

NEW YORK CITY DEPARTMENT OF SANITATION

DSNY

2013



ANNUAL REPORT





ANNUAL REPORT DSNY 2013



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Message from Mayor Michael R. Bloomberg

As I prepare to leave the Mayoral Office, I would like to extend my gratitude to the Department of Sanitation for continuing to make New York City clean and safe. The Department works tirelessly to keep our city clean, day in and day out, collecting 13,000 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 will still be able to count on the dedicated men and women of the DSNY to meet the challenge of keeping the Big Apple shining each and every day.



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

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 2013. Since 1929, the Department - originally established as the Department of Street Cleaning - has had the responsibility of keeping New York City clean, healthy and safe, a challenge that we have continuously met.

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

Thank you.



A handwritten signature in black ink that reads "John J. Doherty".



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION
EXECUTIVE COMMITTEE



As of Dec. 2013



JOHN J. DOHERTY
COMMISSIONER



BERNARD SULLIVAN
FIRST DEPUTY COMMISSIONER



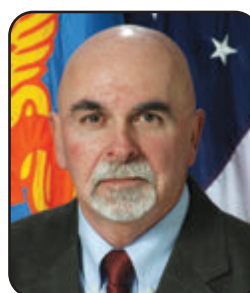
LORENZO CIPOLLINA
DEPUTY COMMISSIONER
ADMINISTRATION



ROBERT ORLIN
DEPUTY COMMISSIONER
LEGAL AFFAIRS



VITO A. TURSO
DEPUTY COMMISSIONER
PUBLIC INFORMATION



DENNIS DIGGINS
DEPUTY COMMISSIONER
SOLID WASTE MANAGEMENT



RON GONEN
DEPUTY COMMISSIONER
RECYCLING & SUSTAINABILITY



DANNY WALSH
CHIEF OF
ENGINEERING



TERESA H. NEAL
DIRECTOR
EEO



THOMAS M. MILORA
EXECUTIVE ASSISTANT
TO THE COMMISSIONER



Rocco DiRico
DEPUTY COMMISSIONER
SUPPORT SERVICES



THE CITY OF NEW YORK
DEPARTMENT OF SANITATION
UNIFORMED CHIEFS



As of Dec. 2013



CHIEFS



STEVEN COSTAS
DIRECTOR
CLEANING & COLLECTION

OTHER RANKING CHIEFS



DOUGLAS MARSIGLIA
CHIEF
CLEANING OPERATIONS



PETER McKEON
CHIEF
COLLECTION OPERATIONS



DAVID CALLERY
CHIEF
BUREAU OPERATIONS



ALFRED FERGUSON
DIRECTOR, OPERATIONS
MANAGEMENT DIVISION



SHARI PARDINI
CHIEF OF AUDITS



TODD KUZNITZ
DIRECTOR, PERSONNEL
MANAGEMENT DIVISION



RALPH DAMARIO
DEPUTY DIRECTOR
SOLID WASTE MANAGEMENT



STEVEN HARBIN
CHIEF
SAFETY & TRAINING



THOMAS KILLEEN
DEPUTY DIRECTOR
WASTE DISPOSAL



JOHN CAPO
SPECIAL ASSISTANT TO 1ST
DEPUTY COMMISSIONER

FACTOIDS & FOTOS



2,023 COLLECTION TRUCKS

DSNY Collection and EZ-Pak trucks collect 11,000 tons (2,000 pounds = 1 ton) of refuse and more than 2,000 tons of 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.



435 STREET SWEEPERS

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



282 FRONT-END LOADERS

DSNY Front-End Loaders transfer thousand tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.



151 CUT-DOWNS

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



36 SNOW MELTERS

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



The First Deputy Commissioner directs all daily operational aspects of the Department. The Bureau of Cleaning and Collection (BCC), 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.

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 (BCC)

CLEANING OPERATIONS

Street Cleaning

The Department of Sanitation continues to strive to improve the cleanliness of the City by clearing litter, debris and abandoned vehicles from city streets as well as cleaning vacant lots and the property around abandoned/vacant structures. In FY'13 the Department, once again, focused on problem areas in each community board through our Neighborhood Intensive Clean-Up Effort (NICE) program while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms daily to sweep approximately 6,300 miles of streets proves to be our most effective street cleaning operation. In addition, an average of 64 basket trucks were dispatched daily to supplement our collection force as we service approximately 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 the Neighborhood Intensive Clean-Up Effort, or N.I.C.E. 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. information, which identifies all of the cleaning issues and problems in each district. This information has been computerized and is now accessible to all supervisory personnel using the DSNY Intranet. Initially N.I.C.E. focused on the community boards with the

lowest Scorecard cleanliness ratings, however, within a year, all 59 districts had implemented the program. All Borough Deputy Chiefs are responsible for monitoring the district's use of this information. Personnel from the Cleaning Office review this information with the District Superintendents to ensure it is accurate and up-to-date. Periodically, Deputy Chiefs and District Superintendents meet with BCC and Cleaning Operations to review program elements of the N.I.C.E. initiative and the effective use of the information as a managerial tool, especially in districts with low Scorecard ratings.

Scorecard Cleanliness Ratings

During FY'13, 94.5 percent of city streets were rated to be "acceptably clean streets." In addition, 55 of the 59 districts rated better than 90 percent and 230 of the city's 234 sections received average ratings of 80 percent or better for the year. The last three fiscal years, FY'11 thru FY'13, have achieved street cleanliness ratings more than 94 percent. The acceptably clean street citywide rating from FY'05 thru FY'13 was more than 90 percent.

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

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 program, participants "adopt-a-basket" and bag refuse from overflowing litter baskets with plastic liners supplied by DSNY. The neatly bundled refuse is left adjacent to the litter baskets and is scheduled for collection service by Department employees as needed. In FY'13, there were more than 1,200 participants enrolled in the program.

Street Cleaning Rules

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

Reduced Mechanical Broom Sweeping Regulations

Community Board (CB) districts with two-time per week sweeping regulations for each side of the street can apply for a one-time per week sweeping regulation for each side of the street if they have attained scorecard cleanliness ratings of at least 90 percent in the two fiscal years prior to the request. Bronx 8, Brooklyn 2, Brooklyn 6, Brooklyn 7 and Manhattan 12 have converted to a one-time a week sweeping regulation. Presently, no other CB Districts are being considered for conversion to one-time per week regulations.



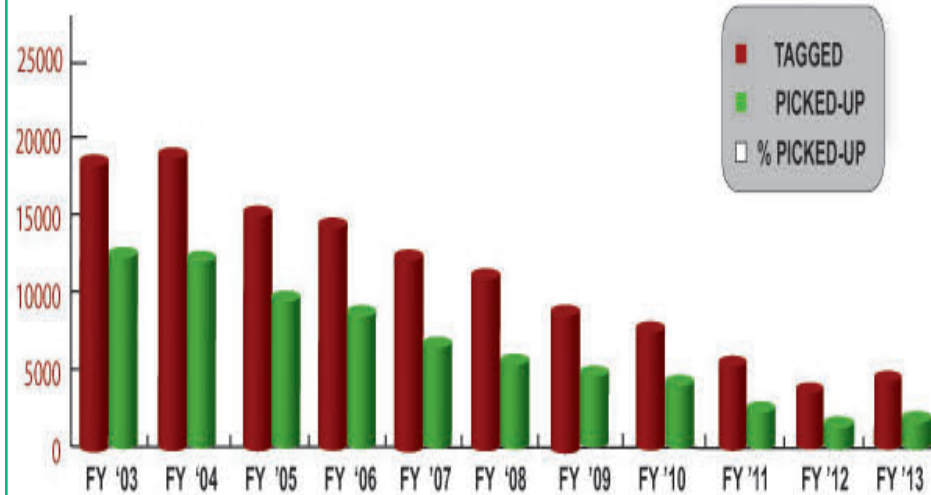
DERELICT VEHICLE FISCAL YEAR 2013 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
MANHATTAN	81	36	44%	37	7
BRONX	504	230	46%	164	90
BROOKLYN NORTH & SOUTH	1571	760	48%	517	228
QUEENS WEST & EAST	1567	605	39%	667	222
STATEN ISLAND	232	105	45%	102	22
SUB TOTAL →	3955	1736	44%	1487	569
TRUCKS MANHATTAN & BRONX	50	22	44%	7	5

DSNY TOWED

TRUCKS BROOKLYN, QUEENS & SI	325	142	44%	82	83
CITYWIDE NON VEHICLES	963	299	31%	415	44
SUB TOTAL	1338	463	35%	504	132
GRAND TOTAL	5293	2199	42%	1991	701

DERELICT VEHICLE OPERATIONS - FY '13 STATISTICS



	TAGGED	PICKED-UP	% PICKED-UP
FY '00	10443	9659	92%
FY '01	11844	10257	87%
FY '02	17705	13844	78%
FY '03	18661	13496	72%
FY '04	19773	13035	66%
FY '05	16294	9789	60%
FY '06	15904	9251	58%
FY '07	13614	7998	59%
FY '08	12056	5851	49%
FY '09	8748	4896	56%
FY '10	8234	4327	53%
FY '11	5881	3010	51%
FY '12	4211	2154	51%
FY '13	5293	2199	42%

LOT CLEANING DIVISION

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

This federal grant has enabled the DSNY to clean vacant lots and their surrounding perimeter, and the premises of City-owned buildings, removing garbage, debris, bulk refuse, weeds and tires, to meet the City's Health Code standards. In February 2013, the Lot Cleaning Division coordinated with the Health Department to clean the area around abandoned or vacant structures that are privately owned. Once the proper notification has been given to the property owners, the Lot Cleaning Division will clean the area around the structure if the owners fail to do so. The Lot Cleaning Division continues to clean vacant lots and services other dump out condition, known as "diversions" on streets, sidewalks and uncut or unpaved streets. These occurrences are identified as being in Community Development (CD) or non-CD areas and recorded accordingly. CD funds can pay for services performed in CD-eligible areas.

The Lot Cleaning Division has been focused on helping to reduce West Nile Virus by removing tires and other containers, and weeds, in and around vacant lots to limit locations where mosquitoes may breed. The Lot Cleaning Division Director takes part in both a rodent and West Nile Task force comprised of representatives from multiple city agencies who meet weekly and work together to address

emergency, rodent and West Nile Virus complaints. DSNY continues to address dirty privately owned, fenced and locked properties. 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 lots harboring rodents.

