail or barge. The SITS opened on November 13<sup>th</sup>, 2006 and by May 1, 2007 it was operating at full capacity. The SITS is operated by DSNY and the transportation and disposal of the MSW is managed by Allied Waste. Waste is compacted, loaded into intermodal containers and shipped via rail, on the newly re-activated Staten Island Railroad, to the Lee County Landfill in South Carolina.

On August 10, 2007, the second addition to the Mayor's Solid Waste Management Plan was added. The Waste Management (WM) owned and operated Harlem River Yard Transfer Station, located in the Bronx, began operating under the terms of the SWMP. All MSW disposed of and collected at that site is containerized and then transported via rail to the WM-Atlantic LF located in Waverly, Virginia.

On March 1, 2009, the Waste Management Varick I Transfer Station was added as the third component to the SWMP. This facility accepts MSW from the Brooklyn Sanitation Districts 1, 3, 4, and 5. All MSW from these districts is then containerized and loaded onto railcars and transported to WM-Atlantic LF located in Waverly, Virginia. DSNY now transports 33% of its waste by railway.

Construction has begun on the new North Shore Converted Marine Transfer Station located in College Point, Queens. This DSNY facility will compact solid waste in intermodal shipping containers that will then be loaded onto deck barges for transport to either an intermodal rail facility and/or directly by barge to a final disposal site. Construction has also begun on the new Hamilton Avenue converted MTS in Brooklyn.

### BWD – WASTE MANAGEMENT ENGINEERING – FY 2010

The Office of Waste Management Engineering (WME) is principally charged with the design, construction, closure, post-closure care and end use development of the 2,200-acre Fresh Kills Landfill, which was one of the largest landfills in the world. In Fiscal Year 2010, closure design and construction advanced at the two largest areas: Section 1/9 and 6/7. Post-closure operations continued at Sections 2/8 and 3/4 where closure construction was completed in 1998. It is anticipated that the post-closure period will end in 2048. End use development for Fresh Kills moved ahead with further development of Freshkills Park and the release of a portion of the Edgemere Landfill site to the NYC Department of Parks and Recreation for expansion of a community park.

At the end of Fiscal Year 2010, DSNY projected the closure and post-closure care costs of the Fresh Kills Landfill at more than \$1,976 million, with more than \$660 million of work already completed. Approximately \$448 million in closure construction work remains with the balance of the costs projected to be incurred through the post-closure care period for the landfill.

In Fiscal Year 2010, expenditures for Waste Management Engineering's programs were just under \$48 million--almost \$37 million was spent for Section 6/7 Closure Construction and almost \$10 million for Post-Closure Care, corrective measures, expansion of operations and landfill gas purification operations. Gross revenue generated from the sale of purified landfill gas from the Fresh Kills Landfill to National Grid was more than \$5.5 million.

### CLOSURE DESIGN AND CONSTRUCTION

#### Section 6/7

By the end of Fiscal Year 2010, DSNY completed more than 200 acres of the 305-acre Section 6/7. During Fiscal Year 2010, DSNY finished construction of Phase 3 and initiated construction of Phase 4. Section 6/7 Final Cover Construction Project is projected to be completed during Fiscal Year 2012 (by the end of 2011).

The scope of work to complete the closure construction at Section 6/7 encompasses furnishing and placement of final cover, installation of drainage structures (e.g., gabion-downchutes and swales) to manage and minimize storm water run-off and modifications to the landfill gas collection system.

Phase 4 of Section 6/7 Final Cover work consists of 70 acres. Construction began in March 2010, with 20 acres of final cover completed and five acres of final cover partially completed by the end of the Fiscal Year. In addition, the contractor prepared approximately 40 acres of subgrade, installed approximately 5,500 linear feet of storm water drainage swale/embankments, the landfill gas collection system and constructed two storm water downchutes. Completion of Phase 4 is planned for the end of 2010.



The use of Inter-Agency Materials for the construction of the Section 6/7 Final Cover Project has resulted in significant savings to the Department. The Inter-Agency Materials consist of general fill, which includes recycled crushed stone, and embankment fill. In Fiscal Year 2010, approximately 85,358 cubic yards of general fill and approximately 70,395 cubic yards of embankment fill were placed in Section 6/7. By using the Inter-Agency Materials, DSNY offset Fiscal Year 2010 expenditures by approximately \$5 million.

During Fiscal Year 2010 the closure design for Section 6/7 was formally modified to provide a roadbed to extend Yukon Avenue through the site. Alternative designs and analyses were developed to demonstrate that a public road could be constructed over the landfill in a manner that would not compromise the integrity of the landfill's environmental control systems. In December 2010, the NYSDEC approved the design modifications and a Consent Order modification. The Consent Order Modification extended the completion of closure construction at Section 6/7 to the end of 2011 so that the road embankment and roadbed could be constructed in conjunction with the closure work. By accommodating and integrating this limited road construction with the closure construction, the total construction cost for the road was reduced by more than \$40 million.

### **Section 1/9**

Contouring and grading of Phase 1 of Section 1/9 with Processed Dredge Material and Inter-Agency Cover Materials was completed in Fiscal Year 2010, with the finalization of subgrade preparation. Placement of Processed Dredge Material (PDM) began in Fiscal Year 2006; through Fiscal Year 2010, approximately 950,422 cubic yards (truck measure) were placed. A total of approximately 55,407 cubic yards of PDM was placed in Fiscal Year 2010. Inter-Agency Cover Materials were placed beginning in FY 2004. Approximately 4,024,646 cubic yards were placed through Fiscal Year 2010; in that year alone, 115,407 cubic yards were placed.

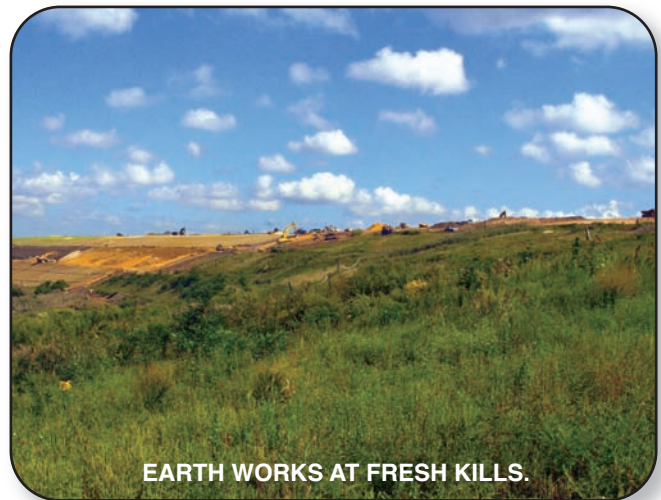
Phase 2 of Section 1/9 grading and contouring with subgrade preparation is pending resolution of WTC related litigation in Federal Court

Exploratory borings were installed throughout the Phase 1 area to investigate the feasibility and need to expand the landfill gas collection well field. The investigation determined that less than ten feet of the underlying garbage was unsaturated, and additional gas collection would not be feasible at this time.

Many of the borings were completed as observation wells to monitor the area so that gas collection wells can be installed when the conditions are suitable.

### **POST-CLOSURE CARE**

Federal and State regulations stipulate strict standards to ensure that landfills are monitored and maintained for a minimum 30-year post-closure period upon cessation of waste disposal operations and closure construction.



**EARTH WORKS AT FRESH KILLS.**

Post-closure care consists of the regular inspection, monitoring, operation, maintenance and reporting of the environmental control systems at the landfill. These systems include leachate controls, landfill gas controls, final cover, storm water controls as well as groundwater, surface water and landfill gas monitoring. Post-closure care for Sections 2/8 and 3/4 completed its 12<sup>th</sup> year in Fiscal Year 2010. Post-closure care for Sections 1/9 and 6/7 will not begin until closure construction has been completed. As part of the natural decomposition process in the landfill, organic matter in garbage is partially transformed into gases, i.e. landfill gas. The principal components of landfill gas are methane (natural gas) and carbon dioxide. As part of the landfill gas control system, DSNY collects these gases and purifies them. The purified methane gas is sold to National Grid for distribution to its customers on Staten Island. During FY 2010, DSNY collected and processed approximately 2,880,000 Mscf of landfill gas; this equates to approximately 94,700 metric tons. Revenues from the sale of the gas to National Grid were approximately \$5.5 million. In Fiscal Year 2010, National Grid advised the DSNY of their plans to increase the operating pressure of the gas transmission lines servicing Staten Island. This change would require the Landfill Gas Purification Plant to increase the outlet pressure from the plant to the transmission line. In order to avoid a disruption in gas sales, DSNY negotiated an agreement with National Grid to modify their regulator station to boost the pressure of the landfill gas for the transmission lines. This work is planned to be completed by the end of 2010.

Leachate, a waste water, is created when rain comes into contact with garbage. Leachate that is released to the groundwater and surface waters is strictly regulated by Federal and State laws. At Fresh Kills, control of leachate release to the environment is accomplished through a series of containment, collection, conveyance and treatment systems. These systems prevent the leachate from flowing vertically to lower groundwater regimes. The leachate is pumped through force mains to an industrial wastewater



treatment facility, the on-site leachate treatment plant. The system operates 24/7 to ensure that the leachate does not contaminate the adjacent surface waters or underlying groundwaters. During Fiscal Year 2010, the Leachate Treatment Plant treated and safely discharged to the Arthur Kill 200,000,000 gallons of leachate. In addition, the leachate treatment plant treated more than 4,800,000 gallons of landfill gas condensate, i.e., moisture that is removed from the landfill gas.

Work at the Fresh Kills Landfill Gas Plant included the following submittals to the NYSDEC: application of renewal of the Part 360 Permit (DEC Permit No. 2-6499-00029/00175 Mod. 2, effective June 7, 2006); Compliance Emissions Test Protocol for Title V Performance Testing (stack testing) of the Landfill Gas Flares and Purification Facility at Fresh Kills Landfill (stack testing is scheduled to commence on November 1, 2010).

### **EDGEMERE LANDFILL**

In 1993, the New York State Superfund Record of Decision (ROD) issued by the NYSDEC required construction of a Final Cover for the approximately 173-acre Edgemere Landfill site comprising the 118-acre landfill area, the approximately 40-acre neck area of the peninsula and the approximately 15-acre Rockaway Community Park. All areas of the site, except for the landfill area and a 1.1-acre former drum burial area, were delisted from the Registry of Inactive Hazardous Waste Sites. Closure construction of the Landfill was substantially completed in 1997 beginning a 15 year post-closure environmental monitoring period during which DSNY has operated a gas collection and flaring system for 12 years as of 2010.

During Fiscal Year 2010, DSNY released 25 acres of the "neck area" of the Edgemere Landfill to the New York City Department of Parks and Recreation (DPR). Delisted by the NYSDEC, the 25 acres include several groundwater monitoring wells that must be protected or abandoned in accordance with NYSDEC required by the Parks Department. DPR plans for a park include recreational activities such as Urban Park Ranger tours that would show the public views from the site, including much of Jamaica Bay, and teach about the local environment and wildlife habitat of the area, Summer Weekend Recreation Days for jogging, hiking and, possibly, bicycling on the existing roadway network and a Canoe/Kayak launch site on the perimeter roadway of the landfill for paddlers who could view the natural areas within Jamaica Bay.