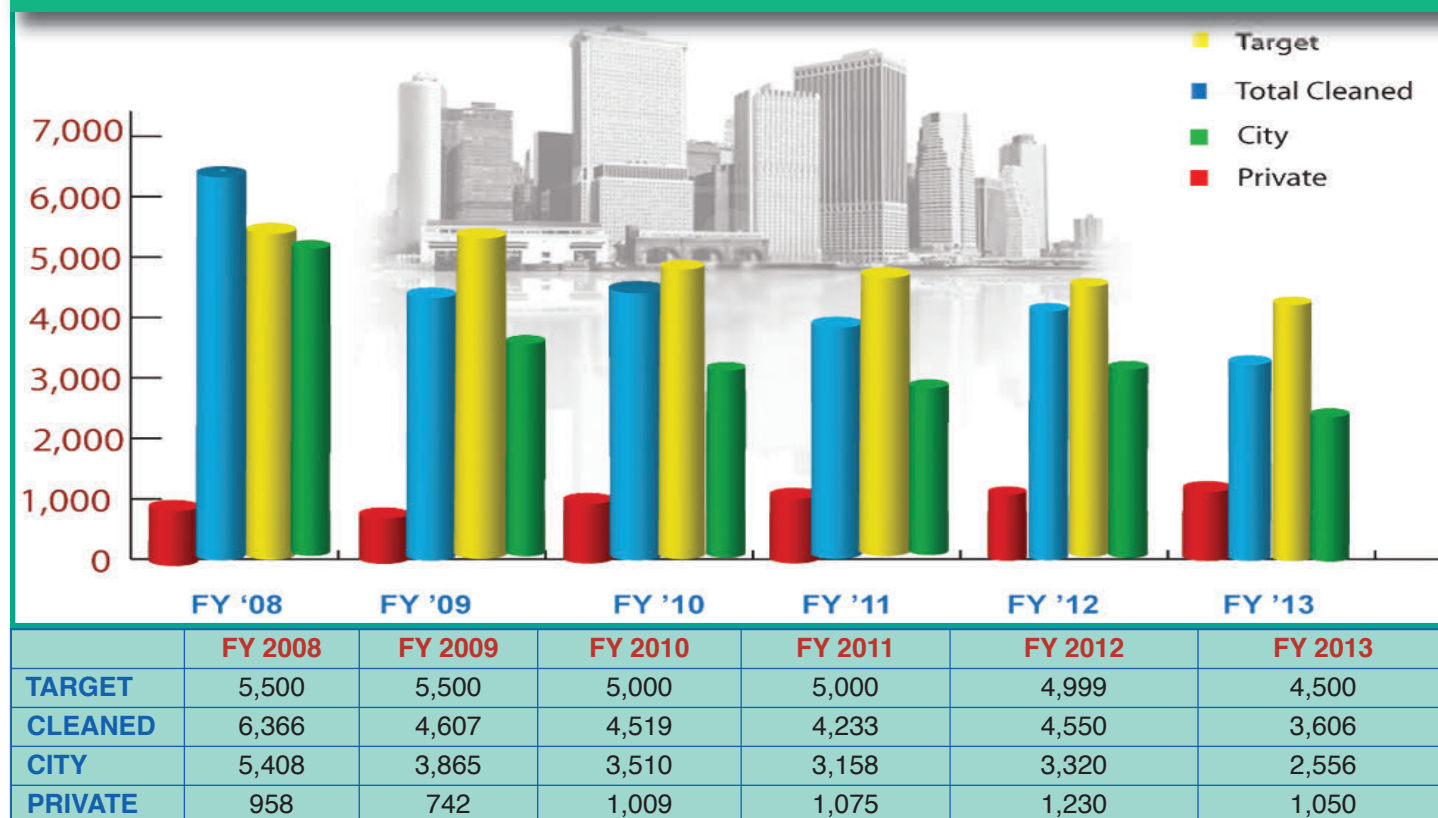
The Lot Cleaning Division has monthly cleaning schedules keyed to community boards, based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs, and community board requests.

In FY'13, 3,606 vacant lots were cleaned. Of these, 2,556 were city-owned and 1,050 were privately owned. There were 697 diversions cleaned; 360 in CD areas, and 337 in non-CD areas. In addition, 156 properties with abandoned structures were cleaned in FY'13; 117 in CD area, 39 in non-CD areas.

The Division continues to apply "crack and peel" stickers to both "Curb Your Dog / Don't Litter" and "No Dumping" signs that are faded and in need of refurbishing. During FY'13, 20 "Curb Your Dog / Don't Litter" stickers were applied in the five boroughs.

During emergency periods, CD resources may be re-directed to address the situation in both CD and non-CD areas, and may include opening streets to allow for vehicle passage, and assigning personnel to address pedestrian and public safety needs such as clearing crosswalks, step streets, bus stops, and fire hydrants.

LOT CLEANING STATISTICS



REFUSE / RECYCLING OPERATIONS

COLLECTION

Refuse Collection - DSNY 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. Containerized sites are collected from one to three times per week depending upon need.

Each week in FY'13, DSNY assigned more than 5,000 trucks to collect 49,791 tons of curbside residential refuse, and scheduled 465 E-Z Pack and Roll-on/Roll-off containerized trucks to collect an additional 7,505 tons of refuse. The amount of refuse generated by the 8.2 million residents of New York City is subject to seasonal variations.

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

DSNY constantly strives to improve refuse collection and works at improving our reputation as a professional agency in 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.

It is part of the Department's mission to provide on-time collection service, and to collect all materials correctly set out for collection. Residential complaints of missed collection service are an indication that sometimes we do not fulfill that mission. All missed collection complaints are carefully investigated.

Containerized Collection Program – Over the past decade, the Department's containerized collection operation has gone through several dramatic changes. The Auxiliary Field Force (AFF) was decentralized into borough and district-based operations. Trucks that were once dispatched from one central location are dispatched from seven depots. In addition, the Roll-on/Roll-off operation was converted from a two-worker to a one-worker function. Also, refuse stops were converted from E-Z Pack (front loading collection vehicles) to curbside collection leading to greater productivity and reduced costs. Boroughs and districts closely monitor the overall operation to ensure productivity standards are maintained. Currently, there are 309 sites serviced by Roll-on/Roll-off trucks and 1,444 locations serviced by E-Z pack trucks.

School Trucks - DSNY collects refuse each school day during the 4 p.m. to midnight shift at all New York City public schools that receive curbside service, in addition to their regular service by district trucks. In January 2001, the Department, in cooperation with the Department of Education, initiated a program utilizing dual bin collection trucks to provide recycling collection each school day. All public schools receiving daily curbside service also receive daily recycling service. Beginning in September 2012, paper is



collected on Monday, Wednesday, and Friday and metal/glass/plastic recyclables are collected on Tuesday and Thursday. A total of 29 School Trucks are assigned each night during the school year to service 889 school locations. Summer service is also provided to DOE schools open for the season.

Housing Authority Trucks - Each week, DSNY refuse collection trucks provide an additional collection service to New York City Housing Authority (NYCHA) developments receiving curbside service. Currently, an additional 14 trucks are assigned weekly for the purpose of servicing 27 NYCHA sites. The number of housing trucks has declined greatly over the years due to an ambitious Roll-on/Roll-off containerization program undertaken by NYCHA at many of their developments.

New Collection Service – During the last several years, the city has experienced an increase in residential housing construction. New households and residences requiring DSNY refuse and recycling collection must apply to the Collection Operations Office for service. The 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.

Professional Fee Program - The DSNY expanded the Professional Fee (Profee) Program to include lawyers and chiropractors. Under the Profee Program, collection services are provided to professionals, for an annual fee, who conduct business in residential buildings. This service was first offered to medical doctors and dentists in 1992. There are currently more than 1,118 Profee clients. Professionals wishing to enroll in the Profee Program should call the Collection Operations Office for more information. They can also obtain information from the DSNY website.

Asian Long Horned Beetle Infestation – In November, 2004, DSNY suspended collection of firewood or wood from trees growing on residential and institutional properties in Manhattan, Brooklyn and Queens to prevent the spread of Asian Long Horned Beetle infestation. This included all firewood, woody debris from trees, shrubs and bushes, and all live, dead, cut or fallen branches, twigs, logs stumps, roots, and other wood from trees greater than ½ inch in diameter. The beetles bore into and kill trees that they infest. In July 2007, the DSNY suspended the collection of firewood and wood from trees in northwestern sections of Staten Island after beetle infestations were discovered there. As of June 2013, wood suspension only affected Brooklyn and Queens. The Department of Parks and Recreation (DPR) is responsible for on-site chipping and disposal of organic wood in the infected areas. Appointments for wood chipping by DPR can be made through 311 or their website.

Operation Dumpster – Commissioner John J. Doherty implemented the “Operation Dumpster” program to strictly regulate when and where commercial dumpsters, receptacles, containers and refuse bags can be placed for collection. The following regulations are now in place citywide:

- Commercial locations can no longer store dumpsters or containers on sidewalks. Dumpsters or containers must be kept either inside or at the rear of the premises.
- If the private carter collects from the commercial location at night, refuse can be placed out for collection one hour before their closing. If the private carter collects from the location on days, the refuse must be placed out within two hours of the actual collection time.
- Commercial locations cannot leave refuse out over the weekend.
- Commercial locations with overnight collection will be allowed one hour from the time a responsible person is on the premises, for the removal and storage of containers before a summons will be issued.

RECYCLING

Recycling Collection – The recycling program, which began in November 1986, is an integral part of the Department’s overall operation. The primary goal of DSNY’s recycling 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, organics collection, Christmas tree collection, tire disposal, special waste sites, public space recycling receptacles, and chlorofluorocarbon (C.F.C) recovery.

Curbside and Containerized Programs - In FY’13 DSNY assigned 1,873 curbside and 82 containerized trucks to collect approximately 10,114 tons of recyclables each week. The curbside and containerized recycling programs involve collection of two separate groups of recyclables. The paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. Metal, glass, and plastic recycling



trucks collect aluminum products, metal cans, wire hangers, large metal appliances such as refrigerators and stoves and other household products that are substantially metal as well as plastic bottles, jugs and beverage cartons. In May 2013, the DSNY added rigid plastic to the list of acceptable materials

The Department delivers paper to seven vendors: A & R Lobosco, Paper Fibers, Triboro Fibers, Rapid Recycling, Metropolitan Paper, Visy Paper of New York, and the Sims Company. Visy receives paper at two locations: 59th Street MTS and their own paper plant on Staten Island.

DSNY has one vendor for all metal, glass and plastic and metal bulk that it collects, the Sims Company, which operates three facilities in the Bronx, Long Island City, and Jersey City in New Jersey. The company has negotiated a twenty year term contract with the City. As part of that contract, a new acceptance and processing facility is under construction in Brooklyn and will open soon. In the future, Sims will accept mixed paper at their Bronx, Brooklyn and Long Island City locations, in addition to metal, glass and plastic. Sims currently accepts both commodities on a limited basis at its Bronx facility.

Green Market Food Waste Pilot – Food waste, or “organics,” comprise about a third of the city’s waste stream. When organics are sent to a landfill, they contribute to disposal costs and can create greenhouse gases which increase the carbon footprint of the city. When organics are composted, they turn into a product that can be used for city parks and other green spaces.

In April 2012, in conjunction with GrowNYC, DSNY began a program to collect residential food waste from Greenmarkets in Manhattan, Brooklyn, and Staten Island on Saturdays and Sundays. Retro-fitted DSNY trucks deliver large plastic receptacles to the Greenmarkets in the morning. Residents bring food waste and other organics from their homes and deposit them in the receptacles. The receptacles are collected in the afternoon. Currently, 16 Greenmarkets are

served each weekend, and produce approximately six tons of organics.

School Food Waste Pilot – In partnership with the Department of Education, DSNY instituted a school food waste pilot program. Food waste receptacles were distributed to 22 schools on Manhattan's West Side and 15 schools in Crown Heights, Brooklyn in September 2012. The receptacles were placed in the school cafeterias allowing students to deposit their food scraps and organic materials. The bins are then placed out daily for evening collection by a dedicated food waste collection truck from Manhattan 7 and Brooklyn North 8. In April of 2013, the program expanded to Staten Island where 22 school kitchens participated in food separation.

The school food waste trucks also provide organics collections to two homeless shelters managed by the Department of Homeless Services; two residential developments in Manhattan, the Helena and Morningside Gardens; three private schools, Bank Street, Trevor, and Calhoun; and Gracie Mansion.

Household Food Waste Pilot – In May 2013, DSNY began a curbside pilot program to collect organic materials from 3,000 households in Westerleigh, Staten Island. The collected materials are taken to the Staten Island compost site for processing. The pilot program is expected to expand to the Bronx and Brooklyn in Fall 2013.

Christmas Tree Collection – The designated tree collection period this year was scheduled for fifteen work days: January 2 through January 18, 2013. DSNY collected 193,393 trees, with a partially estimated weight of 1705.18 tons. The collected trees are chipped by the Department of Parks and the WeCare Company and turned into mulch.

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

The Department makes it easy for the public to dispose of their tires legally by allowing city residents to drop their tires off at any one of the five DSNY operated special waste sites. Additionally, residents may bring tires to any of the Department's 59 district garages. During FY'13, DSNY collected and processed 38,052 tires. The Department did not need to shred tires in FY'13.

Household Special Waste Sites - DSNY operates five household special waste sites for use by city residents. The sites are located on Muldoon Avenue on Staten Island; at the Manhattan 6 Garage; in the South Bronx; in Southwest Brooklyn; and the North Shore of Queens. City residents can bring the following materials to these sites: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, automotive and household filters and latex paint. The sites are open on Saturdays, excluding City holidays. To accommodate Sabbath observers, special waste sites are open on the last Friday of each month, and closed the immediate following Saturday. The facilities are open from

10:00 a.m. to 5:30 p.m.

Chlorofluorocarbon Removal Program - In 1998, as a result of new Federal Clean Air Act requirements, DSNY established a program to recover and recycle chlorofluorocarbon (CFC) gas (a.k.a. Freon) from residential appliances. CFC gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured in the 1990's. The United States Environmental Protection Agency determined that CFC gases have a harmful effect on the ozone layer and required the Department develop a program to collect CFC-containing appliances without releasing the gases into the atmosphere. Residents who wish to dispose of CFC-containing appliances should call 311 for an appointment date for CFC removal. On the appointment day, a Sanitation Worker trained in CFC evacuation safely recovers the CFC gases from the appliance. The evacuated appliance is then tagged with a special orange decal certifying that the appliance is CFC free. The regular metal recycling collection truck then collects the appliance on the scheduled recycling day (usually the next day). The recovered gas is brought to a vendor where it is recycled.

DSNY is equipped with 20 vans and currently has 150 Sanitation Workers and 5 Supervisors certified in CFC evacuation. During FY'13, Sanitation Workers processed 43,189 CFC appointments.

Public Space Recycling – In 2007, DSNY conducted a pilot public space recycling program, placing brightly colored recycling receptacles for mixed paper and metal, glass and plastic items in six public parks and in both Staten Island ferry terminals. The goal of the program was to make it easier for the public to recycle as they go about their normal day. The program has since been expanded to a total of 443 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 Park sections of Manhattan; Governors Island; the Bronx Zoo, the Botanical Gardens, Van Cortlandt Park, and Fordham Road areas in the Bronx; Brooklyn Heights, McCarren Park, Prospect Park, Bay Ridge, Park Slope, Prospect Park Zoo, the New York Aquarium, Brooklyn Public Library, and Barclay Center in Brooklyn; Astoria, Downtown Flushing, Jamaica, Queens County Farm, Queens Botanical Gardens, and Queens Library in Queens; and in the New Dorp, Borough Hall, Clove Lake sections of Staten Island.

The program is a great example of public sector/private sector partnerships working together for a common goal as each recycling receptacle site requires a committed sponsor to be successful. There are 1,435 DSNY public space recycling receptacles in service. In addition, there are 73 privately designed and owned receptacles in Bryant Park, Highline Park and Lincoln Square in Manhattan for a total of 1,508 public space recycling receptacles citywide.

Derelict Bicycle Removal Program – Beginning on October 4, 2010, the Department initiated a program to address the problem of derelict bicycles. As part of the program, if a bicycle meets the definition of "derelict" as outlined in the Operations Order, the bicycle will be tagged and scheduled for removal and recycling. To date, 213 derelict bicycles have been removed.

Waste Characteristic Study – In May 2013, the second phase of a waste characteristic study took place to look at recyclables collected by the DSNY. The first phase of the study included refuse and MGP loads.

Based upon these samples, Cascadia Consulting Group will generate a report with the percentages of paper, metal, glass, plastic, yard waste, food scraps, construction debris, textiles, and other material present in the loads. The report will assist DSNY in planning for the future.

Hurricane Sandy – On October 29, 2012, Superstorm Sandy struck and made its entrance felt by the people of New York City. In the aftermath, an army of 6,000 Sanitation Workers went to work. The clean-up effort included clearing debris from roads and removing destroyed household possessions discarded by homeowners. Additional bulk storm debris trucks were scheduled from the beginning of November until February.



BUREAU OPERATIONS OFFICE (BOO)

The Bureau Operations Office (BOO) is the Department of Sanitation's primary communications center, handling interagency and intra-agency communications. To ensure efficient communications, the BOO Radio Room, known as "Central Control," maintains and monitors citywide radio communications, equipment repair, upgrades, maintenance, and inventory.

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

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

SNOW OPERATIONS

During FY'13, ten storms hit New York City dumping a total of 24 inches of snow and ice on city streets. The first snowstorm hit November 7, 2012.

DSNY used more than 183,500 tons of rock salt and 295,740 gallons of calcium chloride over the FY'13 winter season.

FACILITIES

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

EQUIPMENT

Alternative fuel equipment such as new hybrid-electric mechanical brooms and collection trucks have been incorporated into the fleet.

► 365 SALT SPREADERS

Each salt spreader can hold up to 16 tons of rock salt.

► 36 SNOW MELTERS

DSNY uses 29 regular snow melters with the capability to melt up to 60 tons of snow an hour. They melt snow at a rate of 240 gallons per minute and work around the clock. The DSNY's seven "mega-melters" are capable of melting 130 tons of snow per hour or 520 gallons per minute. After passing through screens to filter large debris, melted snow is drained through approved NYC sewer connections.



SUPERSTORM SANDY

In response to Superstorm Sandy, BOO was responsible for maintaining order and establishing plans to ensure a successful clean-up effort. Internal coordination was one of the most important factors in efficiently relocating personnel and equipment. Annually, the Department holds blackout drills to test functioning with limited resources. This preparation enabled BOO to successfully manage a devastating situation with unreliable power and communications lines. Buses, trailers, schools and other department facilities were all used to effectively establish mobile commands in inaccessible areas.



ENFORCEMENT DIVISION

The Enforcement Division, comprised of 72 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 residents and commercial establishments.

SPO's are Sanitation Workers or Sanitation Supervisors who are fully trained, armed peace officers. SEA's are unarmed civilians who undergo a comprehensive classroom and field-training program.

In FY'13, the Enforcement Division issued 196,180 Notices of Violation (NOV). Supervisors from the Bureau of Cleaning and Collection issued an additional 78,069 violations. In addition, DSNY personnel issued 72,053 parking summonses for alternate side and restricted parking violations.

◆ POSTING UNIT

There are 24 SEA's dedicated to enforcing illegal posting violations, such as placing handbills or advertisement on vehicles, trees or utility poles. In FY'13, the Posting Unit issued 22,257 NOV's for illegal posting.

◆ CANINE UNIT

The Enforcement Division's Canine Unit 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'13, 6,110 NOVs were issued for these violations.

◆ SANITATION POLICE

In FY'13, Sanitation Police impounded 49 vehicles and issued 106 summonses for illegal dumping. Additionally, 254 vehicles were impounded and 510 summonses issued for theft of recyclables, with the Department recovering 132 tons of recyclable metal and paper.

The five most common NOVs, representing 46 percent of total issued, were:

S6M	Dirty Area.....	31,336
S06	Dirty Sidewalk.....	28,690
S18	Failure to store receptacle.....	24,639
S26	Failure to clean 18" into street.....	20,641
SP4	Improper disposal of bedding.....	20,200



PERSONNEL MANAGEMENT DIVISION



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

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

On a daily basis, PMD allocates General Superintendents, Supervisors, civilians and medical-duty assignment Sanitation Workers to support BCC field operations.

PMD coordinates the DSNY's charitable involvement in the Citywide Combined Municipal Campaign and the annual March of Dimes Walk for Babies.

During FY'13, DSNY appointed 459 new Sanitation Workers, promoted 136 Sanitation Workers to Supervisor, and 37 Supervisors to General Superintendent I.

THE DEPARTMENT'S PERSONNEL BREAKDOWN BY TITLES IN FY'13

Sanitation Workers.....	6,013	General Superintendents IV & above.....	11
Supervisors.....	851	Civilians (various titles).....	1,881
General Superintendents I.....	164	Total.....	8,996
General Superintendents II & III.....	76		

DIVISION OF SAFETY AND TRAINING

The Division of Safety and Training is responsible for all administrative and operational training with the goal of ensuring 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. Additional mandates include:

- Develop and maintain several programs that emphasize safe work practices and accident/line-of-duty 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
- Conduct department-wide location walkthroughs for Workplace Violence surveys, and facility, E-waste, and standpipe/sprinkler inspections
- Conduct computer training classes in conjunction with the Bureau of Information and Technology

In FY'13, more than 8,116 DSNY employees participated in the programs offered by the Division of Safety & Training.

» 2013 ACCIDENT REDUCTION INITIATIVE

The purpose of the 2013 Accident Reduction Initiative is to encourage safe driving and work habits to avoid chargeable vehicular accidents or work related injuries. Uniformed personnel can request a Safe Driver pin from the Division to proudly display on their uniform signifying 5, 10, 15, or 20 years without a vehicular accident.

DSNY FY'13 statistics indicate a 5 percent increase in chargeable accidents when compared to FY'12.

» CRITICAL DRIVER PROGRAM

In FY'13, the Division of Safety and Training continued to monitor the license status of all DSNY employees. For failure to maintain a valid driver's license, General Order 2008-14 specifically assigns the Safety Division the responsibility to restrict driving privileges, issue complaints, place personnel on suspension or Leave Without Pay Status, and to recommend termination.

» UNIFORM TRAINING FOR NEW HIRES AND PROMOTIONS

In FY'13, six classes were given, with a total of 607 employees

New Sanitation Workers (8/27, 9/24, 10/22)	3 Classes	458 Hired
Supervisors Promoted (10/9, 5/6)	2 Classes	133 Promoted
Superintendent Promoted (9/24)	1 Class	16 Promoted

» EQUIPMENT TRAINING AT FLOYD BENNETT TRAINING CENTER

In FY'13 a total of 1,741 employees attended the following

equipment training courses:

CDL Class A Permit Class	61 employees
CDL Class A License	24 employees
Large Wrecker & Car Carrier	32 employees
Wheel Lift Wrecker	1 employee
Mechanical Broom	487 employees
EZ Pack	147 employees
Front End Loader	422 employees
Roll On / Roll Off	8 employees
Driver Retraining	37 employees
Bus	11 employees
Fork Lift	485 employees
CPR/First Aid	13 employees
Microsoft Refresher	13 employees

» TRUCK MEASURING UNIT

The Truck Measuring Unit conducts classes instructing department employees how to correctly measure and record vehicle information from hired equipment when assisting the Department in snow removal. Once documentation is completed and sent to the Fiscal Services Division for review, they assist in determining accurate payment. All City-owned salt and sand piles are measured for accurate stockpiling information and reordering. Vehicles of contractors participating in the snow piling, hauling, and tertiary plowing contracts are also pre-inspected and measured.

» SNOW TRAINING

The Division offers training to Borough and District personnel on snow policies and procedures. In FY'13, a total of 570 employees participated in the following snow training classes:

Plows and Chains:	487 employees
Hired Equipment:	64 employees
Supervisor Snow School	19 employees

» DCAS COMPUTER SKILLS TRAINING AND OTHER GENERAL COURSES

During FY'13, 80 DSNY employees attended a total of 107 computer software and other general courses (i.e. management, procurement, auditing) sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel	32 courses
MS Access	1 course
MS Word	3 courses
MS Power Point	2 courses
Project 2010	2 courses
E-Mail	1 course
Photoshop	1 course
Other courses	4 courses

Total Computer Courses Attended.....	43
Other General Courses Attended.....	64
Total Courses Attended.....	107

» MANAGEMENT SKILLS TRAINING

The DCAS Management Skills Training Program is a series of courses designed to sharpen communication and management skills. Managers choose the courses they

would like to attend, based on their individual development needs and goals.

In FY'13, 282 employees participated in the following courses:

Supervisory Skills.....133 employees
Conflict of Interest Training.....149 employees

RIGHT-TO-KNOW TRAINING (RTK)

Federal and state laws require every employee attend RTK training. The course educates employees on identifying potential hazards in the workplace, guarding against exposure, and using materials safely. Class content is specific to the employee's job title and work environment.

In FY'13, 3,958 employees participated in RTK Core and Refresher training classes.

EEO AND WORKFORCE DIVERSITY TRAINING

DCAS and the DSNY Equal Employment Opportunity (EEO) Office require all employees receive training in their rights and responsibilities under EEO laws, including how to prevent harassment in the workplace and how to work cooperatively as a member of a diverse workforce.

In FY'13, 878 employees participated in the following four courses:

EEO Training for New S/W.....458 employees
EEO Training for New Supervisors.....133 employees
EEO Training for New General Superintendents.....
.....16 employees
EEO/Computer Based Training Superintendents.....
.....147 employees
EEO/Sexual Harassment Prevention Refresher (ENF)..
.....124 employees



BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

EXPANSION OF PLASTICS RECYCLING

On April 24, 2013, Mayor Bloomberg announced an expansion of the recycling program to include rigid plastics. Rigid plastics, including bottles and jugs, food and non-food containers, packaging, housewares and bulky items, are now collected in the "blue" metal/glass/plastic/carton recycling stream. Rigid plastic products were designated as recyclable in an amendment to Title 16 of the Rules of the City of New York, and became effective on July 5, 2013.