### **WME TECHNICAL SUPPORT & SERVICES**

In the spring of Fiscal Year 2010, the Office of the Chief Medical Examiner and forensic anthropologists conducted an operation to sample, analyze and characterize evidence material from the World Trade Center site at Fresh Kills. Excavation and subsurface work in the area of the World Trade Center found this material consisting of gravel, soil and ash mixed with reconstituted concrete and building/office debris.

The investigation began with a wet sifting operation to



separate the materials. The initial plans proposed to DSNY were to directly drain the sifting operation wash waters to the landfill's storm water system. However, the high concentration of suspended solids in the wash waters was not compatible with the design, operation and permit requirements for the storm water system. Subsequently, an enclosed frac tank was introduced to contain and settle out the solids. However, the solids removal efficiency was still not adequate for draining these waters into the storm water system.

In order to dispose of the wash water, WME environmental scientists and engineers developed a plan to decant the wash water from the frac tank with a tanker truck and transport the water to the Fresh Kills Leachate Treatment Plant for further treatment. This would allow the operation to continue while more efficient methods for handling the wash water could be explored. As the wet sifting operations increased, the batch treatment at the frac tank could not adequately reduce the suspended solids concentration in the decant water, so a baffled sedimentation tank was introduced before the frac tank. The sedimentation tank separated the solids from the wash water on a continuous flow basis, and the frac tank further clarified the water and provided for batch collection by the tanker truck.

The operation and performance of this wash water treatment train were then monitored, and samples of the effluent waters collected and analyzed. With the establishment of operational controls and evaluation of the effluent water quality, WME staff was then able to demonstrate to the NYSDEC that the effluent could now be discharged to the landfill's storm water system without compromising the quality of the receiving waters. The investigation was able to proceed free of this potential bottleneck.

### **END USE DEVELOPMENT**

The transformation of the 2,200 acre Fresh Kills Landfill into Freshkills Park will create a park that is almost three times the size of Central Park. While the actual design, construction and operation of the park is being led the Department of Parks of Recreation, DSNY has been charged with demonstrating and ensuring that the



### OSPREY MAKES HOME AT FRESH KILLS



development and operation of the park do not disturb the integrity of the environmental monitoring and control systems and will not increase the potential threat to human health or the environment.

As the lead New York City agency, DPR prepared the Draft Generic Environmental Impact Statement (GEIS) for the implementation of the Master Plan for Freshkills Park. The Final GEIS and the Notice of Completion were issued on March 13, 2009. This set the stage for the overall development plan for the park.

The initial phases of the park construction are on-going. The Owl Hollow Soccer Fields located along Arthur Kill Road, north of Arden Avenue, began construction in 2008 and are scheduled to open in the fall of 2011.

One of the critical development projects for the park was an east-west road connection through the East Park (Section 6/7). Design and construction of the road required a modification to the Section 6/7 closure design and a more detailed analysis of the environmental impacts. In June 2009, DPR issued a Supplemental EIS for the proposed work, based on designs developed under the direction of WME. Following public and oversight agency comments, WME completed revisions to the road design in September 2009, which was followed by release of the Final SEIS in October 2009. Following NYSDEC's partial approval of the design, WME adjusted the on-going closure construction at Section 6/7 to include the construction of the road embankment and ensure

completion of the work by the end of 2011.

In anticipation of the FGEIS, the schematic design phase for the North Park, Section 3/4 of the Landfill, was developed to feature a seed farm for the collection and spreading of native seed, a Viewing Tower, wetland restoration and trails for biking and hiking. WME proceeded to work with DPR to identify impacts on the landfill infrastructure and post-closure care operations and to develop alternatives to ensure the integrity of these systems. A *Request for Change in Landfill End Use, Freshkills Park, North Park Phase A Project*, was prepared under the direction of WME and submitted to the NYSDEC in June 2010. The report presented the proposed changes in the site and its use and demonstrated through a series of design analyses that such changes would not disturb the integrity of the environmental control systems.

In conjunction with the North Park Project, DPR will also build amenities at the perimeter of Freshkills Park. Schmul Park, an existing blacktop playground, will be renovated, replacing asphalt with colorful rubber-clad play mounds, plantings and other porous surfacing.

The park will feature handball and basketball courts, as well as an ecologically sensitive comfort station. Schmul Park will also serve as a pedestrian entryway to North Park. The comfort station and playground projects have been bid for construction; work will begin in the fall of 2010 and run through 2011.

### EARTH WORKS



The Department of Parks and Recreation has named two mounds on South Park (Section 2/8 of the landfill), Big South Mound and Little South Mound. The proposed first phase of development for South Park will start with 22 acres and include a 2.4 mile multi-use path that will offer a wide range of activities, such as basketball hoops, archery and Bocce Ball; among other features, there may also be a trampoline and climbing wall. The South Park area will also incorporate the Owl Hollow Soccer Fields and the Million Trees Picnic Bosque, where 950 trees have been planted in an



orderly fashion in celebration of the Parks Department's MillionTreesNYC initiative. Using the existing landfill service roads, the South Park design proposes a circulation system for travelling within the park. There will also be a protected Wildlife Corridor that will provide for wildlife movement between the tidal wetland and fresh water wetland environments of the site.

The South Park development area will include the Fresh Kills Landfill Percent for Art Project. The schematic design for this project, as developed by the artist Mierle Laderman Ukeles, provides an overlook structure cantilevered over the intertidal zone and aligned to provide vistas of both the natural elements of the site and the landfill infrastructure. The overlook will be framed on either side by small earthworks that provide a different viewing focus of the area and provide a small gathering place for visitors. The design of this project is planned to be completed in 2011 and construction completed in conjunction with the planned opening of the South Park in 2014.

Among the goals of Freshkills Park is a commitment to developing and using renewable energy sources, including photovoltaic cells and wind turbines. AXIO Power, a developer of utility scale renewable energy projects, proposed using Fresh Kills to demonstrate the technical feasibility of constructing wind turbines on a landfill. Earlier wind studies demonstrated that the site conditions were amenable to sustain a half dozen wind turbines.

Working under a New York State Energy Research and Development Authority grant, AXIO Power plans to develop a foundation design for the wind turbines and demonstrate that the foundation and the wind turbines would be compatible with both the landfill closure/post closure requirements and the use of the site as a park. A committee comprising DSNY, DPR, New York City Economic Development Corporation, the Mayor's Office of Sustainability and the Staten Island Borough President has been meeting with and advising AXIO Power as they develop their design. Should AXIO Power's efforts demonstrate the feasibility and compatibility of the wind turbines with the landfill and the park, the City plans to solicit Requests for Information's to develop such a project.



COUNTERCLOCKWISE FROM TOP: FORMER HAMILTON AVE MTS (BROOKLYN); FORMER NORTH SHORE MTS, BEFORE AND AFTER DEMOLITION.





# BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

## PUBLIC EDUCATION & OUTREACH

### NYCWasteLess Website

BWPRR writes the content for and maintains the popular NYCWasteLess website [www.nyc.gov/wasteless](http://www.nyc.gov/wasteless), which contains extensive information on NYC's recycling, composting, and waste prevention programs and initiatives.

*WebTrends Stats for NYCWasteLess:*

NYCWasteLess Visitor Summary		
Category	FY2009	FY2010
visits	665,724	663,769
average per day	1,823	1,813
average visit duration	00:12:51	00:17:28
visitors	350,476	363,676
visitors who visited once	295,292	310,944
visitors who visited more than once	55,184	52,732
average visits per visitor	1.9	1.8

### Materials Fulfillment

To disseminate the city's recycling message, in Fiscal Year 2010 BWPRR distributed approximately 1.4 million pieces of recycling educational and promotional materials through mailings, tabling events, and site visits. This figure includes the following most popular items:

ITEM	AMOUNT DISTRIBUTED IN FY 2010
recycling decals	428,332
recycling checklist flyers and stickers	410,666
bookmarks and bumper stickers	190,065
apartment building posters	30,608
apartment building recycling initiative brochures	7,244
school recycling guides/golden apple brochures	13,052
NYC Teachers RRResource Kits and DVDs	1,194
coloring and comic books	70,675
signs for agencies & schools	31,980
commercial recycling handbooks	6,725
compost brochures	26,474



This figure includes the following most popular items: 468,423 recycling checklist flyers and stickers; 413,470 recycling decals; 398,433 bookmarks; 198,458 coloring and comic books; 35,926 school recycling decals; 30,608 apartment building posters; 28,578 compost brochures; 19,695 school recycling signs; 14,262 school recycling guides/golden apple brochures; 8,558 apartment building recycling initiative brochures; 4,992 NYC Teachers RRResource Kits and DVDs; and 3,854 commercial recycling handbooks.



Staff at the DSNY Bureau of Waste Prevention, Reuse and Recycling promote recycling and waste prevention programs through various tabling events throughout the year.



## Apartment Building Recycling Initiative

The Apartment Building Recycling Initiative (ABRI) is a volunteer-based recycling improvement program targeted to tenants, superintendents, and building managers. Through hands-on education and training, BWPRR provides participants with the tools and information they need to improve recycling in their apartment building or multi-unit brownstone.

BWPRR initiated the ABRI program in FY 2007. During FY 2010, sixty-one additional buildings, with a total of 5,792 units, signed up bringing the total to 419 buildings, representing 35,338 units. Visit [www.nyc.gov/wasteless/abri](http://www.nyc.gov/wasteless/abri) for more information about this program.

### ◆ 2010 GOLDEN APPLE AWARDS



BWPRR's Golden Apple Awards include the following three school contests: *TrashMasters! SuperRecyclers* recognizes model school recycling programs; *TrashMasters! Reduce & Reuse Challenge* rewards innovative waste prevention practices; and *TrashMasters! TeamUp to CleanUp* honors neighborhood cleanup projects. From all entrants, NYC Compost Project personnel select one school from each borough who has demonstrated outstanding composting programs to receive that borough's "Golden Shovel Award." Below is a list of all the 2010 Golden Apple **NYC Compost** and Golden Shovel winners.

<b>TrashMasters! Super Recyclers</b>			
Division	Borough	Award	School
Elementary	Brooklyn	Borough Winner	PS 156 Waverly School of the Arts
<b>Elementary</b>	<b>Manhattan</b>	<b>Citywide &amp; Borough Winner</b>	<b>The Anderson School PS 334</b>
Elementary	Queens	Borough Winner	PS 56Q Harry Eichler
Intermediate	Queens	Borough Winner	PS/IS 178Q Holliswood
High School	Manhattan	Honorable Mention	Beacon High School
High School	Queens	Honorable Mention; Queens Golden Shovel	Jamaica High School

<b>TrashMasters! Reduce &amp; Reuse Challenge</b>			
Division	Borough	Award	School
Elementary	Brooklyn	Borough Winner	PS 10 Magnet School of Math, Science & Design Technology
Elementary	Brooklyn	Borough Runner-Up	PS 185 Walter Kassenbrock
Elementary	Manhattan	Borough Winner	PS 199 Jessie Isador Straus
Elementary	Manhattan	Borough Runner-Up; Manhattan Golden Shovel	Earth School PS 364
<b>Elementary</b>	<b>Queens</b>	<b>Citywide &amp; Borough Winner</b>	<b>PS 50Q Talfourd Lawn Elementary School</b>
Elementary	Queens	Borough Runner-Up	Our Lady of Perpetual Help School
<b>Intermediate</b>	<b>Manhattan</b>	<b>Citywide &amp; Borough Winner</b>	<b>Grace Church School</b>
Intermediate	Manhattan	Borough Runner-Up	MS 224 Manhattan East School for Arts & Academics
High School	Brooklyn	Borough Winner	Brooklyn Technical High School

<b>TrashMasters! Team Up to Clean Up</b>			
Division	Borough	Award	School
<b>Elementary</b>	<b>Manhattan</b>	<b>Citywide &amp; Borough Winner</b>	<b>PS 40M Augustus Saint-Gaudens</b>
Elementary	Queens	Borough Winner	PS 224 @ PS 26 Rufus King
<b>High School</b>	<b>Brooklyn</b>	<b>Citywide &amp; Borough Winner</b>	<b>Expeditionary Learning School for Community Leaders</b>





*Golden Apple Awards ceremony at the Anderson School (PS 334), the 2010 Manhattan Borough and Citywide Winner of the TrashMasters! Super Recyclers contest in the elementary school division.*

### **NYC Compost Project**

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

In FY 2010, NYC Compost project activities included the following: answered 4,472 calls to the various Compost Project hotlines; responded to 5,747 compost-related emails; sold about 356 low-cost home compost bins; participated in 334 outreach events attended by approximately 15,237 residents; held 275 workshops for 6,828 participants; conducted 145 events in NYC schools for 4,439 participants; and completed master composter classes for 78 residents, 26 Green Apple Corps members, and 10 students of the Million Trees Training Program.

In addition to the work of paid Compost Project staff, people trained and certified as master composters conducted compost-related outreach and education in FY 2010 at 271 events that were attended by 9,636 people.

New NYC Compost Project initiatives in FY 2010 included the revision of the composting section on the wasteless website [www.nyc.gov/wasteless/compost](http://www.nyc.gov/wasteless/compost) to include Community Compost Sites and food scrap drop off locations in each borough. This section also highlights the NYC Compost Project Demo Site program and provides the web user with information about Demonstration Site locations throughout all five boroughs. NYC Compost Project staff also worked together to create several new workshops, including how to set-up composting operations



*FY10 Master Composter graduates from the NYC Compost Project in Queens. Master Composters are the compost ambassadors for the NYC Compost Project, contributing a minimum of 30 hours of volunteerism to advance on-site composting in NYC.*

at your coop or condo, as well as a workshop on advanced composting techniques.

### **WASTE PREVENTION PROGRAMS**

#### **NYC Stuff Exchange Website**

The NYC Stuff Exchange website [nyc.gov/stuffexchange](http://nyc.gov/stuffexchange) contains a comprehensive list of organizations and businesses in New York City where residents can donate, buy, or sell gently used items that might otherwise be discarded as trash. The website contains a searchable database of more than 700 vendors that can be searched by zip code, borough/citywide, or vendor. In Fiscal Year 2010, over 86,000 searches were performed; clothing, book, and furniture donations continue to be the most popular searches.

To promote the site, BWPRR provided window stickers and postcards to all businesses and organizations listed on the site. In addition, the NYC Stuff Exchange is promoted within BWPRR's outreach material.

*WebTrends Stats for NYC Stuff Exchange:*

#### **Materials Exchange Development Program**

BWPRR is promoting and strengthening NYC's reuse organizations through the NYC Materials Exchange Development Program (MEDP) [www.nycmedp.org](http://www.nycmedp.org), a program managed through the Grove School of Engineering at the City College of New York (CCNY).

In FY 2010, MEDP hosted a conference entitled "Overcoming Shared Challenges to Strengthen NYC's Materials Exchange and Reuse Sector," where 66 attendees representing over 44 reuse organizations had the opportunity to discuss challenges, learn from best practices, and initiate cross-sector collaborations. In addition to the conference, MEDP held quarterly Reuse Directors meetings, as well as various subcommittee



NYCWasteLess Visitor Summary		
Category	FY2009	FY2010
visits	84,050	82,929
average per day	230	227
average visit duration	00:05:43	00:09:55
visitors	39,979	41,183
visitors who visited once	32,979	32,249
visitors who visited more than once	7,007	6934
average visits per visitor	2.1	2.01

meetings to allow the reuse sector to continually discuss collaboration efforts to increase reuse in NYC. Further, MEDP developed and implemented the 2<sup>nd</sup> Annual Materials Exchange Certificate Program, an eight-session course to certify reuse staff in all aspects of nonprofit and reuse sector management.

### NY WasteMatch

BWPRR provides innovative reuse and recycling services through NYC WasteMatch [www.wastematch.org](http://www.wastematch.org), a free materials exchange service targeting NYC's business sector. In FY 2010, NYC WasteMatch continued to expand its efforts to meet the growing needs of NYC's commercial, industrial, and nonprofit sectors by launching a new website which enables users to more easily find wanted or available materials. This new website also included a new program logo.

In addition to running an online exchange service, NYC WasteMatch provides hands-on assistance including material-specific research, brokering, and recycling referrals. During FY 2010, NYC WasteMatch diverted 697 tons of reusable or recyclable materials from NYC's waste stream, saving participants \$574,000 in avoided disposal and purchase costs.

### Materials for the Arts

Materials for the Arts [www.mfta.org](http://www.mfta.org), a program of the Department of Cultural Affairs, receives additional funding from the Departments of Sanitation and Education. MFTA is a reuse/waste reduction program that supports the arts and cultural community since 1978. In FY 2010, 1,597 donors made 2,470 donations to the program. The value of the redistributed materials, as estimated by the donors, totaled \$6,700,000.

With a larger warehouse and permanent classrooms, MFTA was able to begin offering year-round classes for P-credit through the NYC Dept. of Education's After School and Professional Development Office. Working to



*In FY2010 NYC WasteMatch, a free materials exchange service targeting NYC's business sector, diverted 697 tons of reusable or recyclable materials from NYC's waste stream.*

develop curriculum that merges math, science, and literacy with the arts, MFTA continues to expand its educational offerings. Students from K – high school visit the warehouse for a tour and a hands-on art activity with the donated materials.

### Agency Safe Handling

BWPRR is responsible for establishing a citywide program to aid NYC agencies in the proper handling and disposal of universal and electronic waste, such as lighting, computer equipment, and rechargeable batteries. During FY 2010, BWPRR began the development of the Agency Safe Handling Program.

*The Agency Safe Handling Program includes the following components:*

- Establishment of a unique, citywide contract for the proper removal, transportation, recycling and/or disposal of electronic, lighting, mercury, and sharp waste generated by NYC agencies.
- Coordination with Call2Recycle for free rechargeable battery collection.
- Various trainings to ensure that all staff are trained to properly and safely handle these materials.
- Citywide compliance audit.
- Notification of legal requirements for leased buildings.

### LEGISLATIVE INITIATIVES

#### Rechargeable Battery Recycling Law

In FY 2010, there were 3,752 active sites in NYC collecting rechargeable batteries under the requirements of NYC's Rechargeable Battery Law. This law bans rechargeable batteries from disposal and requires



manufacturers to provide a free program to certain retailers who must accept them at no cost. Information about the law is posted on the NYC WasteLess website at [nyc.gov/wasteless/takeback](http://nyc.gov/wasteless/takeback).

Call2Recycle (a battery manufacturer recycling program) collected almost 29 tons of rechargeable batteries from NYC locations. This represents a 60 percent increase in rechargeable batteries collected from FY 2009.

## COMPOSTING OPERATIONS

### MulchFest and Christmas Tree Recycling

BWPRR continued its collaboration with the Department of Parks and Recreation to encourage New Yorkers to chip their Christmas trees at various 2010 MulchFest locations. BWPRR staff and colleagues at the NYC Compost Project, and their master composters and volunteers, distributed more than 4,400 MulchFest tree tags (printed by Parks) primarily to Christmas tree vendors, but also to other appropriate dissemination points (such as libraries and elected officials). The NYC Compost Project staff and their Master Composter volunteer corps staffed nine information tables at the most popular tree-chipping sites in each borough and distributed literature on recycling and composting.

In FY 2010, DSNY collected 92 loads of Christmas trees weighing 364 tons. The Department continues to share the operation of Christmas tree mulching with the Department of Parks and Recreation. DSNY collects all the trees curbside, and delivers the cleaner trees (without ornaments and lights) to its Fresh Kills Compost Site. DSNY then delivers the remaining trees to the Parks Department MulchFest chipping operations at Wards Island and Cunningham Park to be cleaned and chipped.

### Landscaper Waste

In late FY 2010, BWPRR converted the former landscaper tipping account system, which required landscapers to



maintain an account balance with Fiscal Services, over to real time transactions using credit and debit cards. In addition, in cooperation with BWD and the Truck Measuring Unit, BWPRR arranged for the trucks associated with any

new accounts to be measured at the compost site, to make it easier for landscapers to bring their organic materials there. As a result of these changes more than 30 new landscaper accounts were set up this summer.

In FY 2010, landscapers delivered approximately 11,691 tons of yard waste to the Fresh Kills Compost Site. The new account program also allows landscapers to purchase compost in addition to disposing of yard waste. Landscapers are allowed to buy compost in bulk and are charged according to the volume of their truck as measured by DSNY's Truck Measuring Unit when the landscaper completes the initial application process. In FY 2010, over \$400,000 of revenues were generated by the Fresh Kills Compost Site. Because of the changes to the compost site's operation and landscaper account system, we expect that number to increase each year thereafter, as more and more landscapers become aware of the program and the advantages of membership.

### Food Waste Composting at Rikers Island

In FY 2010, the model institutional in-vessel food waste composting facility at Rikers Island continues to operate smoothly, accepting cafeteria waste from ten jails, and the bakery five days a week. In FY 2010, DSNY's Bureau of Cleaning and Collection collected approximately 3,894 tons of food from several Department of Corrections' jails and the bakery.

The Rikers Island food waste composting facility was taken off line from November 2009 until April 2010 for renovations to the interior of the building and replacement of the odor scrubbing biofilter system. While the facility was off line (not processing food waste), food waste was diverted and sent to the Fresh Kills Compost Site, this transfer was approved by the NYS Department of Environmental Conservation. From July to October 2010, the Rikers Island composting facility processed 1,519 tons of food waste. The amount of food waste diverted to the Fresh Kills composting facility while the facility was off line totaled 2,375 tons.

During FY 2010, approximately 1,947 cubic yards of finished compost was distributed, mostly to the farm unit and landscaping programs on Rikers Island. The material delivered to Fresh Kills, once fully composted and screened, will be used for seeding projects there.