NYC ORGANICS COLLECTION PROGRAM PILOT

In the fall of 2012, DSNY began offering curbside collection of organic waste—including food scraps, food-soiled paper, and yard waste—to select NYC schools, residences, and institutions. This service, called for in Local Law 77 of 2013, is a pilot program to divert organic material from disposal for beneficial use.

Schools: During the 2012-13 school year, DSNY provided organic collection service to 90 public schools in Brooklyn, Manhattan, and Staten Island in partnership with the Department of Education, and three independent private schools. During the 2013-14 school year, the number of schools participating in organics collection will reach well over 300.

Neighborhoods: In May 2013, DSNY started a pilot program to collect organic waste, weekly, from approximately 3,200 households in Westerleigh on Staten Island. Residences received an outdoor organics collection bin, a kitchen container, compostable liners and informational material.

Apartments & Institutions: In addition to the pilot neighborhoods, DSNY is recruiting large multi-unit residential buildings, agencies and institutions to participate in organics collection. In FY'13, two Department of Homeless Services shelters in Brooklyn,

three private schools in Manhattan and Brooklyn, and two high-rise residential buildings in Manhattan joined the program.

2012-13 WASTE CHARACTERIZATION STUDY

The Bureau conducted an update of the 2004-2005 Waste Characterization Study of the residential curbside waste stream. The 2012-2013 NYC Residential Waste Characterization Study was conducted over two seasons (September 2012 and May 2013), and collected more than 570 samples citywide. Results of the study will be released in FY'14.

NYC RECYCLES WEBSITE

BWPRR writes the content and maintains the NYC Recycles website (www.nyc.gov/wasteless), NYC's one-stop resource for recycling, waste prevention, composting, and sustainability info. This comprehensive website describes the programs in depth, serving as an effective reference tool for residents, agencies, the media, and policy makers in NYC and beyond. During FY'13, the website received more than 118,000 visits.

NYC STUFF EXCHANGE WEBSITE AND APP

While there are many organizations that buy, sell, and accept donations of used goods in NYC, each organization has specific requirements for handling materials. Therefore, BWPRR manages the NYC Stuff Exchange website www.nyc.gov/stuffexchange and app as a free, quick, and simple way for New Yorkers to find convenient places to donate, buy, or sell different types of gently used goods. The app was downloaded more than 1,200 times in FY'13.

NYC Stuff Exchange contains a searchable database of reuse organizations that can be organized by zip code, area, or vendor.

In FY'13, the site received 15,277 queries, with the most popular inquiring where to donate clothing & accessories (3,078 queries), where to donate home furniture (991 queries), where to donate books (705 queries), where to sell large appliances (696 queries), and where to sell clothing and accessories (684 queries).

DISTRIBUTION OF OUTREACH MATERIALS

In FY'13, BWPRR distributed 1,071,160 pieces of information on recycling, composting, and waste prevention through community outreach and individual requests.

RECYCLING OUTREACH ACTIVITIES

BWPRR promotes recycling to buildings and individuals through site visits, presenting to agencies, community



Participants in the Organics Collection Pilot in the Westerleigh neighborhood in Staten Island received a brown bin to set out their organic waste.

Recycling Outreach Activities FY'13	
SITE TYPE	QUANTITY
Residential	170
Agency/Institution	50
Outdoor space	33
Commercial	30
Schools	15
Total	298

Recycling Outreach Activities FY'13	
SITE TYPE	QUANTITY
Site visits	228
Events	70
Total	298

groups, tenant organizations, block parties, street fairs, festivals, and other major events throughout the year, speaking to thousands of individuals every year.

APARTMENT BUILDING RECYCLING INITIATIVE (ABRI)

BWPRR's Apartment Building Recycling Initiative (ABRI) (www.nyc.gov/wasteless/abri), now in its eighth year, provides multiple levels of support to apartment building residents, property managers, and building staff with the goal of increasing the amount of materials that are recycled, reducing the amount of recyclables in the trash, and helping buildings manage their waste practices more efficiently. This program is especially important since 70 percent of our City's housing stock is comprised of multi-unit dwellings.

Recycling outreach specialists visit participating buildings to ensure that recycling areas are set up properly, with labeled recycling bins and posted signs, and education materials are provided for building residents.

There are 627 residential buildings currently participating in ABRI, representing a total of 75,869 units. During FY'13, 77 new buildings, representing 8,591 units, registered in the

program.

BWPRR hosted seven in-house trainings, with 47 attendees at its offices. (November – February were cancelled due to Hurricane Sandy repairs). Outreach staff also conducted 20 on-site trainings for 312 attendees for larger building complexes and property management companies.

RE-FASHIONNYC: NYC's OFFICIAL CLOTHING REUSE PROGRAM

BWPRR launched re-fashionNYC (www.nyc.gov/refashion) in May 2011 to provide a convenient way for New Yorkers to reduce textile waste. The program provides sturdy, attractive donation bins that are emptied upon request. Tax receipts are provided directly on the bin for donations valued under \$250.

In FY'13, re-fashionNYC managed 422 tons of textile donations, and proudly announced a cumulative collection of more than 1,000,000 pounds since the program's launch. An additional 108 donation bins were installed, bringing the total to 307 bins citywide. re-fashionNYC also welcomed the first of many commercial partners, including office buildings, hotels, storage companies, and laundromats. The program continues to grow steadily and reach new neighborhoods.

SCHOOL RECYCLING AND GOLDEN APPLE AWARDS

BWPRR continues to work closely with the NYC Department of Education (DOE) to help set up recycling programs in all 1,800 City public and charter schools located in 850 buildings, and to teach the City's 1.1 million



BWPRR staff work with a building's super to find an ideal location for a re-fashionNYC bin.

2013 GOLDEN APPLE SUPER RECYCLER WINNERS

DIVISION	BOROUGH	AWARD	SCHOOL
Elementary	BROOKLYN	Citywide & Borough Winner	PS 310K
Intermediate	Queens	CITYWIDE & BOROUGH WINNER Queens Golden Shovel	IS 204 Oliver Wendell Holmes
Intermediate	Brooklyn	Borough Winner	PS 89 Cypress Hills
Intermediate	Brooklyn	Borough Runner-Up	IS 240 Andries Hudde
Intermediate	Bronx	Honorable Mention	Baychester Middle School X532
Intermediate	Bronx	Notable Student Effort	MS 181 Pablo Casals
High School	Manhattan	Honorable Mention	Office of Adult & Continuing Education, Region 4
High School	Manhattan	Notable Student Effort	Stuyvesant High School

2013 GOLDEN APPLE REDUCE AND REUSE CHALLENGE WINNERS

DIVISION	BOROUGH	AWARD	SCHOOL
Elementary	Brooklyn	Citywide & Borough Winner	PS 46 E C Blum
Elementary	Brooklyn	Borough Runner-Up (tie)	Success Academy Cobble Hill
Elementary	Brooklyn	Borough Runner-Up (tie)	PS 146 Brooklyn New School
Elementary	Manhattan	Borough Winner	PS 199 Jessie Isador Straus
Elementary	Manhattan	Borough Runner-Up	PS 89 Liberty School
Elementary	Staten Island	Honorable Mention Staten Island Golden Shovel	PS 57 Hubert H Humphrey
Intermediate	Brooklyn	Citywide & Borough Winner	MS 126 John Ericsson Magnet School for Environmental Engineering
High School	Queens	Citywide & Borough Winner	Maspeth High School
High School	Bronx	Borough Winner	Urban Assembly School for Wildlife Conservation X372
High School	Manhattan	Honorable Mention	Stuyvesant High School

2013 Golden Apple Team Up to Clean Up Winners

DIVISION	BOROUGH	AWARD	SCHOOL
Elementary	Brooklyn	Citywide & Borough Winner;	PS 107 John W Kimball Learning Center
Elementary	Brooklyn	Borough Runner-Up	Brooklyn Arbor School K414
Elementary	Brooklyn	Honorable Mention	PS 132 The Conselyea School
Elementary	Brooklyn	Brooklyn Golden Shovel	PS 32 Samuel Sprole Mills
Elementary	Bronx	Borough Winner NYRP Rose Award Winner	The Family School X443
Elementary	Manhattan	Borough Winner	PS 166 Richard Rodgers School of the Arts & Technology
High School	Bronx	Citywide & Borough Winner	Cardinal Spellman High School

schoolchildren about sustainability, including waste prevention, composting, and recycling.

BWPRR attends all of the DOE Sustainability Initiative's recycling working group sessions, and presented the keynote segment on school recycling setup at the three large trainings attended by hundreds of DOE Sustainability Coordinators in fall and winter of 2013. During the six mandatory custodian training sessions held in 2012-2013, BWPRR explained what to recycle and how to set up an effective recycling program. BWPRR also conducted recycling presentations for School Food staff.

COMPOSTING OPERATIONS

As a result of Superstorm Sandy, thousands of trees in all parts of the City were destroyed or damaged. Consequently, approximately 50,000 cubic yards of trees and wood debris were collected and brought directly, by all city agencies, to the Staten Island Compost Site.

DSNY also delivered 400 tons of Christmas trees to the Staten Island Compost Site for processing into wood chips and mulch. During the last quarter of FY'13, Fresh Kills started receiving food waste through the Organics Collection Program pilot from 16 Staten Island public school kitchens and the Westerleigh section of Staten Island. The school kitchens generated approximately 20 tons of organic materials, while Westerleigh residents generated approximately 12 tons of organic materials.

Compost site staff received yard waste from registered landscapers, processing 14,615 tons of material into high quality compost and mulch for landscapers and others to purchase. BWPRR made 11,360 cubic yards of finished compost and mulch available to other city agencies and

Project (www.nyc.gov/wasteless/compostproject). This Department-funded project is operated by staff at The New York Botanical Garden in the Bronx, the Brooklyn Botanic Garden, and the Lower East Side Ecology Center in Manhattan, the Queens Botanical Garden, and the Snug Harbor Cultural Center & Botanical Garden on Staten Island.

NYC Compost Project Local Organics Recovery Program FY'13

Compost sites	18
Drop-off sites	29
People who dropped-off food scraps	14,557
Volunteers	2,112
Organic waste accepted (lbs)	294,509.43
Organic waste processed (lbs)	411,771.72
Bags of compost distributed	3,388

NYC COMPOST PROJECT LOCAL ORGANICS RECOVERY PROGRAM

NYC Compost Project Local Organics Recovery Program Activities	
CATEGORY	FY'13
Activities/events	724
People reached at events	15,895
Composting workshops	244
People attending workshops	5,104
School composting activities	250
People attending school activities	5,343
Master composters trained	79
Master composter activities	297
Compost bins sold	198
Worm bins sold	62
Demonstration sites	58

nonprofit organizations free of charge, for their use in gardening, soil mitigation, or habitat improvement projects.

NYC COMPOST PROJECT

BWPRR promotes compost education and outreach to NYC residents in the five boroughs through the NYC Compost



BWPRR launched the NYC Compost Project Local Organics Recovery Program (LORP) in the spring of 2012 to provide NYC residents with a wider range of food scrap drop-off opportunities and to ensure that those food scraps were composted locally.

In FY'13, there were 29 ongoing LORP drop-off sites which included greenmarkets, libraries, public parks, community gardens, specialty food markets, and outside of select subway stops. The LORP program is run through BWPRR's NYC Compost Project.

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 FY'13 MulchFest locations. BWPRR staff and colleagues at the NYC Compost project, and their master composters and volunteers, distributed nearly 9,000 tree tags (printed by Parks) containing information on tree recycling to Christmas tree vendors, and other dissemination points (such as libraries and elected officials).

The NYC Compost Project staff and their master composter volunteer corps staffed 14 information tables at the most popular tree-chipping sites in each borough to distribute literature on recycling and composting.

NYC CENTER FOR MATERIALS REUSE

BWPRR promotes and strengthens NYC's reuse sector by funding the NYC Center for Materials Reuse (CMR) (formerly MEDP) (www.nyccmr.org), a program managed through the Grove School of Engineering at the City College of New York (CCNY). In 2012-2013, CMR focused on three major areas: launching the ReuseNYC program; furthering its environmental impact research and development program; and managing NYC WasteMatch.