## RECYCLING CONTRACTS

### Paper and Metal/Glass/Plastics Recycling

On January 1, 2009, Sims Municipal Recycling of New York and DSNY launched their initial 23-year agreement for the immediate processing of designated metal, glass, and plastic recyclables with the addition, in no later than five years, of 150,000 tons of commingled paper. A key element in the agreement, the construction of a large processing facility at the South Brooklyn Marine Terminal (SBMT), is expected to be operational sometime between December of 2011 and June of 2012. The agreement contains provisions for a 17-year renewal in 2032, for a potential full term of 40 years, with the SBMT



facility eventually passing back in ownership to the City.

Despite the ups and downs of commodity prices over the last year, the contract format of all BWPRR contracts allowed all of its processors to survive the crisis and still continue to pay us floor prices. In FY 2010, commodity prices have begun to stabilize and in some cases to once again rise.

### Special Waste

BWPRR continues to maintain five Household Special Waste Drop-Off Sites (one in each borough), where NYC residents can drop off household and automotive batteries, motor oil, transmission fluid, fluorescent tubes and bulbs, latex paint, mercury thermometers and thermostats, and passenger car tires for proper disposal. In Fiscal Year 2010, over 25 tons of material was collected from all five sites.

### COMPREHENSIVE COMMERCIAL WASTE SYSTEM ANALYSIS AND STUDY

Section 2.4.7.5 of the SWMP calls on the Department of Sanitation (“DSNY”) to “work with the Business Integrity Commission (“BIC”) to conduct a comprehensive study of the current Recycling practices of Commercial Waste haulers in the City”, stating that, “the goal of the study will be to assess compliance with applicable local laws and rules in order to determine whether these are effective or require revision and clarification. The study should also assess the capability of the commercial establishments and commercial carters to increase their ability to recycle currently mandated items and their ability to add additional items to be recycled.” On February 20, 2008, BWPRR issued an RFP for New York City Comprehensive Commercial Waste System Analysis and Study Promoting the Sustainable Maximization of the Recovery of Recyclables from the Commercial Sector (Procurement Identification Number: 82708BR00027). A winning proposal was tentatively selected on July 1, 2008.

Contract negotiations took place in the intervening period, and the scope of the Study was amended to allow for an initial phase, assessing the Commercial Putrescible waste stream from three vantage points. Using data modeling, all existing data on putrescible commercial waste collected and moving through transfer stations and recycling processors from NYC will be integrated, along with estimates of commercial putrescible waste composition and diversion from research in other jurisdictions. The result will be a computer model that estimates how much putrescible

waste is generated by different business sectors, what materials are in that waste, and how much more could be targeted for prevention, reuse, recycling and composting. This model will be designed; to be updated easily over time as additional data is filed by carters, transfer stations, and other NYC waste handlers.

The initial phase, which will also entail field-work, involving observations of how well businesses are complying with existing recycling laws by recording what was set out at the curb, and conducting on-site surveys and interviews with businesses, will supplement data modeling. Traffic analyses, involving mapping and monitoring the routes along which commercial putrescible refuse recycling move, will provide a picture of how collections are transported within and outside the City, taking into account any rail or barge traffic that was occurring, to assess the efficiency of the overall system from a transportation perspective.

It is anticipated that the initial phase will be followed by a second, carrying out the rest of the original Scope of work, subject to available funding, including a similar examination of non-putrescible commercial waste and a characterization study of both streams.





## BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS



Clockwise from top: Miss America 2010 Caressa Cameron appears at NASDAQ alongside Commissioner J. Doherty; Earth Day 2010 celebration in Times Square, pictured with DSNY's Ceremonial Unit; City schoolchildren visit Manhattan District 3 Garage to learn all about "New York's Strongest."

**T**he Bureau of Public Information and Community Affairs is responsible for communicating the Department's policies and procedures and services, both internally and externally. The Bureau works directly with all aspects of media; monitors the general public's perceptions of the Department's performance; and assists with public policy development. The Bureau also coordinates all DSNY special events, ceremonies, community outreach programs and is content editor for the Department's website.

### OFFICE OF PUBLIC INFORMATION

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

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

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

The PIO collaborates with its counterparts in other City agencies on issues that impact the city and its residents. Furthermore, the Office functions as the Department's Ceremonial Unit, planning and developing events, such as awards ceremonies, funerals, and the annual Department-wide New York City's Strongest's "Billy Fund" Holiday Toy Drive. In Fiscal Year 2010, 1,950 'toys for tots' were distributed citywide through the generosity of members of the Department's uniformed and civilian ranks.



# BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

## DIVISION OF CUSTOMER SERVICE AND GOVERNMENT RELATIONS

During fiscal year 2010, the Office of Community Affairs changed its name to Division of Customer Service and Government Relations. The new name more accurately reflects the division's activities and responsibilities and clarifies its purview, both internally and to the public.

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

Following the Mayor's lead and emphasis on a system that delivers quick and accurate responses to its customers, the Division has instituted a triage system, starting with the intake of a customer's concern and immediate evaluation as to the nature, seriousness and urgency of the issue, followed by a determination of how the Department can best provide a swift and satisfactory resolution to the issue in question. The division also responds to neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and planning of both community and Sanitation programs.

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

### Customer Service Unit (CSU)

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

In fiscal year 2010, the CSU handled over 17,279 web site service requests and complaints filed by community residents. During the same period, CSU representatives processed more than 66,289 requests for recycling decals and DSNY literature, and sent out over 401,259 mailings. The CSU also handled over 14,414 specifically referred telephone calls and inquiries.

### Central Correspondence Unit (CCU)

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

public and elected officials, as well as letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting complaints or requests for service via DSNY's internal e-mail system to the appropriate districts and bureaus for action, as well as gathering necessary information for response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the responsible agency. Letters may include service or information requests, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During fiscal year 2010, the CCU responded to more than 1,438 letters and e-mail messages; processed more than 4,028 of the City's 311 system comment forms, which are forwarded to the appropriate Sanitation district, borough or bureau office for review and conducted follow-up on approximately 616 that required further action.

### Community Affairs Unit (CAU)

Throughout fiscal year 2010, CAU continued its ongoing outreach efforts to educate residents and merchants on how to better comply with Sanitation laws, prevent littering, and keep their communities clean. To this end, members of CAU addressed a variety of organizations and individuals, including community boards, civic and block associations, public and private schools, elected officials, etc.; represented the Department at fairs and festivals; conducted door-to-door drives and distributed informational literature in several languages.

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

An example of one of our outreach drives was a follow-up to a Town Hall meeting in Brooklyn, where members of the Chinese community complained of sanitary issues in Sunset Park. Consequently, CAU officers conducted a door-to-door outreach drive along 8<sup>th</sup> Avenue, distributing bilingual literature and educating the community on DSNY regulations, while focusing on two of the most prevalent issues affecting the area: sidewalk obstructions and overflowing litter baskets. During this outreach effort, our officers pointed out sanitation violations, while distributing bilingual literature in English and Chinese.

As part of CAU's far-reaching education outreach to school children and young people in general, our officers coordinated with the New York City Department of Juvenile Justice, and conducted four informational



visits to juvenile correctional facilities, were youths had been working on sustainability projects. Our officers made presentations to more than 400 young attendees, who were extremely enthusiastic and showed great motivation in becoming involved in helping their communities become cleaner and greener.

### Special Projects

During fiscal year 2010, CSGR handled the following projects:

#### ◆ PROJECTS FUNDED BY ELECTED OFFICIALS

CSGR has been instrumental in creating and developing programs tailored to the individual needs of communities. Through these programs, various elected officials use their discretionary funds to provide high-end baskets in their communities, as in the *Sponsor-A-Basket Program*; as well as funding equipment, flusher services in response to odor complaints and extra litter basket services. During fiscal year 2010, CSGR coordinated the allocation of \$56,687, which Council Members earmarked toward the purchase of high-end litter baskets and the funding of extra service in their districts.

#### SUMMARY OF SANITATION RULES AND REGULATIONS

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

#### ◆ GRAFFITI FREE NYC

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

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

Under the *Graffiti Free New York* program more than 12,600 locations were cleaned during fiscal year 2010.

#### Team Up to Clean Up – Rose Awards

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

The 2010 *TUTCU* and Rose Award winner was PS 40



GRAFFITI REMOVAL IN MANHATTAN

Augustus Saint-Gaudens, where elementary students promoted both environmental and beautification values in their innovative project “A Clean Earth Is a Clean Life.”

#### ◆ KEEP NEW YORK CITY BEAUTIFUL

On April 22, 2010, *Keep America Beautiful* (KAB) - the nation’s largest non-profit anti-litter organization - held the kickoff of its annual *Great American Cleanup™* in Times Square during the festivities commemorating the 40<sup>th</sup> anniversary of Earth Day. At this event, we also celebrated the third anniversary of the creation of the *Keep New York City Beautiful* (KNYCB) coalition, one of KAB’s affiliates. The DSNY is the founding member and current chair of KNYCB.

Present at KAB’s multi-media electronic billboard kickoff event were members of the Keep New York City Beautiful coalition, school children, a representative from the White House and other officials. Broadway was also represented at the rally by a cast member from the show *Wicked*, who sang the part of the Green Witch. Caressa Cameron, Miss America 2010, participated in the festivities and joined other guests in ringing the closing bell at NASDAQ. At this event, KNYCB recognized some of the extraordinary accomplishments achieved by the coalition in keeping the Big Apple clean and beautiful. The themes of this year’s celebration were greening the Big Apple and recognizing the extraordinary work of thousands of volunteers who organized and participated in community clean up and beautification efforts throughout the five boroughs.

Keep America Beautiful recognized the DSNY with its *Great American Cleanup 2009 Recognition Award* for its continued support and involvement in KAB’s *Great American Cleanup™* annual kickoff event.

#### ◆ LOVE YOUR BLOCK

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

Examples of the activities undertaken by *Love Your Block* volunteers in collaboration with City agencies include: organizing cleanups; enforcing sanitary violations; sponsoring high-end litter baskets; launching a pick-up-after-your-dog campaign; planting flowers; removing graffiti; repairing sidewalks; removing dying trees; providing mulch for plants and flowers; placing art installations, etc.



## BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

### BUREAU OF PLANNING AND BUDGET

In Fiscal Year 2010, The Bureau of Planning and Budget continued to provide DSNY Executive Management with critical information pertaining to the operating budget, productivity, absence rates, headcount, refuse and recycling tonnage, and snow related expenditures. The Bureau also acts as a liaison to the Mayor's Office of Management and Budget on all capital, expense and revenue budget changes. During FY 2010, the Bureau performed numerous budgetary projections resulting in necessary funding adjustments for both the interim and long-term waste export programs and provided extensive financial analysis necessary to support the various budget reductions required by OMB.

In FY 2010, the Department committed \$454 million in capital projects compared to a target of \$361 million. This ranked the Department in the top two of capital agencies in achieving budget projections. The Bureau successfully initiated the commitment of the following projects: the awarding of contracts to purchase 105 collection trucks, 29 dual purpose dump trucks, 88 mechanical brooms, 30 salt spreaders, 19 front-loading hoist compactor trucks, 18 utility haulster trucks, 23 front end loaders; for the North Shore Marine Transfer Station and the Hamilton Avenue Marine Transfer Station; and to construct salt storage pads at Forbell Street and Van Cortlandt Park.

### BUREAU OF INFORMATION TECHNOLOGY

#### FY'10 Significant Information Management Initiatives

The cornerstone of the information services improvement program at DSNY is the New Technology Initiative (NTI). The primary goal is to replace around 100 aging systems, including our 30 year-old core enterprise-wide mainframe application, with a unified web-based mobile solution that will allow for management to have instant access to real time operational information, at any place, at any time. Integration to citywide services, such as Mapping services, Fleet, Buildings, HR, Purchasing, and Financial facilities will enable cross-functional decision support system for DSNY, optimizing the utilization of Agency resources and accelerating responsiveness to the citizens of New York. During Fiscal Year 2010, a vendor has been selected and is awaiting award of the contract.

*Other technology items in FY 2010 at DSNY were:*

- Leadership in citywide cost-saving initiatives - Sanitation moved its core processing mainframe system to centralized hosting at DoITT over a decade ago. Today DSNY moved the Tier 1 Help Desk, implementation of CityTime, soon moving all Voice Communications (VOIP) equipment onto the shared services platform. DoITT (CitiServe) as a centralized hosting services facility is a very cost-effective positive

move for the City of New York, and Sanitation is a strong supporter of this initiative.

- DSNY was one of the awardees at this year's Government Technology Expo in NYC for its participation in the Big Apps project (e.g. NYC Graffiti Snapshot). By allowing the citizens of the city to create applications that best utilize the huge data repository, the City greatly benefited ordinary citizens and entrepreneurs alike.
- Electronic Records Management – Conversion of paper based documents at the Agency to more efficient computer based formats. The first implementation will be for the Clinic. Implementation of the federally mandated goal to convert all medical records to a standard HIPAA compliant system thus improving access and diagnosis of patients is expected to be completed before the end of the next FY.
- Agency-wide infrastructure upgrades – In preparation of NTI, our telecommunications infrastructure has been upgraded from slow speed 56kb modem connections to high-speed T-1 lines in order to support broad-band communications to the boroughs and districts. Core operational locations, such as the Central Repair Facility in Queens have been placed on the CityNet fiber network. We have upgraded close to 2,000 user workstations in order to support a modern Windows environment as we move toward the retirement of old mainframe based applications.

### OPERATIONS MANAGEMENT DIVISION

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

- Redline/Blueline Report – OMD has continued to develop the methodology of the Personnel Planning Model (Redline/Blueline Report) in order to streamline, enhance and automate the process of planning and reconciliation.
- OMD continued expanding the use of Oracle Business Intelligence software platform to assist managers and analysts in retrieving and viewing operations data more quickly and flexibly. This approach was instrumental in assisting field managers to reduce 311 'Missed Collection' complaints by 7.8% from 18,625 in Fiscal Year 2009, to 17,166 in Fiscal Year 2010. In addition, we added Street Cleaning Rules (SCR) suspension days, Weather data and Manpower Allocation Resource System (MARS).



- OMD is the Department's Webmaster, in addition to posting the many press releases and documents related to DSNY's construction of Transfer Stations and Garages; it also explains the Long-Term Waste Management Plan. It is DSNY primary form of communication to the general public
- OMD Operations Assistance Unit (OAU) worked on cost-saving initiatives, such as adjusting recycling days to minimize cost by moving the work week demand from the second half of the week to the first half of the week to match demand.
- OMD's GIS mapping team provides support for field operations, such mapping routes, map design and printing.

## THE LABOR RELATIONS OFFICE

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

During Fiscal Year 2010, the Office of Labor Relations was part of the Department team, with the Mayor's Office of Labor Relations and the Office of Management and Budget, that met with the Local 831 IBT-- the Sanitation Workers Union, on issues concerning productivity improvements, double dumps and EZ Packs. The Office also represented the Department in arbitrations including D.C. 37 locals, SEIU Local 444 and other proceedings in the Mayor's Office of Labor Relations, including JTP issues. The Office represented the Department in Improper Practice proceedings in the Office of Collective Bargaining. The Office was able to settle a number of grievances and issues raised in the grievance procedure, labor/management meetings and discussions with SEIU Locals 246 and 621, CWA Locals 1181 and 1182, D.C. 37 Locals 371, 375 and 1549, Local 237 I.B.T., O.S.A., the Doctors Council and the Nurses Association, thus avoiding litigation and arbitration on these matters. The Office participated in the resolution of union related litigation. The Office also participated in the preparation of a number of Department Orders. The Office had extensive involvement in the Citytime implementation and work rules with meetings, including the consulting firm and Mayor's Office of Labor Relations, which took place over the entire fiscal year.

## HUMAN RESOURCES

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

During Fiscal Year 2010, Human Resources (HR) was involved with the monitoring and assisting bureaus as CityTime expanded to the entire agency. HR assisted bureaus Timekeepers with time sheet failures, questions regarding CityTime procedures, and also helped bureaus set up their CityTime format. During the year, HR processed over 500 health benefits changes during the re-opener. In FY 2010, HR processed 234 new employees, plus 2,867 Snow Laborers and produced 4,151 paychecks for snow laborers who we paid in a timely manner. In addition, 601 separated employees were processed by the HR staff. The HR staff was required to produce hundreds of new photo ID's due to their expiration date.

## FISCAL SERVICES

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

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

During Fiscal Year 2010, over 47,000 invoices were paid. These resulted in payments exceeding \$744 million. The Bureau continued their outstanding record for making payments within the deadlines set forth by the Procurement Policy Board, while continuing to incur no late fees.

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

In order to insure the availability of funds for the above purchases, 667 budget modifications were prepared.

As the depository of all Agency revenue, \$30.1 million was collected during FY 2010.

To better serve the public, DSNY has greatly expanded its use in accepting credit cards as an option for collecting certain designated revenues.



## MEDICAL DIVISION

The Medical Division performs a myriad of tasks. It clinically monitors those on medical leave to ensure that medical leave usage is used for its intended purpose and that employees are returned to work as soon as it is medically prudent; monitors medical treatment resulting from line-of-duty injuries, as well as processing all medical bills associated with such injuries; randomly tests for drugs and alcohol to ensure that members of the workforce do not pose a danger to themselves, their fellow employees and the general public. The employee Assistance Unit provides guidance to those who seek help with various problems, and when necessary, helps the employee get professional help. It also ensures that candidates for the job of Sanitation Worker are fit to perform the job by conducting pre-employment medical examinations.

### *During Fiscal Year 2010:*

- The clinic had 23,389 visits.
- Supervised Sick Leave made 29,138 home checks, as well as 79,579 telephone checks, while the Medical Division wrote 2,190 complaints.
- The Employees Assistance Unit had 1,842 visits for a variety of reasons, stress, including substance use, and psychological, financial and marital related problems.
- The Drug and Alcohol Testing Unit conducted 7,772 tests, including testing for 7 mayoral agencies.
- The LODI Billing Unit processed over 10,000 medical bills, paying out \$3.1 million (billed \$5.8 million) for 1,798 work related injuries.

## THE WEP OFFICE

The Administration/WEP Office faced many new challenges this year. The WEP office's primary focus is to provide Custodial, Clerical and Street Cleaning supportive services to the Department. In Fiscal Year 2010, we realized a significant increase in our WEP population. The Human Resources Administration referred approximately **17,705** Work Experience participants to DSNY for placement citywide, 75% of these participants were assigned to Street Cleaning duties. Ninety-one of our WEP participants were rolled over into our Job Training Participant (wage subsidy) six-month paid program.

The Admin/WEP Office also received a stimulus grant to create and administer a Green Jobs Training Program for WEP participants. The Green Jobs Corp Training Program gave participants an opportunity to learn a green skill in the areas of composting, energy efficiency and auto retrofitting. **59** trainees participated in this six-month paid program.

## ENGINEERING AUDITS

This unit performs an independent pre-audit of capital payments for the construction projects, equipment purchase, design and construction management contracts, and certain types of expense vouchers to ensure that they reflect the values of goods or services received as per the contracts. The construction projects included but were not limited to District Q14 Garage, District M4/4A/7 Garages,



**ENGINEERING SUPPORT**

and recently commenced Marine Transfer Station projects at North Shore in Queens and at Hamilton Ave in Brooklyn. It also monitors compliances with requirements for participation by Local, small and minority-owned businesses. During Fiscal Year 2010, the dollar values of the payments audited exceeded \$600 million dollars of which more than \$300 million were for the Export of waste management. This dollar value also includes the Long-Term Export of DSNY's managed waste exported through Staten Island Transfer Station commenced in November 2006, Waste Management Bronx Project commenced in July 2007, and Waste Management Brooklyn Project commenced in March 2009.

## INTERNAL AUDITS

The Office of Internal Audits primary mission is to audit operations throughout the Department, report our findings, make recommendations, and follow up. In addition, the Bureau acts as liaison to outside oversight agencies that perform the audits of the Department; prepare for the Commissioner responses to their findings; review and compile the Comptroller's Directive 1 Evaluation of Internal Controls and updates of Executive Order 105 -DOI Anti-Corruption Program; perform routine audits of non-capital inventory of supplies and computer equipment; and executive ad-hoc special projects, reviews and investigations.

### *The following projects were undertaken during Fiscal Year 2010:*

1. Reviewed invoices from, and payments to, Allied Waste Systems for the export of solid waste from the SI Transfer Station, as well as the tracking of leased equipment;
2. Performed audits of all the Department's inventory storerooms;
3. Compiled and reviewed the responses from various units for the Comptroller's Directive 1 Evaluation of Internal Controls, and for Executive Order 105 DOI Anti-Corruption update;
4. Performed audits of the Computer Equipment Tracking System at selected locations;
5. Audited the DSC Pension fund.
6. Audited the petty cash fund at Fiscal Services.
7. Overhead audit of Greeley and Hansen.
8. Audited the agency's fuel delivery accounting process.
9. Reviewed the export unit's measurement of un-laden scale weight and assessment of liquidated damages.





COMMISSIONER L. CIPOLLINA & OMD TEAM



MEDICAL DIVISION TEAM



RADIO ROOM



# BUREAU OF LEGAL AFFAIRS

## I. CONTRACT INITIATIVES

### BUREAU CONTRACTING SUPPORT

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

In Fiscal Year 2010, BLA worked with the Bureau of Waste Disposal to finalize the closure arrangements at Fresh Kills. BLA assisted in preparing an RFP for a firm to provide post-closure monitoring and maintenance for Fresh Kills. It also assisted with some pre-arrangements relating to the future Fresh Kills Park. In support of that endeavor, BLA negotiated with a public utility to ensure that electrical transmission lines are buried when the Fresh Kills property is transferred to the Parks Department for use as a recreational facility.