Launched in the fall of 2012, ReuseNYC (www.reusenyc.info) has grown to 11 nonprofit reuse organizations. CMR offers members of ReuseNYC a range of networking and educational programs, including workshops on tax risks and liabilities, donations management and logistics for disaster. In addition, CMR hosted its fifth annual sector-wide reuse conference featuring Robert Kennedy, Jr. and experts from the Federal Emergency Management Agency (FEMA).

CMR published the first ever environmental impact study of the sector, and made significant progress in its research on the impact of ReuseNYC members. This report illustrated a reduction of 8,000 metric tons of CO2 equivalents in Greenhouse gas emissions, an energy savings of 106,300 million BTU, as well as the redistribution of more than 6,000,000 pounds of materials in contribution to the City's solid waste diversion goals.

NYC WASTEMATCH		
Category	FY2012	FY2013
Tons diverted	681	761
Dollars saved	\$1,186,000	\$1,006,785

The NYC WasteMatch program took on an important role in the management of donations after Superstorm Sandy, effectively administrating the City's online emergency materials exchange and donations portal, AidMatrix. CMR also served as a support coordinator of unsolicited in-kind donations, in direct collaboration with NYC Office of Emergency Management, NYC Voluntary Organizations Active in Disaster, City Hall and FEMA. As a result of these activities, CMR and its NYC WasteMatch program, aided in the coordination of over 850,000 individual material donations, and the pick-up of over 450 truckloads of unsolicited in-kind donations for those affected by Sandy.

Materials for the Arts

Materials for the Arts (www.mfta.org) is the creative reuse program of the NYC Department of Cultural Affairs, with support and funding from DSNY and DOE. Since 1978, MFTA has supported the arts and cultural community and helped reduce waste by providing the opportunity for businesses and individuals to donate unneeded supplies to thousands of art and education programs across the five boroughs. New Yorkers can support teachers and students, museums, parks, theaters, dance troupes, community initiatives, and more by donating their surplus materials.

In FY'13 Materials for the Arts diverted 1,239,018 pounds of materials from the landfill. Over the last ten years, Materials for the Arts has provided 21 million pounds of reusable goods worth \$75 million to 5,240 cultural nonprofits, public schools, and civic groups with arts programs.

The MFTA Education Center offers field trips and workshops to students and educators allowing them a firsthand experience with creative reuse. Last year, over 4,000 students visited Materials for the Arts and created reuse projects, including 2,500 who received free field trips. Over 1,000 public school teachers learned ways to integrate creative reuse projects into language arts, math, science, social studies, and other subjects.

SAFE DISPOSAL EVENTS

In 2013, BWPRR continued its successful annual series of



By car, by bike, by foot: New Yorkers participated in DSNY's SAFE Disposal Events bringing potentially hazardous household items for safe handling, recycling, and disposal.

FY'13 SAFE DISPOSAL EVENTS ITEMS COLLECTED	
ITEM	LBS
Electronics	299,101
HHW – combined	369,997
Pharmaceuticals (net)	1,911
Cell Phones (net)	810
Grand Total	671,819

SAFE Disposal Events. These events are held in each borough during the spring to provide NYC residents with a one-stop method to dispose of potentially harmful household products, including pharmaceuticals and electronics.

SPECIAL WASTE

BWPRR continues to maintain a Household Special Waste Drop-Off Site in each borough, where NYC residents can drop off common harmful household products, including household and automotive batteries, motor oil, transmission fluid, fluorescent tubes and bulbs, latex paint, mercury thermometers and thermostats, and passenger car tires for proper disposal. In FY'13, approximately 73 tons of material was collected from all five sites.

AGENCY SAFE HANDLING

BWPRR continues to be responsible for overseeing the citywide agency safe handling program. This program is intended to ensure that all Agency-generated universal and electronic waste is properly disposed of. BWPRR monitors the contract that provides for the labor, equipment and support necessary for the proper removal, transportation, recycling and/or disposal of these waste materials. In addition, BWPRR continues to maintain several online safety courses available to new and existing city staff and managers who are involved in these activities.

TAKE IT BACK NYC

Certain items, such as harmful or reusable products, or items that can only be recycled in a separate, clean waste stream, cannot feasibly be collected at the curb by DSNY. Therefore, BWPRR looks to manufacturers and retailers to

take responsibility to collect and manage those items that they produce or sell. In anticipation of the disposal ban on electronics that is to become effective in 2015, BWPRR partnered with Electronic Recyclers International to implement the e-cycleNYC initiative, an innovative program that will provide apartment buildings with bins for collection of electronic waste.

In addition, BWPRR continued its campaign to educate NYC residents about their various "take-back" options for automotive products, electronics, batteries, plastic bags, compact fluorescent bulbs, and many other items. Information can be found at

www.nyc.gov/wasteless/takeback.

RECYCLING PROCESSING CONTRACTS

Annual paper recovery for FY'13 was down 11,500 tons and metal/glass/plastic/cartons (MGP) recovery was down 3,400 tons compared to FY'12. This decrease can be attributed to a number of factors including the general decrease in available post-consumer print paper material, the continued prevalence of scavenging, and decreases in recycling set out in areas affected by Superstorm Sandy.

The new Sims Materials Recovery Facility in Brooklyn is scheduled to open in November 2013, with limited capacity. Full production is slated for January 2014. After the facility is fully operational, Sims will process approximately 150,000 tons of comingled paper—almost one half of the paper currently generated by the City's residences and institutions. This processing will take place in addition to Sims' current metal, glass, plastic and bulk metal contracted recycling service already in place.



SUPERSTORM SANDY

DSNY's entire field force played an essential role in assisting the city in recovering from the deadly impact of Superstorm Sandy and the massive storm surge that flooded many communities on Staten Island, in the Rockaways, in southern Brooklyn and lower Manhattan.

Initially, the Department relocated equipment from its facilities in the evacuation areas of Queens and Brooklyn. DSNY building maintenance crews then used sand bags at those facilities in the flood prone zones to deter major damage.

Pre-planning for Sandy's fury, DSNY officials met with the Office of Emergency Management the day before the storm hit regarding the possible use of temporary storm debris storage areas. The Department advised the New York State Department of Environmental Protection of sites that could be used if the storm hit with the forecasted intensity, including Jacob Riis Park. Given the Park's size, paved surface, access and location, it was the ideal temporary debris storage area for the Rockaway peninsula.

Operating out of a temporary command post in Queens because DSNY headquarters was blacked out by floods in lower Manhattan, the Department coordinated a massive debris removal operation with Army Corps of Engineers' assistance. As the storm abated, DSNY crews were dispatched to remove downed trees, clear roads of sand and debris for emergency vehicles, and begin the process of removing what ultimately became more than 434,000 tons of water-logged storm debris from curbsides in front

of damaged homes in the areas hit by the surge.

Thousands of DSNY workers plied every street in the affected areas collecting damaged furniture, personal belongings, household equipment, and more. Workers were placed on 12-hour shifts. Some workers had sustained significant damage to their own homes, but showed up to work to help their communities. Some even slept at their garages. Recycling collection were suspended citywide for two weeks to allow for the redeployment of those workers to storm debris removal work. Refuse collection was reduced in some areas to allow for additional personnel redeployment. Alternate side parking was suspended citywide to supplement the storm debris collection efforts.

Much of the collected debris went to Jacob Riis Park, which acted as a temporary storage facility. The central location of the Park and its proximity to the affected areas allowed DSNY to more quickly remove debris from roadways and residences and helped to provide relief to the victims of the storm.

In many areas, DSNY workers were cheered for their persistence in clearing sand from streets to allow for traffic to pass and for their compassionate, yet necessary debris removal operations. Workers also were inspired by a visit to Staten Island by President Obama who shook the hands of several Sanitation Workers and Chiefs as he surveyed storm damage. The President thanked the workers calling them "first responders" who don't always get the credit they deserve, even though they had done heroic work. Former President Bill Clinton paid a surprise visit to workers in the



Rockaways to say “thank you” for their tireless work. Media accolades also followed, boosting the morale of the work force that did not have a day off for more than two full weeks.

The cleanup started the day after the storm and lasted until April 15, 2013. During that time an estimated 434,740 tons of storm debris was removed in the affected areas. Most of the debris that was removed came from Queens (241,513 tons), followed by Staten Island (109,150 tons),

and Brooklyn (84,077 tons). In addition to the storm debris material, an estimated additional 27,720 tons of tree debris was collected by DSNY City-wide and disposed of at Parks Department facilities.

DSNY was honored and privileged to be part of the enormous clean-up efforts that helped get the City back on its feet.



BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

The Bureau of Public Information and Community Affairs is responsible for communicating the Department's policies, procedures, and services, to internal and external audiences. The Bureau works directly with the 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 and social media accounts.

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, online, 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. The PIO coordinates the production and distribution of the daily news digest, a compilation of all news articles and broadcast stories that are focused on the Department, or City-wide issues. The Deputy Commissioner also serves as the executive editor of all content for the Department's website and social media accounts 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 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.

» DIVISION OF CUSTOMER SERVICE AND GOVERNMENT RELATIONS

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

Following the Mayor's lead and emphasis on a system that delivers quick and accurate responses to its customers, the Division performs the intake of a customer's concern by using a triage system. This process generates an immediate evaluation as to the nature, seriousness and urgency of the issue. The Division then produces a determination of how the Department can best provide a swift and satisfactory resolution to the issue in question. The division also responds to neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and



planning of both community and Sanitation programs.

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

CUSTOMER SERVICE UNIT (CSU)

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

In FY' 13, the CSU handled more than 15,400 website service requests and complaints filed by community residents. During the same period, CSU representatives processed more than 43,740 requests for recycling decals and DSNY literature, and sent out more than 239,400 mailings. The CSU also handled 14,344 telephone calls and inquiries.

CENTRAL CORRESPONDENCE UNIT (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from the public and elected officials, as well as letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting complaints or requests for service via DSNY's internal e-mail system to the appropriate districts and bureaus for action, and gathering necessary information for response. Correspondence pertaining to areas outside of DSNY jurisdiction is redirected and forwarded to the responsible agency. Letters may include service or information requests, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During FY'13, the CCU responded

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS



to 1,064 letters and e-mail messages; processed 3,520 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 1,067 inquiries requiring further action.

COMMUNITY AFFAIRS UNIT (CAU)

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

PROJECTS FUNDED BY ELECTED OFFICIALS

CSGR has been instrumental in creating and developing programs tailored to the individual needs of communities. Through these programs, various elected officials use their discretionary funds to provide high-end baskets in their communities, as in the Sponsor-A-Basket Program, as well as funding extra litter basket service, equipment and flusher service in response to odor complaints. During FY'13, CSGR coordinated the allocation of more than \$55,000, which Council Members earmarked toward the purchase of high-end litter baskets and the funding of extra

service in their districts.

SUMMARY OF SANITATION RULES AND REGULATIONS

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

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 2013 Rose Award winner was The Family School X443, in the Bronx, in the Elementary Division.

► MAYOR'S EXCELLENCE IN CUSTOMER SERVICE AWARDS - ECORRESPONDENCE

In a ceremony hosted by the mayor's office on October 24th, Debra Barreto and Teresa Cunningham of our Bureau of Customer Service and Government Relations were awarded 2012 Mayor's Excellence in Customer Service Awards. Debra and Teresa - key participants of the Customer service team - received the award for providing crucial assistance and internal support for the deployment of the enterprise Correspondence system within DSNY. They approached the project in positive and supportive matter, taking the time to learn, practice and become proficient with the system early on in the process. They maintained regular communications and liaise with contacts in the various offices of DSNY where the system would be deployed. Debra and Teresa continue to field questions, provide orientation and assistance to DSNY staff. They helped create practice records and scenarios

for use by DSNY staff and more importantly, provided feedback to the Mayor's Office of Operations and the DoITT development team. Debra and Teresa were and continue to be crucial in-house contact point persons for use of the system as well as serving as point persons for the Division of Customer Service and Government Relations' regular day-to-day use of the system.

Sandra Vega of the Human Resources Division and Raymond Sarreste of Support Services also received Mayor's Excellence in Customer Service Awards for their contributions in the eHIRE and Fleet Consolidation Initiative categories.

► KEEP NEW YORK CITY BEAUTIFUL

In June 2013, the private-public partnership between Keep America Beautiful, City agencies, including the DSNY, and non-profits Citizens Committee for New York City, GrowNYC and New York Restoration Project, helped to bring new gardening equipment, courtesy of Troy-Bilt, to urban farmers and city gardeners.

The company presented several large pieces of power equipment and gardening tools to deserving urban farms as part of an awards ceremony at the Powell Street Community Garden in Brownsville, Brooklyn.



BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

BUREAU OF PLANNING AND BUDGET

The Bureau of Planning and Budget continued to provide DSNY Executive Management with critical information pertaining to the operating budget, productivity, absence rates, headcount, refuse and recycling tonnage, and snow related expenditures. The Bureau also acts as a liaison to the Mayor's Office of Management and Budget on all capital and expense budget changes. During FY'13, the Bureau performed numerous budgetary projections resulting in necessary funding adjustments for Superstorm Sandy costs and FEMA reimbursement, long-term waste export and recycling fees, and provided extensive financial analysis necessary for the various budget reductions required by OMB.

In FY'13, \$399 million in Sanitation capital projects were committed. Project management credit was assigned for \$123 million in capital projects compared to a target of \$90 million ranking DSNY in the top group of capital agencies in achieving budget projections.

The Bureau successfully initiated the commitment of the following projects:

- ▶ Awarding of contracts to purchase 182 collection trucks, 45 dual bin collection trucks, 13 small alley collection trucks, 94 street sweepers, 21 front end loaders, 11 front-loading hoist compactor trucks, 15 roll-on roll-off container trucks, and 30 salt spreaders.
- ▶ Contracts for the sound attenuation wall at the Brooklyn 16 garage.
- ▶ Replacement of Superstorm Sandy damaged electrical cables at the Brooklyn 1 & 4 garage.

BUREAU OF INFORMATION AND TECHNOLOGY (BIT)

SIGNIFICANT INFORMATION MANAGEMENT INITIATIVES

DSNY completed extensive analysis and design work allowing the agency to roll out the first release of the Sanitation Management Analysis and Resource Tracking (SMART) system by the end of calendar year 2013. This release will provide DSNY field forces, which have 70 garages throughout the five boroughs, with digital operations, scheduling, and reporting technology. Subsequent releases of the SMART project will replace and upgrade aging systems as part of DSNY's New Technology Initiative (NTI). This includes replacement of a 30-year-old core enterprise-wide mainframe application with a unified web-based mobile solution to allow management instant access to real time operational information, at any place, at any time. Integration with city-wide systems, including GIS mapping services, fleet management, building management, HR, purchasing, and financial applications will enable cross-functional decision support for DSNY, optimizing the utilization of agency resources and accelerating responsiveness to the citizens of New York.

Other notable achievements:

- ▶ Superstorm Sandy damaged major parts of the City's infrastructure and closed down numerous buildings, including DSNY's headquarters and Medical Clinic. Within hours, with the assistance of DoITT, BIT activated a command center at DSNY's Central Repair Shop in Maspeth, Queens. In addition, the NTI implementation of an Electronic Content Management application enabled the Medical Clinic to access all

critical health data for DSNY employees from a remote location, as the paper records were in a flood-damaged building.

- ▶ Most of the DSNY phone system has been fully integrated into the city-wide VOIP network. The remainder of sites will be migrated by year end with the exception of sites that are awaiting, or are under, construction.
- ▶ Citywide Initiatives - Participation in the following city-wide initiatives is helping lower costs and improve services by better leveraging technology investments and expertise:

- DSNY has been an early adopter of the City's open data efforts and, with the advent of Local Law 11 (Open Data Law), has expanded the amount of data available, providing an increasing variety of information for citizens to access.

- Citywide Fleet Consolidation/AssetWorks - DCAS is creating a city-wide standardized source of data for vehicle maintenance, parts and management. DSNY is in the process of implementing the solution for Support Services and has rolled out PC's and printers for the mechanics at the majority of DSNY locations.

- Service Desk - DSNY has migrated its Tier 1 service desk to DoITT's service desk which is staffed 24/7 to provide round the clock coverage for IT related issues within the department. The new system employs ITIL best practices and enables monitoring and tracking of all IT related issues.

- TDC - The Technology Development Corporation has provided critical expertise and guidance throughout the SMART project, partnering with DSNY to ensure that the first release of the Operations Board will be successful.

- NYCWIN - NYCWIN is a dedicated broadband wireless infrastructure created to support public safety and other essential City operations. DSNY is utilizing NYCWIN from mobile laptops and continuing to roll it out to all facilities to provide backup connectivity.

- AVL - This new technology will allow DSNY to replace existing mobile phones that are used in DSNY vehicles for GPS tracking purposes and will reduce recurring annual costs by more than 60 percent. In addition, enhancements to the mapping system will allow supervisors to better track and control the DSNY fleet.

- COOP / Mobile devices - Utilizing Coop, iPads and AVL laptops, DSNY now has over 400 mission-critical users who can operate independently in the event of an emergency.

- NOVAS - The notice of violations issued by DSNY's Enforcement Unit are a key tool used by the City to maintain a cleaner New York. DSNY is procuring new handheld devices to replace the aging devices currently used by enforcement agents, and is working with the police department to share technology that will enable DSNY agents to write electronic parking tickets and notice of violation tickets using the same device.

FUTURE PROJECTS

- ▶ The SMART system will be enhanced with additional releases that implement new functionality such as work completion and dump management. The strategy for

remaining releases and modules will be determined subsequently, and the roadmap established accordingly.

▶ The Electronic Content Management (ECM) system will be expanded to handle the workflow associated with the health care of our uniform workers, whose availability status will be integrated into SMART's operational management systems. DSNY has also started scanning legal contracts, and engineering and operational forms as a precursor to automation of workflows in those areas.

▶ Mobile access - As part of a pilot program, DSNY's 900 chiefs and supervisors will be upgraded from Blackberry devices to large screen smart phones to expand mobile services beyond current telephone and e-mail capability. The new smart phones will enable real-time access to applications such as SMART and our AVL (automated vehicle locator) system, which will improve tracking and decision support functions. The new mobile platform will significantly reduce annual operating costs while providing a higher level of service.

▶ DSNY is working with NYPD to allow the Department the ability to use automated software used by the police in the generation of parking tickets. This initiative will allow Sanitation to lower the cost associated with writing paper tickets while provide more accurate ticketing information.

▶ RFID chips and holograms will be incorporated into agency ID Cards to improve security.

▶ DSNY will finish construction of a second training room at the Central Repair Shop which can be used as a secondary command center in the event of an emergency.

OPERATIONS MANAGEMENT DIVISION (OMD)

The Operations Management Division provides statistical review and analysis for evaluating DSNY's managerial and operational performance. OMD provides performance results to the executive staff, field managers, and the public. The executive reports are designed to provide insight into organizational performance and help evaluate future initiatives. In addition, OMD prepares departmental forms and other reprographic services.

Current Projects

- In coordination with the Bureau of Information Technology, OMD is developing a strategy to enhance analytics reporting using information supplied through the Data Element Exchange Program (DEEP). DEEP is a multi-phase initiative with a primary goal to maximize and improve information sharing between the various agencies. OMD has engaged in discussions regarding implementation possibilities and DSNY's inclusion in the DEEP program.
- OMD has developed a plan for the future expansion of public space recycling locations, gathering background information, and conducting research to develop optimal placement locations to coincide with current service resources.
- For Residential and school organic collection programs, OMD projected truck targets, tonnage and diversion expectations, staffing and equipment needs, and progress of program evaluation methodology. OMD continues to evaluate various locations where expansion has been proposed.
- OMD coordinated the expanded deployment of iPads to DSNY Borough and Headquarters executive staff. OMD leveraged the current AVL Solution and developed several mobile reporting tools also known as "forms" (cleaning, storm debris) which assisted field supervisors in their everyday responsibilities. OMD also field-tested several smartphones for possible use by field supervisors, weighing the pros and cons of each model. OMD has developed and continues to refine distribution of personnel to ensure daily functions are met requiring minimal daily realignment of staff.
- OMD assisted in design and development of an electronic tracking mechanism for ECB violations.
- OMD's Operations Assistance Unit (OAU) was part of the initial survey team for Smart Boards, providing details for proper planning, placement, and distribution of the SMART 60-inch monitors which will replace the current non-electronic boards.
- OMD Geographic Information Systems (GIS) provided maps of data collected in the field by OMD's OAU that enabled management staff to analyze continued efforts to in cleaning conditions in problematic sections. In part, the maps enabled management to correlate litter conditions to street sweeping routes impeded by vehicles not observing street parking regulations.
- OMD GIS provided mapping services to the Real Estate Unit for its Environmental Assessment Statement and draft scoping document needed for the proposed East 25 Street garage in Manhattan. By doing this work in-house, OMD GIS helped to significantly cut the cost and timeline for the project, which would have otherwise been outsourced to a consulting firm. OMD GIS will continue working with the Real Estate Unit and providing additional cost savings to the Department.
- OMD GIS developed a field data collection application for the iPad that provided the OAU the ability to record information from thousands of individual organic collection baskets with greater efficiency and accuracy that would have been impossible with pen and paper. The data was retrieved by OMD GIS and compiled in maps and reports for management to determine the participation rate. This successful survey project was the first time DSNY developed and supported its own tablet-based geographic data collection application, and has laid the groundwork for the development of many more.
- OMD GIS embarked on a pilot program to digitize its household refuse, recycling, sweeping and public litter basket routes. This information, in conjunction with additional data layers, will be provided to supervisors on handheld devices to give a detailed view of field operations conducted in their supervisory area at any time.
- OMD continues to use the Oracle Business Intelligence software platform to assist managers and analysts in retrieving and viewing operations data more quickly and flexibly.
- OMD is responsible for the GPS Room during major weather events. The unit monitors real-time and near real-time data feeds, including fleet-based GPS data, NYCDOT cameras, 311 snow complaints, and NOAA weather maps.
- OMD provides and maintains collection and recycling

targets and 12-1 supervision grids for all 59 districts. OMD GIS is in the process of creating maps that will visually display supervisor responsibilities according to the 12-1 grids.

SUPERSTORM SANDY ACTIVITIES

In the aftermath of Superstorm Sandy, OMD GIS developed a solution using data collected by staff with GPS-enabled phones to rapidly map debris locations. This enabled the DSNY to more effectively monitor its operations and deploy cleaning personnel and equipment with improved efficiency.

In addition, OMD created and mapped emergency van transportation routes to ensure agency staff would have a means to travel between public transportation hubs and their work locations.

THE LABOR RELATIONS OFFICE

The Labor Relations Office represents DSNY in various matters related to the 36 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 DSNY 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 was able to settle a number of grievances, issues raised in labor/management meetings, grievance hearings, and improper practice proceedings, thus avoiding litigation and arbitration on these matters. The Office also participated in the resolution of union related litigation and represented the DSNY in a number of Step IIIs and arbitrations at the Mayor's Office of Labor Relations and the Office of Collective Bargaining.

HUMAN RESOURCES

The Human Resources Bureau is responsible for processing all personnel and payroll transactions for the nearly 9,500 employees in the Department.

In FY'13, the Department starting using the E-Hire System through NYCAPS, and DSNY was the first big City agency to successfully manage a large civil service hiring project, adding 455 Sanitation Workers to the force. In addition, throughout FY'13, Human Resources promoted a total of 143 Supervisors, and 37 General Superintendents within the uniform ranks. Various level changes and promotions occurred within ranks as well.

The ID Card project continued throughout the year, and the DSNY Police and DSNY Environmental Police ID Cards were redesigned. These cards contain microchips for identification input and entry into facilities where readers are installed. Soon, the entire Department will receive upgraded chip cards. In addition, the ongoing Camera/ID system project continues with purging of old data to will create space for new programs.

Human Resources coordinated with uniformed employees to provide DCAS with proper input in the creation of the new Sanitation Worker and Supervisor (Sanitation) examinations. Later, a decision was made to extend the current Sanitation Worker list through February 2016.

SUPERSTORM SANDY ACTIONS

Human Resources implemented the Hurricane Sandy Donation Program created by DCAS to assist DSNY employees who were seriously affected by the storm. DSNY employees donated their leave time to DSNY employees impacted by the storm in an effort to give them extra time away from their jobs to get their lives back in order.