BLA Contracts Unit attorneys also prepared license agreements, access agreements and Memoranda of Understanding on behalf of DSNY's Bureau of Real Estate, the Office of Public Affairs and the Bureau of Support Services. It prepared license agreements with energy companies, which allow for the installation of a hydrogen fueling facility on DSNY property, as well as negotiated with automobile companies and collection vehicle manufacturers that wish to provide DSNY with hydrogen fuel-cell vehicles and other alternative fuel vehicles to test under New York City operating conditions.

### LONG TERM EXPORT PROJECTS

In FY 2010, BLA continued to work closely with the operating bureaus to implement DSNY's Solid Waste Management Plan (SWMP). BLA attorneys participated in the negotiation and preparation of long-term contracts for the management, containerization, transport and disposal of MSW generated within the City's waste sheds. Following completion of the contract to export Bronx MSW through a private transfer facility in 2007, a similar long-term contract was completed in 2009 for the North Brooklyn waste shed, and negotiation of a similar arrangement is being conducted for Queens MSW. BLA Contract Unit attorneys also provided legal support in developing a Request for Proposals (RFP) to select a

firm to operate a recycling facility at the Department's West 59<sup>th</sup> Street Marine Transfer Station, as well as a new Recyclables Transfer Facility and Environmental Center on the Gansevoort Peninsula. Also, BLA Contract Unit attorneys provided assistance on legal issues relating to the construction of the new North Shore and Hamilton Avenue Marine Transfer Stations.

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

### RECYCLING ACTIVITIES

BLA continues to work closely with the Bureau of Waste Prevention, Reuse and Recycling ("BWPRR"). BLA Contract Unit attorneys assisted in DSNY's negotiation of a contract with the Sims Group to accept and process recyclables at a new facility to be constructed at the South Brooklyn Marine Terminal. This arrangement involved close coordination with the City's Economic Development Corporation and the City Corporation Counsel's Office to prepare the necessary ground lease, funding document and services agreement. BLA also negotiated agreements with a consultant who will conduct a comprehensive commercial waste study to maximize the recovery of recyclable from the commercial sector.

BLA is working with BWPRR to arrange for a citywide contract to provide for the proper disposal of spent fluorescent bulbs and used computer monitors, which would put the City in compliance with federal environmental regulations. BLA also participated with BWPRR in preparing a solicitation seeking a not-for-profit charitable organization to collect, process, and recycle used textiles and items of clothing from designated locations throughout New York City. Additionally, BLA assisted BWPRR in obtaining an outside contractor to accept and dispose of household hazardous waste and operate Special Waste Drop-Off sites, and a solicitation seeking a firm to provide an interim Citywide Special Waste Drop-off program until the selected household hazardous waste contractor is in place.

### OFFICE OF THE AGENCY CHIEF CONTRACTING OFFICER

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



Year 2010, the ACCO office administered approximately 2,600 procurements, totaling over a billion dollars that included formal contracts, small purchases, micro purchases, change orders, and revenue-generating contracts for the Department. The ACCO office managed the solicitation, integrity review (VENDEX), and the registration of procurements in the areas of construction and other professional services, the purchasing of goods from capital equipment to supplies, and the long-term export of DSNY-managed waste.

Some of the larger projects that began in FY 2010 included the Demolition and Construction of two Marine Transfer Stations (one on the North Shore of Queens and the other on Hamilton Avenue in Brooklyn). Additionally, a contract was awarded for the Construction of the New Manhattan District 1, 2, 5 Garage.

The ACCO office also administered DSNY's contracts with companies for the acceptance and removal of Municipal Solid Waste from Queens District 10 and Manhattan District 5. DSNY also awarded three contracts to different companies for the acceptance of Citywide Non-Putrescible Waste.

The ACCO office is also responsible for helping to ensure compliance with all federal, state, and local laws and procurement procedures, such as Prevailing Wage Laws and The Minority and Women Owned Business Enterprise (M/WBE) Program under Local Law 129. In furtherance of the Department's commitment to Local Law 129, the ACCO Office promoted greater utilization of M/WBE contractors by personally meeting with hundreds of M/WBE's, sponsoring and conducting several M/WBE outreach fairs, and promoting Department compliance with training sessions for all Departmental procurement staff.

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



**FROM LEFT TO RIGHT: JAMES STRAUSS, ASSISTANT COMMISSIONER, CONTRACTS; ROBERT ORLIN, DEPUTY COMMISSIONER, BUREAU OF LEGAL AFFAIRS; RITA BRACKEEN, DEPARTMENT ADVOCATE; STEVEN BRAUTIGAM, ASSISTANT COMMISSIONER, ENVIRONMENTAL AFFAIRS; RONALD BLENDERMANN, ASSISTANT COMMISSIONER, ACCO; AND ANDREA CICCONE, DIRECTOR OF INTERGOVERNMENTAL AFFAIRS.**

emphasize the agencies commitment to Prevailing Wage enforcement.

In recognition of our initiatives, the NYC Department Small Business Services has selected the DSNY ACCO to be part of the planning committee for the Fourth Annual Procurement Fair where it was named a finalist for the M/WBE "Advocate of the Year" award.

## **II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS**

### **ENFORCEMENT AND DSNY PERMITTING**

In FY 2010, BLA staff continued to support the Enforcement Division's agents and Permit and Inspection Unit officers in adjudicatory matters before the Environmental Control Board. These matters include summonses issued and truck impoundments for illegal dumping, improper operation of private solid waste transfer stations, and violations of New York City's Poster Law. BLA attorneys successfully prosecuted hundreds of transfer station and illegal dumping violations, and thousands of Poster Law violations involving advertisements unlawfully attached to City property. BLA staff continued to support the DSNY's Permit and Inspection Unit by advising on permitting and enforcement issues and on the application of DSNY's siting and operating rules for



transfer stations, and by conducting environmental reviews of private transfer station applications for new or modified permits to operate.

### **SWMP IMPLEMENTATION AND WASTE DISPOSAL**

BLA staff continued to support the Bureau of Waste Disposal, the Bureau of Long-Term Export, and BWRRR in implementing components of the SWMP. BLA staff assisted the Law Department in the state permitting and hearing process to obtain Marine Transfer Station permits from the New York State Department of Environmental Conservation. BLA staff also completed the environmental reviews for short-term contracts with private facilities to take DSNY deliveries of municipal solid waste from the Boroughs of Manhattan and Queens, respectively, and for a city-wide contract for disposal of non-putrescible waste.

### **ENVIRONMENTAL REVIEW AND APPROVALS FOR DSNY FACILITIES AND ACTIONS**

BLA staff continued to support the Real Estate Division and Bureau of Engineering concerning approvals for the proposed Manhattan Districts 1/2/5 Garage and Salt Shed at Spring Street and the West Side Highway. This facility will enable DSNY to relocate its garages and salt storage facility from the Gansevoort Peninsula to accommodate the Hudson River Park in accordance with the New York State Hudson River Park Act and a related Court Order, and replace the severely undersized, 1920's-era District 1 Garage located on Spring Street. BLA staff assisted the Law Department in successfully defending the project's Final Environmental Impact Statement against a legal challenge. BLA staff advanced the environmental review of certain other DSNY actions, including upgrades to salt storage facilities and amendments to the City's Recycling Law. Staff also worked closely with the new Office of Environmental Remediation in the Mayor's Office of Operations concerning resolution of issues involving property and facilities management.

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



Management Plan.

### **REGULATORY COMPLIANCE**

BLA staff continued to advise the Department's Bureaus of Building Maintenance, Motor Equipment, Cleaning and Collection, Waste Disposal, and Engineering with respect to environmental and regulatory requirements for constructing and operating facilities in compliance with federal, state and local regulations and applicable Court orders. During the year, BLA staff completed regulatory compliance assessments of 37 DSNY facilities, and worked with other DSNY Bureaus and the Law Department to resolve regulatory compliance issues involving certain petroleum bulk storage tank facilities. BLA staff also commenced a project to verify technical information concerning DSNY's inventory of tanks, which involved coordination with other DSNY Bureaus, file review at multiple agencies, site visits, contacting manufacturers and contractors, preparing corrections and/or updates to certain facility registrations, and collaboration with the Operations Management Division on an improved tank facility database.

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



## BUREAU OF LONG - TERM EXPORT

### BUREAU RESPONSIBILITIES

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

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

### Comprehensive Solid Waste Management Plan

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

In FY 05 (October 2004), the Bureau issued a draft SWMP and draft environmental review documents. Prepared by the Bureau and its consultants with the assistance of other DSNY Bureaus and staff of the New York City Economic Development Corporation, the SWMP was the subject of City Council hearings on recycling, waste prevention, alternative technology, long-term export facility development, siting, economics and commercial waste. The SWMP FEIS was issued on April 1, 2005 and the FEIS Findings Statement was issued in February 2006. The Uniform Land Use Review Procedure applications for the Converted MTSs passed the City Council in June 2005.

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

### Long -Term Export Program Implementation

#### Development of Converted Marine Transfer Stations

In FY 10, the Bureau continued to advance long-term waste export by barge and rail through the development of Converted Marine Transfer Station (MTS) facilities at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. The state-of-the-art MTSs will be DSNY-operated waste containerization facilities from which waste will be transported in container barges. As they come on-line, the new MTSs will replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill.

#### FY 10 MTS Program Highlights:

- North Shore MTS construction began on September 8, 2009 and is expected to be completed in spring 2013 (see the before and after demolition photos of the North Shore MTS).
- In September 2010, a USDOT technical panel released a final report that re-examined the MTS and its proposed operations and concluded that the North Shore MTS would be compatible with the safe operation of La Guardia



STATEN ISLAND TRANSFER STATION

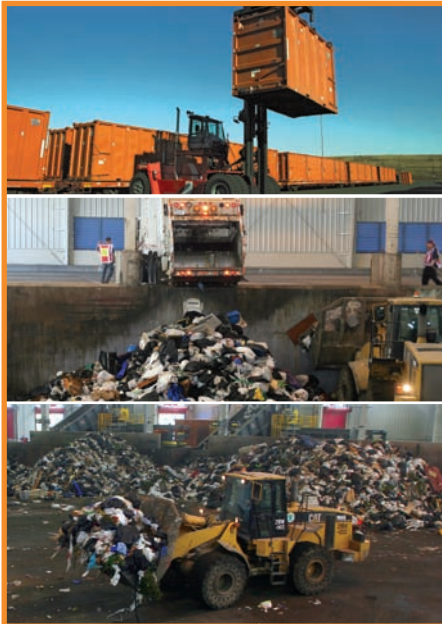
Airport. The report made recommendations that DSNY has agreed to implement.

- Hamilton Avenue MTS construction began on May 5, 2010 and is expected to be completed in May 2013 (see a photo of the Hamilton Avenue MTS prior to demolition).
- Bureau representatives met with the Community Advisory Groups for the North Shore and Hamilton Avenue MTSs.
- Planning for North Shore MTS wetlands mitigation was finalized and mitigation work will be underway in FY 11.
- NYSDEC issued a Part 360 permit to operate and construct the E. 91<sup>st</sup> Street MTS on October 14, 2009. Thereafter, petitioners against permit issuance filed Article 78 proceedings in NY Supreme Court, which were subsequently consolidated. A decision dismissing the consolidated Article 78 petition was issued on June 30, 2010; petitioners have appealed the decision.
- The Bureau continues to seek the issuance of an NYSDEC permit for the Southwest Brooklyn MTS project. The Administrative Law Judge issued Rulings in July 2009 that held there were no issues for adjudication in the permit proceeding. NYSDEC stayed the decision while awaiting a decision in the E. 91<sup>st</sup> Street MTS Article 78 proceeding.
- The Bureau continues to seek the issuance of an Army Corps of Engineers permit for the Southwest Brooklyn MTS.
- Construction documents for the E. 91<sup>st</sup> Street MTS are under review; a bid solicitation of a Project Labor Agreement is expected to be let in early 2011.

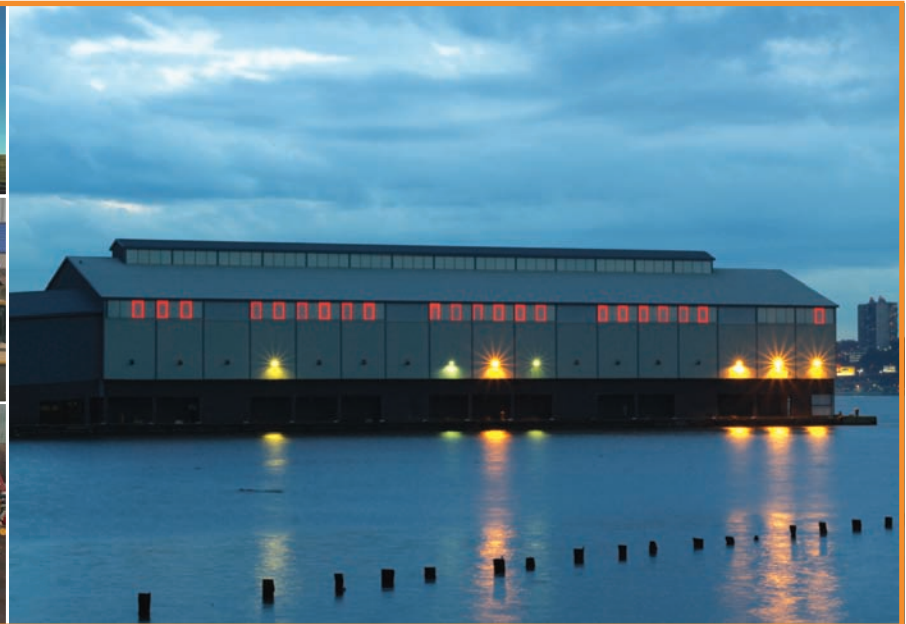
### West 59<sup>th</sup> Street MTS

Discussions with Sims Metal Management are ongoing. Sims was selected for negotiations through an RFP, which sought a vendor to operate the MTS as an export facility for Manhattan commercial waste that would share the use of the facility with DSNY paper operations and enjoy exclusive use of the facility after the new Gansevoort MTS is operational. While NYSDEC issued a renewal permit for the MTS in 2009,





THE NEW STATEN ISLAND TRANSFER STATION



WEST 59<sup>th</sup> STREET MTS

because Sims proposed to export construction and demolition debris (C&D) from the MTS, investigations are being conducted to determine what new equipment would be required to handle the dust generated by C&D transfer.

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

The negotiation of the 20-year Intergovernmental Agreement with PANYNJ for the use of the Essex Resource Recovery Facility for a portion of Manhattan’s waste continued in FY 10; execution of the Agreement is anticipated in early 2011.

**Container Export by Barge and/or Rail from Private Facilities**

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

The Bureau awarded a 20-year Service Contract for Bronx DSNY-managed waste in FY 07 and a 20-year Service Contract for the use of the Varick Avenue Transfer Station in Brooklyn Community District (CD) 1 for the containerization, transportation and disposal of DSNY-managed waste from Brooklyn CDs 1, 3, 4, and 5 in FY 08. In FY 09, Mayor Bloomberg participated in the ribbon cutting ceremony held by Waste Management of NY, LLC (WM) to commemorate the start of rail service at the Varick Avenue Transfer Station pursuant to the Service Contract.

Contract negotiations for the containerization, transportation and disposal of the waste generated by Queens CDs 1 – 6 from the Review Avenue Transfer Station in Maspeth, Queens operated by WM, are essentially complete. WM revised its permit modification application to eliminate the three mile round trip truck dray of containers to Maspeth Railyard. The revised application and associated environmental review feature an approximately 1,000 foot truck dray to Blissville Railyard on a railroad easement. Service under a contract for the facility is not expected to begin until 2012 or later.

**Gansevoort MTS**

The Bureau issued an RFP to solicit a design firm for the New Gansevoort MTS and recycling education center to be located on the Gansevoort Peninsula in the vicinity of the existing Gansevoort MTS, which will be demolished. Proposals in response to the RFP were received in June 2010. The New Gansevoort MTS is proposed to transfer and barge DSNY Manhattan recyclables, including paper now being transferred at West 59<sup>th</sup> Street MTS, to the Sims South Brooklyn Marine Terminal recyclables processing facility.

**SWMP Mayoral Task Force and Composting and Alternative Waste Management Technology Siting Task Force**

The Bureau continued to participate, along with other DSNY Bureaus and EDC, the Law Department, the Mayor’s Office and the Office of Management and Budget, in a task force established by the Mayor to develop and implement SWMP projects. The SWMP Task Force, which met regularly throughout FY 10, has now been disbanded.

The Bureau also participates in the Composting and Alternative Waste Management Technology Task Force established through the SWMP. During FY 10, the Task Force considered the preliminary findings of a consultant siting study for alternative waste management technology pilots. A final element of the study will consider the economics of an alternative waste management technology pilot program.

**Staten Island Transfer Station**

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

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



## BUREAU OF SUPPORT SERVICES

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

The Support Services Division is the focal point that coordinates the activities of these two bureaus. Support Services does not only operate to meet the current needs, but works with all the divisions of the Department to make sure future needs are met for equipment, garages, refuse transfer stations and related infrastructure.

### BUREAU OF MOTOR EQUIPMENT (BME)

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

The **Vehicle Acquisition and Warranty Division (VAWD)** has three sub-units; Engineering, New Equipment and Warranty. **Engineering** designs and publishes specifications that include all environmental, operational and safety features required by Department vehicles so they meet both DSNY requirements and industry standards. The **New Equipment** section inspects vehicles as they are delivered from the equipment manufacturers to ensure they meet all design specification, comply with all legal requirements, such as New York State emission requirements, and are ready to be placed into service. Once vehicles have been integrated into our system, the **Warranty** section works with manufacturers to report, track, and monitor any repairs completed under the terms of manufacturer's warranty. They also analyze trends to identify problems for fleet campaigns and reports them back to the Engineering section for further study so that improvements can be incorporated into future specifications, thus constantly improving the fleet. New technologies are constantly being evaluated and those that reduce green house gases, lower noise levels, improve vehicle reliability/employee safety or productivity, are tested and incorporated when applicable.

**Field Operations** is responsible for the maintenance and post-warranty repair of Department vehicles. In each of the Department's district garages, BME has a contingent of personnel that complete repairs and routine maintenance of the vehicles that are assigned to that location. A typical district has approximately 75 to 100 pieces of equipment assigned, including collection trucks, dual-bin recycling trucks, front-end-loaders, cut down trucks, salt spreaders, street sweepers and supervisory vehicles powered by diesel, gasoline, compressed natural gas, ethanol or hybrid technologies. More extensive repairs are accomplished in the Bureau's four Borough

Shops, which are located around the city.

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

### MATERIAL MANAGEMENT

In order to maintain the Department's fleet, a robust parts inventory and distribution system is in place. The Support Services Material Management division expediently and effectively distributes over twenty million dollars in repair parts each year. We are proud to be an environmentally-friendly organization and have instituted the use of water based, bio-remediation parts washing sinks. These units replaced solvent based units, which generated approximately 35 gallons of hazardous waste every four to six weeks. The new units utilize a water-based cleaner that never needs to be changed, in conjunction with bacteria that "eat" any residual waste oil and grease generated as the parts are cleaned. The only waste generated is a spent filter pad, which traps any particulate matter and provides fresh bacteria on a 6 to 8 week change period. These units significantly reduce the production of waste, utilize less toxic components and provide equal performance compared to the previous units. Materials Management is working to identify and test any products, which might replace various chemicals, such as cleaners, solvents and adhesives, associated with automotive repair with greener products. Support Services has successfully implemented filter recycling in all of the repair facilities. Metal canister engine and hydraulic oil filters are drained and collected in each location, then picked up by a vendor that processes them, sending the crushed steel and filter media to steel recyclers and any residual waste oil to oil recyclers. Operating a motor vehicle fleet the size of the DSNY requires a lot tires to sustain operations. In FY10, tires were re-capped and used again. This is not only a cost-saving action but reduces what is put into the waste stream.

### CLEAN FUELS AND TECHNOLOGY DIVISION

The Department not only meets and exceeds all current environmental requirements and regulations for vehicles but is poised for the future as well. The Clean Fuels and





**HIGHLY TRAINED MECHANICS . . .**

Technology Division is actively pursuing Additional methods of reducing the Department's carbon footprint.

Sanitation has become one of the cleanest refuse fleets in the country through the use of a cleaner burning ultra-low sulfur diesel (ULSD) fuel combined with the retrofit of advanced diesel exhaust after-treatment technology (such as Diesel Particulate Filters). Approximately 65% of the DSNY Heavy-Duty fleet is currently equipped with various advanced diesel exhaust after-treatment technology, which includes on and off-highway equipment.

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

Sanitation continues to operate, maintain, test and evaluate a fleet of dedicated Compressed Natural Gas (CNG) refuse-collection trucks and street sweepers. In FY10, DSNY procured 9 CNG Collection trucks and 38 CNG Street sweepers with the latest advancements in heavy-duty CNG engines and technology.

A number of automotive manufacturers have developed hybrid propulsion systems that combine the power of an internal combustion engines and the torque of an electric or hydraulic motor to give birth to a new synergy that dramatically improves fuel economy and reduces tailpipe emissions, especially in urban duty cycles. DSNY currently operates 537 light-duty fuel efficient, hybrid electric vehicles. In 2004, DSNY joined a national Hybrid Refuse Truck Working Group. The goal of the Working Group is to accelerate the commercialization of hybrid drive system technologies in refuse trucks. The Department is currently testing 7 hybrid class 8 collection truck vehicles in both electric and hydraulic versions, 4 hybrid rack/utility vehicles, and is actively investigating hybrid medium duty vehicles, as well as hybrid street sweepers.



**. . . KEEP SANITATION MOVING.**

DSNY is participating in a hydrogen fuel cell pilot project. DSNY entered into an agreement and one of two NYC hydrogen fueling stations was installed at the Bronx 12 district garage. DSNY is currently participating in evaluating one of the prototype hydrogen fuel cell SUV's being developed by one of the major US automakers.