BUREAU OF FISCAL SERVICES

The Bureau of Fiscal Services provides essential financial management and control functions, including:

- ◆ Preparation, modification and monitoring of the annual expense and revenues budgets, and working 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 to facilitate invoice payments for all goods and services purchased by DSNY.
- ◆ Billing and collection of various DSNY fees.
- ◆ Working with FISA concerning various Financial Management System (FMS) issues including security and training.

FY'13 Activities

- During FY'13, more than 48,000 invoices were paid, resulting in payments exceeding \$839 million. The Bureau continued its outstanding record for making payments within Procurement Policy Board guidelines and paid virtually no late fees. More than 4,100 purchasing documents were submitted to procure the various goods and services necessary to complete the DSNY's mission. To insure the availability of funds for the purchases, 755 budget modifications were prepared.
- As the depository of all DSNY revenue, \$16.5 million was collected during FY'13.
- To better serve the public, DSNY has continued to expand its acceptance of credit cards as an option for collecting revenues.

MEDICAL DIVISION

The Medical Division is an occupational health care facility comprised of medical and administrative staff, including board certified physicians and surgeons, which monitors the medical condition of approximately 8,000 employees. The Division works to ensure medical leave is used solely for its intended purpose and that employees return to work as soon as medically able. This includes managing patient treatment resulting from work related injuries and processing payment of medical bills associated with such injuries. The Division also administers pre-employment medical examinations of applicants seeking employment as Sanitation Workers.

The Medical Division supports citywide initiatives through the work of its Drug and Alcohol Testing (DAT) Unit. The DAT Unit conducts random employee drug and alcohol tests for eight mayoral agencies, including the DSNY, to



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ensure the workforce does not pose a danger to themselves, their fellow employees, or the general public. During the past fiscal year, 10,522 drug and/or alcohol tests were administered by the DAT Unit.

The Employee Assistance Unit (EAU) is another vital function of the Medical Division, offering supportive services, such as counseling and out-patient referrals.

Monitoring of medical leave for DSNY employees in the uniform service or serving in skilled trade titles, covered by the DSNY Policy and Procedure 2007-04, is the responsibility of the Division's Supervised Sick Leave Unit (SSLU). The SSLU deploys small teams throughout the city to conduct home checks of employees while on medical leave. Phone checks are also conducted when warranted.

During FY'13:

- There were 19,406 patient visits.
- The Supervised Sick Leave Unit made 35,184 home checks and 42,072 telephone checks.
- The Medical Division issued 2,417 complaints for violations of PAP 2007-04.
- The EAU had 916 visits to help employees with substance use, stress, and psychological, financial, and marital problems. The EAU also provided assistance for those mentally and emotionally affected by Superstorm Sandy.
- The DAT Unit conducted 10,522 tests for DSNY and seven other mayoral agencies.
- The LODI Billing Unit processed 8,012 medical bills, paying out \$3.1 million (billed \$6.1 million) for 1,457 work related injuries.
- During FY'13 the Medical Division conducted approximately 800 pre-employment medical exams.

WEP OFFICE

The Work Experience Program Office provides support services to DSNY by managing various employment programs. While the Work Experience Program (WEP) is the largest program, the Office continues to meet the difficult challenges and demands of all DSNY employment

programs. This past year 12,943 Work Experience participants were referred from the Human Resources Administration to DSNY. More than 5,900 interns in the clerical, custodial and human services titles were assigned and provided orientation by the WEP Office. DSNY's WEP goal was increased this year from 1,000 to 1,500 placements, reflecting the cleaning demands of the agency.

DSNY transitioned WEP interns into a six-month paid Job Training Participant program. The training and placement component was structured to increase employment opportunities for the trainees. As a result, 32 percent of participants obtained unsubsidized, full-time employment.

This year, the WEP office administered a National Emergency Grant (NEG) to offer six months of temporary paid employment to 29 workers responsible for cleaning areas affected by Superstorm Sandy.

ENGINEERING AUDIT OFFICE (EAO)

The Engineering Audit Office (EAO) performs an independent pre-audit of capital payments related to construction projects, equipment purchase contracts, design and construction management contracts, and certain types of expense vouchers, to ensure they reflect the values of goods or services received as per the contracts.

Major construction projects include:

- Manhattan 4/4A/7 garages
- Marine Transfer Station at North Shore in Queens
- Marine Transfer Station at Hamilton Avenue in Brooklyn

The EAO also monitors contractor's compliance with the requirements for participation in Minority-owned/Women-owned Based Enterprises and Locally Based Enterprise programs.

During FY'13, the EAO audited more than \$590 million in payments, of which about \$300 million were for the export of solid waste. This dollar value also includes the long-term export of DSNY's managed waste through the Staten Island Transfer Station, Waste Management facilities in the Bronx and in Brooklyn, and the Covanta/ Port Authority of NY & NJ.

BUREAU OF LEGAL AFFAIRS



The Bureau of Legal Affairs and General Counsel (BLA) is the DSNY's in-house legal department. It provides legal counsel, advice, and assistance to the other Bureaus in connection with procuring and managing contracts, drafting and enforcing statutes and regulations, regulating solid waste transfer stations, and working with other government departments and agencies. The Bureau also serves as the Department's liaison with the City Council and State Legislature, manages the Department's City Environmental Quality Review processes, coordinates the Department's responses to Freedom of Information Law requests for documents, and provides litigation support to the City's Law Department in connection with lawsuits involving the Department. Finally, the Bureau provides legal counsel on employment and personnel matters, and is the Department's advisor on the legal aspects of environmental compliance efforts.

I. CONTRACT INITIATIVES

► Bureau Contracting Support

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

In FY'13, BLA worked with the Bureau of Waste Disposal to finalize the closure arrangements at the Fresh Kills landfill. BLA assisted in preparing contracts for a consultant to provide environmental and post closure monitoring and maintenance for Fresh Kills, as well as contracts to retain construction managers and design consultants to assist in the landfill's closure. It also is assisting the Parks Department with arrangements needed to preview the future Freshkills Park as a public recreational facility.

BLA attorneys prepared license agreements, access agreements and Memoranda of Understanding on behalf of the Department's Bureau of Real Estate, the Office of Public Affairs, and other Bureaus. In addition, it prepared several access agreements allowing television and film productions to be shot at DSNY facilities.

BLA also worked with the Department's Bureau of Information Technology (BIT), DoITT and the Technology Development Corporation to finalize the contract and amendments for a state of the art SMART (Sanitation Management Analysis and Resource Tracking System) project, an up-to-date information technology system that will replace the outdated SCAN computer system and automate many Department processes that are still performed manually by DSNY staff.

► Long Term Export Projects

In FY'13, BLA continued to work closely with the Bureau of Long-Term Export and the Bureau of Waste Disposal to implement the Department'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 municipal solid waste (MSW) generated within the City's waste sheds. This year, BLA assisted with the negotiation of a long-term contract, which is being finalized, with a private transfer station operator to export waste from six Queens community districts by rail instead of truck. BLA is also working with the Bureau of Long Term Export to negotiate with vendors who responded to an RFP seeking a private entity to locate and build an alternate waste conversion facility that could process some of the City's waste using innovative technologies. The proposals involve new waste management technologies, including biological treatment of the organic portion of Municipal Solid Waste (MSW) through anaerobic digestion and other innovative processes.

BLA Contracts Unit attorneys continued to provide assistance on legal issues relating to the construction of the rebuilt Marine Transfer Stations at the North Shore, Hamilton Avenue and East 91st Street locations. BLA attorneys also participated in negotiating a long-term, Government-to-Government agreement with the Port Authority of New York and New Jersey (PANYNJ) to accept and process MSW from certain Manhattan waste sheds at the Covanta-operated PANYNJ's Essex County Resource Recovery Facility.

► Revenue Generating Projects

BLA's Contracts Unit assisted in preparing RFP's and contract documents that could provide additional revenue for the City. Toward that end, it assisted with arrangements between the Business Improvement Districts and private vendors who wish to provide neighborhoods with high-end litter and recycling receptacles, relying on revenue from commercial advertisements. It has also assisted the Bureau of Support Services in its effort to generate revenue from the commercial use of the heavy duty dynamometer at its Vehicle Testing and Analysis Facility at DSNY's Central Repair Shop. In addition, Contracts Unit attorneys continue to prepare solicitations and other legal documents needed to successfully operate the revenue generating Derelict Vehicle Operations program that helps keep the City's roadways free of abandoned vehicles.

➡ **Superstorm Sandy and Emergency Contracting Activities**

As a result of Superstorm Sandy's destruction and the disruption to DSNY's normal operations, BLA immediately undertook emergency contracting actions. DSNY now has Emergency Contract templates covering three possible critical situations as a result of its emergency efforts; Hired Equipment with Operators, Disposal Capacity for Construction, and Demolition debris, and Disposal Capacity for Residential and Institutional MSW. If there is a future emergency, DSNY now has approved contract templates to adapt to any situation that might require an Emergency Procurement authorization. In order to avoid the administrative difficulties of processing many emergency contracts, BLA has also worked with the Department's Snow Operations and BCC offices to have contractors "standing by" for plowing on tertiary streets, piling and hauling, and incidental towing services, when DSNY's in-house resources are fully engaged.

➡ **Recycling Activities**

BLA continues to work closely with the Bureau of Waste Prevention, Reuse and Recycling (BWPRR) to implement its plans to increase recycling in the city and expand community-based outreach activities. Contracts unit attorneys are assisting BWPRR with its plans to implement the Mayoral initiatives to expand recycling to include residential and institutional organic food and yard waste, and rigid plastics. BLA assisted in drafting procurements for vendors to take source-separated organics collected by DSNY.

BLA worked with BWPRR to issue a city-wide 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. Additionally, BLA assisted BWPRR in obtaining a contractor to accept and dispose of household hazardous waste and operate Special Waste Drop-Off sites.

➡ **Office of the Agency Chief Contracting Officer**

The ACCO manages all DSNY procurement activities in accordance with the Procurement Policy Board Rules and the New York City Charter. In FY'13, the ACCO administered approximately 1,700 procurements, totaling over \$1.1 billion that included formal contracts, small purchases, micro purchases, change orders, and revenue-generating contracts for DSNY. The ACCO office managed the solicitation, integrity review (VENDEX), and the registration of procurements in the areas of construction and other professional services, the purchasing of goods from capital equipment to supplies, and the long-term export of DSNY managed waste.

In the immediate aftermath of Superstorm Sandy, the ACCO office declared procurement emergencies in an effort to speed debris removal from homes affected by the storm. In total, 45 companies entered into contracts with DSNY to assist with the removal of debris resulting from Superstorm Sandy.

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 recognition of our initiatives, the NYC Department Small Business Services recognized the ACCO office by presenting them with an M/WBE champion award at its Seventh Annual Procurement Fair held in May.

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

II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS

➡ **Enforcement and DSNY Permitting**

In FY'13, 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 more than 90 summonses for transfer station and illegal dumping violations, and prosecuted and defended on appeal administrative judgments concerning 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, 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 MSW from Manhattan, and for modifications of plans for the East 91st Street Marine Transfer Station and Southwest Brooklyn Marine Transfer Station. BLA staff assisted the Mayor's Office of Long Term Planning and Sustainability in its preparation of the annual Greenhouse Gas Inventory for City operations for PlaNYC 2030.

➡ **Environmental Review and Approvals for DSNY Facilities and Actions**

BLA staff assisted the Bureau of Engineering and Bureau of Operations concerning the environmental review and related approvals for the Department's proposed construction of the Manhattan 6/6A/8 Garages and borough office on East 25th Street. This complex will enable DSNY to relocate its garages from substandard and inefficient facilities with on-street parking in four locations in Manhattan and the Bronx. BLA staff also assisted with the environmental review of other DSNY and City actions, concluding nine such reviews and commenting on many by other agencies, and assisted the Mayor's Office of Environmental Coordination in revising the Solid Waste and Sanitation Services chapter of the *City Environmental Quality Review Technical Manual*.

►Litigation Support

BLA staff worked closely with the Law Department concerning ongoing environmental litigation involving potential City liability for hazardous waste contamination of Newtown Creek and the Gowanus Canal, and potential liability concerning former DSNY tenancies. BLA staff continued to work with the Law Department to support the BWRRR in defending challenges to DSNY's permit from the New York State Department of Environmental Conservation for a yard waste composting facility at Spring Creek Park in Brooklyn.