DSNY now operates a new generation of "Environmentally Friendly" mechanical sweepers designed to minimize and control the amount of "fine" airborne particles generated during the sweeping operation. These new street sweepers are PM10 certified by the California, South Coast Air Quality Management District. To comply with the PM10 certification, the new sweepers employ a new type pick-up broom and drape with additional water spray nozzles, gaskets and seals.

### **CONTINGENCY PLANNING**

In order to support the Department's commitment to the public, Support Services has a full range of contingency plans in place.

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

Perhaps the greatest contingency planning is for snow and ice conditions in the winter season. Support Services maintains a fleet of 36 Snow Melters, 365 salt spreaders plus a battery of snow plows that attach to most of the truck fleet. In the event of a major snow storm, there is no room for the snow on congested city streets. At one time snow was plowed, piled, hauled away and dumped in one of the rivers. Along with the snow, a large amount of 'street dirt' went into the river causing pollution. In order to eliminate pollution but still dispose of the accumulated snow, a fleet of snow thirty-six melters are now employed.





**COLLECTION TRUCK “UP” FOR MAINTENANCE**

The snow melters are large trailer mounted tanks with a large ‘melter’. Once the snow is melted, the resulting water flows into the sewage system without the street dirt that has settled out in the tank. At the end of each shift, this material is cleaned out and disposed of properly. The DSNY has 29 60-ton/hr units and seven 135-ton/hour units Snow Melters. All snow equipment is upgraded annually and maintained year-round to ensure readiness when needed.

**CFC COLLECTION PROGRAM**

As part of a program to reduce the atmospheric release of ozone destroying Chlorofluorocarbon (CFC) gases, Freon is collected from appliances, such as refrigerators and air conditioners. The Department has a fleet of CFC vans, which collect CFC gases for recycling. The CFC vans utilize a power inverter to power a pump that transfers the gases from the appliance to a holding tank on the vehicle. These specialized vehicles are not commercially available; they were designed and built as a joint venture through the efforts of BME, BBM and BCC. A call placed to the City’s 311 information line initiates the dispatch of a CFC van, which must purge the appliance’s gases before it’s picked up for disposal. More than 140,000 such appointments are serviced annually.

**BUREAU OF BUILDING MAINTENANCE (BBM)**

DSNY, has 200 facilities throughout the City, including garages, section stations, repair shops, transfer stations, facilities at Fresh Kills and office buildings. BBM is tasked with providing routine maintenance and emergency facility repairs. BBM has a work force of approximately 200 employees composed of trade titles such as carpenters, electricians, plumbers, machinists, steamfitters and metal workers as well as non trade administrative staff. BBM ensures the Department facilities remain in full compliance with all oversight agency and receives approximately 13,500 work requests a year.

**ANTI-GRAFFITI PROGRAM**

BBM runs an anti-graffiti program in which community



**GRAFFITI CLEAN-UP TRUCK**

boards can request to have unsightly graffiti painted over. This program has two trucks equipped with a color matching equipment that effectively paints over graffiti on buildings, restoring the structures back to their original appearance.

**NEW YORK POWER AUTHORITY**

The New York Power Authority (NYPA) is a New York State government run operation that provides municipalities with their electrical services and helps manage the power grid. The DSNY is an active participant in the NYPA **Peak Load** program to reduce electrical consumption on the hottest most days of summer with the highest electrical demands. In 2010, there were four Peak Load events with the Department meeting its energy-saving goals in each.

DSNY also participates in the NYPA’s **ENCOR** program. The ENCOR program creates energy savings by replacing high energy use electrical devices with high efficiency devices. In FY10, 10 facilities were modernized through the Encore Program. High efficiency lighting with motion detecting light switches was installed, along with rapid roll up doors, and higher efficiency electric motors, Burners, boiler controls, etc., which results in a safer, improved working environment that uses less electricity. In FY10, 10 facilities were modernized through the Encore Program. Plans are being formulated to replace 14 HVAC units, and to modernize 9 additional facilities.

**B.B.M. MAJOR ACCOMPLISHMENTS**

BBM completes maintenances and repairs on the Department’s building inventory quickly and efficiently. Some examples of the major accomplishments in FY10 are:

- Urea – Federal Clean Air law requires the use of Urea to reduce oxides of Nitrogen from diesel engine exhaust in 2010 model year vehicles. B.B.M. outfitted 59 DSNY Diesel Fuel pumping locations with Urea storage and delivery systems to meet this new requirement.

- Fabric Structures (tents). B.B.M. oversaw the construction of (3) 100 ft. x 100 ft. temporary fabric structures at the Fresh Kills land clean compound to house and process material recovered from the WTC site.
- B.B.M. was involved in remediating 133 infractions issued by oversight regulatory agencies.





# BUREAU OF ENGINEERING

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

The Bureau has been working on a major program to build new garages at new and existing sites over the next ten years. These new garages will replace rental garage

facilities, which are inadequate to accommodate the increased equipment and personnel needs to accommodate increased demand for sanitation services.

The Design consultant is proceeding to design the Spring Street Manhattan salt storage facility for Manhattan Districts 1, 2 & 5.

- Manhattan 4/4A/7 garage is expected to be completed Spring, 2011
- Manhattan 1/2/5 garage construction contract has been awarded and registered and project to be completed Winter of 2013



QUEENS 14 GARAGE



MANHATTAN DISTRICT 4/4A/7 GARAGE



BROOKLYN 1 & 4 GARAGES

## OFFICE OF EXECUTIVE ASSISTANT TO THE COMMISSIONER

The Environmental Police is a specialized enforcement branch of the Department under the control of the Executive Assistant's Office. The Environmental Police is made up of two units: The Permit and Inspection Unit (PIU) and The Environmental Police Unit (EPU). The Environmental Police is under the command of a Uniformed Inspector.

### ◆ PERMIT AND INSPECTION UNIT

The Permit and Inspection Unit's (P.I.U) primary responsibility is the enforcement of Local Law 40, governing the rules and regulations of Solid Waste Transfer Stations, Intermodal facilities and Fill Material Operations (FMO's) in New York City and the issuance or permits to these facilities as well. The P.I.U has a highly trained staff of 17 Environmental Police Officers and five supervising Lieutenants. The P.I.U staff conducts regular inspections to ensure compliance with the rules governing solid waste transfer stations.

### ◆ FILL MATERIAL OPERATIONS (FMO'S)

FMO'S consist of the grading, leveling, surcharging, compacting of fill material for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of FMO's to ensure that fill materials (dirt, rock) and not any hazardous or contaminated fill or solid waste destined for disposal at a licensed transfer station or landfill is used to grade and fill lands within New York City. The PIU plays a critical role in identifying and closing illegal dumping sites. Additionally, PIU works closely with the Bureau of legal Affairs and with various City, State and Federal agencies when any illegal site is found so that prosecution and restitution can be made to clean up these sites.

Through the Permit and Inspection Units rigorous enforcement efforts, the number of permitted transfer

stations in New York City has declined from 96 facilities in 1996 to 55 permitted facilities in 2010.

In Fiscal Year 2010, the PIU conducted over 6,800 inspections of solid waste transfer stations, Intermodal facilities and FMO's. The unit issued over 7,800 various Notice of Violations and Impounded over 60 vehicles for illegal dumping and shut down over 20 illegal FMO's or transfer stations for operating without permits. With the help of the Bureau of Legal Affairs all transfer station and illegal dumping summonses are adjudicated by the New York City Environmental Control Board and can carry

### ◆ ENVIRONMENTAL POLICE UNIT

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

The Unit consists of two Lieutenants, seven Officers, and one Assistant Chemist. In Fiscal Year 2010, the Unit responded to over 650 emergency incidents, conducted 521 inspections of Professional Fee (Pro-Fee) and Solid Waste Plan Locations (Medical Waste), and opened 10 new asbestos and regulated medical waste cases. Furthermore, the Unit responded to hundreds of incidents

regarding low level radioactive waste, which includes sorting and segregation operations, route inspections, collection stops, and transportation of radioactive loads from private transfer stations to Department licensed storage sites. In the past year, the Unit has devoted a large percentage of its time and dedicated many hours to combat the rising issues of low-level radioactive waste, including investigations of sources of low-level radioactive waste and working with local authorities for the proper disposal of non-medical related isotopes.

In Fiscal Year 2010, the Environmental Police Unit received a Weapons of Mass Destruction Decontamination Response Trailer from the New York State Office of Homeland Security. This unit is fully equipped with state of the art equipment to conduct decontamination operations at any type of emergency. The officers of the unit train regularly with various city, state, and federal agencies to keep their skills proficient in the event of any emergency.



**EPU OFFICERS TAKE EVERY PRECAUTION WHEN DEALING WITH HAZARDOUS WASTE.**



## EQUAL EMPLOYMENT OPPORTUNITY OFFICE

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

DSNY strives for a professional work environment where all employees understand their responsibility to adhere to the guidelines of the citywide EEO Policy and to ensure

During Fiscal Year 2010, the number of actual discrimination complaints filed against the Department of Sanitation was very few. However, EEO was actively involved in counseling numerous individuals who contacted the EEO Office. Very few of those situations, which were brought to EEO rose to the level of establishing a basis for illegal discrimination. Some involved misunderstandings and/or anger and an inability to communicate in a positive way; other situations involved labor or union issues, and still others demonstrated personality clashes between co-workers and their supervisors. EEO was able to counsel, mediate, or resolve most issues and in some instances refer individuals to the appropriate forum for their complaint.

However, in those few situations where possible discrimination was indicated, EEO, with the express endorsement of the Commissioner of Sanitation, undertook full EEO investigations. Internal EEO investigations addressed the situation immediately and appropriately. Very few external complaints were filed during FY 2010, but when required, EEO worked closely with the DSNY Legal Bureau to prepare comprehensive responses to the external human rights agencies.

The undeniable success of the Department's EEO Program is a result of the ardent support for this program by the DSNY Commissioner and the entire Department's executive management. While a perfect

work environment has not yet been attained, it is the policy of zero tolerance towards discrimination that has brought about a work environment where equality of opportunity for all is the norm and not the exception. Equality of opportunity is the Department of Sanitation's stated goal and the agency will keep building on the already achieved successes, yet DSNY is ever mindful that equality of opportunity requires constant and unflinching dedication.

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



FROM LEFT TO RIGHT: EMILY AULET, RESEARCH ASSISTANT; FERNANDO CAMACHO, DIRECTOR, EEO; TERESA NEAL, DEPUTY DIRECTOR, EEO; AND EVELYN NIEVES, INVESTIGATOR.

equality of opportunity. This kind of environment has been promoted by the Sanitation Commissioner as a management imperative, and as such, a successful forum for resolving disputes and misunderstandings has been established. An environment, where EEO is viewed as an integral priority of the organization by its agency head, has contributed to making DSNY one of the best managed Mayoral agencies in the City.

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

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DSNY

N.Y.C.  
**sanitation**

PRESS  
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AT GARD

# **NYC**<sup>TM</sup> sanitation

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