►Regulatory Compliance

BLA staff continued to advise the Department's Bureaus of Building Maintenance, Motor Equipment, Cleaning and Collection, Waste Disposal, and Engineering on 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 22 DSNY facilities, and worked with other DSNY Bureaus and the Law Department to resolve regulatory compliance issues involving petroleum bulk storage tank facilities identified by state authorities. BLA staff also continued updating technical information concerning DSNY's inventory of nearly 500 petroleum tanks, which involves coordination with other DSNY Bureaus, site visits, contacting manufacturers and contractors, preparing amendments to certain facility registrations, and collaboration with the Operations Management Division on an improved tank facility database. BLA worked with its consultant to ensure Spill Procedure, Control and Countermeasure plans and Best Management Practices are in place and up-to-date for applicable DSNY facilities. BLA staff also assisted with compliance reporting to the City Council concerning local laws requiring the phase-in of Best Available Retrofit Technology for DSNY's diesel truck fleet utilizing technology, such as diesel particulate filters that make diesel trucks as clean as natural gas-fueled trucks, similar retrofits for non-road equipment used in DSNY construction and solid waste contracts, and concerning the Department's Alternative Fuel Vehicle program. One highlight of the reporting included a finding that DSNY's fleet emissions of particulate matter have declined by more than 80 percent since 2005, while Nitrogen Oxide emissions from the fleet have declined by 50 percent over this period.

III. LEGISLATIVE & REGULATORY INITIATIVES

►Enhancements to the City's Recycling Scavenging Law

In an effort to curb the unlawful taking of recyclables for financial gain and to ensure the City continues to have a robust recycling program, BLA legislative staff worked with the Mayor's Office, Law Department and the City Council on comprehensive legislation to enhance the provisions of the City's current anti-scavenging law, Local Law 50 of 2007. As a result of these efforts, three new laws were signed by Mayor Bloomberg on August 12, 2013.

Local Law 56 strengthens current law regarding people who unlawfully remove recyclable materials placed for curbside collection, and requires a lawfully written agreement be in place between the building owner and the individual

removing the materials when using a motor vehicle. Additionally, DSNY does not receive recyclables from certain large residential and institutional buildings, preventing the City from achieving its own diversion rate goals. The new law now requires that any building with four or more residential units, or is occupied by a city agency or institution and receives DSNY collection, must first request supplemental collection from DSNY before entering into any additional agreements. Over the past few years there has been an increase in the theft of recyclable material containing refrigerants, which increases the likelihood that removal is being conducted improperly, leading to harmful CFCs being released into the air. The new law makes it unlawful for any person to remove a refrigerant-containing item or department-marked item that has been placed out by the owner for DSNY collection. Violations of the new law include criminal and/or civil penalties ranging from \$500 to \$2,000. In addition, violators may also be subject to imprisonment for up to 48 hours.

Local Law 57 significantly limits the ability of individuals to collect beverage containers using a motor vehicle on city streets. The new law disallows this practice, while providing exceptions for those who are City employees or licensed private carters. It also ensures that the owner of a vehicle used in an illegal transfer of bulk recycling is also liable, unless he or she can demonstrate that the vehicle was used without his or her knowledge. If any individuals wish to collect bulk beverage containers on private property from more than one person, they must now register with DSNY and ensure that they do not create a nuisance or hazardous condition by maintaining clean sidewalks and roadways around their site. The programmatic changes under these two new local laws will significantly improve DSNY's ability to enforce against recycling scavenging in the City.

Local Law 69 ensures that the City no longer is solely responsible for the removal of refrigerants from appliances that are disposed of by residents. The new law requires manufacturers of appliances containing refrigerants to take responsibility for the disposal of their products. Manufacturers can develop their own programs by themselves or in conjunction with other manufacturers, to remove refrigerants. DSNY will also maintain a program for the removal of refrigerants from appliances that are discarded as residential waste. DSNY will be required to establish, through rule, a rate to charge manufacturers whose appliances are serviced by the Department.

►Residential Organics Material Pilot Collection Program

In FY'13, BLA legislative staff worked with the Mayor's Office, Law Department and the City Council on legislation that would delay the implementation of leaf and yard material collection in order for DSNY to study the feasibility of combined leaf and yard waste and organics collection, with an emphasis on participation rates and tonnage diversion. On September 12, 2013 the City Council passed this legislation, and the Mayor signed the bill into law. The new law includes a pilot residential and school collection program, and includes the study of the efficiency of a combined leaf and yard waste with organics collection program. After the two year pilot program, DSNY will report to the City Council on the benefits and costs of the combined leaf and yard waste and organics program citywide.

SOLID WASTE MANAGEMENT UNIT

In Fall 2013, the Bureau of Waste Disposal and the Bureau of Long-Term Export were consolidated to form the new Solid Waste Management Unit, headed by Deputy Commissioner, Solid Waste Management, Dennis Diggins.

The new Solid Waste Management Unit (SWMU) is responsible for the disposal of all municipal solid waste (MSW) and recyclables managed by DSNY and long-term export programs. SWMU consists of solid waste management engineering, the Export Contract Management Unit, marine and land-based transfer stations and the Fresh Kills landfill and long-term export programs.

With the closing of the Fresh Kills Landfill and the end of the WTC operation in July 2002, DSNY resumed its preparation for the final closure of the Fresh Kills Landfill. Three of the four of its sections, or mounds, have already been capped and meet the requirements of final closure. Final closure construction will soon begin on Section 1/9. In order to meet the requirements of the New York State Department of Environmental Conservation (NYS DEC) regarding minimum grade of closed landfills, it was necessary for DSNY to raise the elevation of Section 1/9 following WTC operations using "clean fill" material in compacted cells until the final elevation and grade is 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 NYS DEC standard for acceptable fill material. During the FY'13 the Department

vendors. All material was transported to Visy Papers facility via barges.

► Export Contract Management Unit

In FY'13, DSNY collected and exported 3,269,909 tons of the city's residential and institutional municipal solid waste (MSW), averaging 10,867 tons per day. This tonnage is delivered to private vendors in the city as well as sites in Yonkers and Hempstead, New York, and various locations in New Jersey.

DSNY has contracts with 10 private vendors who operate 20 MSW or putrescible solid waste disposal facilities. Of these facilities, 18 are transfer stations and two are waste-to-energy plants. Within the city, one transfer station is in the Bronx, six are in Brooklyn, four are in Queens, and one is on Staten Island. The Staten Island Transfer Station (SITS) is owned by the City and operated by DSNY. In New Jersey, there are three transfer stations, and one waste-to-energy plant. In addition, there is a waste-to-energy plant in Hempstead, Long Island and a transfer station in Yonkers. DSNY also has two contracts at three different locations for the disposal of non-putrescible solid waste or construction and demolition (C&D) material. The C&D sites are in the Bronx, Brooklyn, and Newark, N.J. October 1, 2012 was designated as the service start date



KITE FLYING AT FRESH KILLS PARK

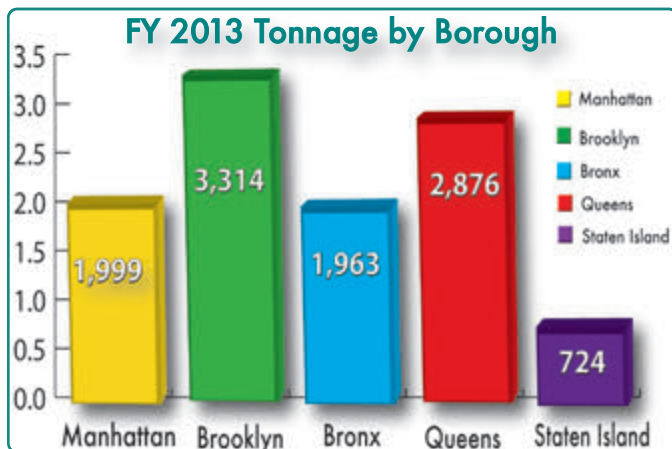
received 537,398 cyds. of IACP Fill with 27,575 cyds. of road material for a total of 564,973 cyds.

SWMU operates a Marine Transfer Station at 59th Street in Manhattan. This facility receives paper and cardboard from the borough of Manhattan. The paper is then transported by barge to the Visy Paper Plant in Staten Island. This facility also accepts commercial paper contracted by Visy Paper. In FY'13, 81,290.94 tons of paper and cardboard was disposed of at 59th Street and subsequently delivered to Visy paper, including 78,676.18 tons from DSNY trucks and 2,614.76 tons from private

for a 20-year contract between DSNY and the Port Authority of NY & NJ for disposal services at the Essex County Resource Recovery Facility. The waste-to-energy facility is operated by Covanta Energy for the Port Authority. This contract will provide disposal service for Manhattan Districts 1, 2, 3, 4, 7, 9, 10 and 12.

► Waste Management Engineering (WME)

WME is principally charged with the design, construction, closure, post-closure care and end use development of the 2,200-acre Fresh Kills Landfill. During FY'13, closure construction continued at Section 1/9 with final cover sub-



grade construction. In addition, design and construction documents were prepared and approved by the NYS DEC for the next phase of closure construction, i.e., final cover, storm water drainage controls, landfill gas controls and related site work. Post closure care continued at Sections 6/7, 2/8 and 3/4, where closure construction was completed in 2011, 1998 and 1998, respectively. Major improvements of the Fresh Kills Leachate Treatment Plant's sludge management system and leachate transfer stations were also completed.

At the end of FY'13, the cumulative closure and post-closure care costs of the Fresh Kills Landfill were projected at more than \$1.8 billion, with more than \$800 million completed. An estimated \$300 million in closure construction work remains at Section 1/9. The balance of the costs is projected to be incurred during the landfill's 30-year post-closure care period.

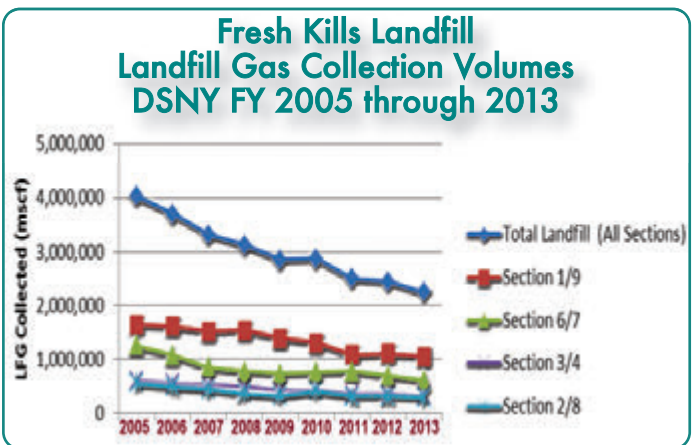
During FY '13, the NYC Comptroller completed an audit of the Department's Oversight of Construction Management Consultants (Audit Report 7E12-112A) and found that Waste Management Engineering was "effectively monitoring" the consultants and that the work is "performed effectively and in a timely manner."

► Closure Construction

During FY'13, WME moved forward on closure design and construction for Section 1/9 which, at approximately 440 acres, is the largest of the four landfill sections comprising the Fresh Kills Landfill.

Closure construction is completed in a series of phases. The first phase is the establishment of the final cover sub-base grade. This requires that the surface of the landfill be graded to a minimum 5 percent slope to ensure positive drainage from the site. During FY'13, approximately 320,000 cubic yards (in-place) of clean fill was placed for this work, using Inter-Agency Cover Materials. The sub-base grading construction was completed for Cells 9 -15, with less than 11.5 acres remaining in cells 16 - 19. The remainder of this work is projected to be completed during FY'14.

The next phase of closure construction will consist of the final cover, drainage, landfill gas control, and other site work for approximately 89 acres along the Muldoon Avenue corridor in Section 1/9. During FY'13, final engineering documents were completed for this work, submitted and approved by NYS DEC, and construction bid documents prepared. Bids for this work were received in May, and construction is planned to commence in early



FY'14. When completed, the project will have reclaimed approximately 13 acres from the landfill footprint, with approximately 7.2 acres around the LFG Purification Plant and 5.8 acres around the Staten Island District 3 Garage and Borough Repair Shop. Construction is scheduled for completion in about two years.

The last phase of closure construction will address the remaining 285 acres of Section 1/9. The design for this work will take place during FY'14, with construction planned for FY'15.

► Post-Closure Care

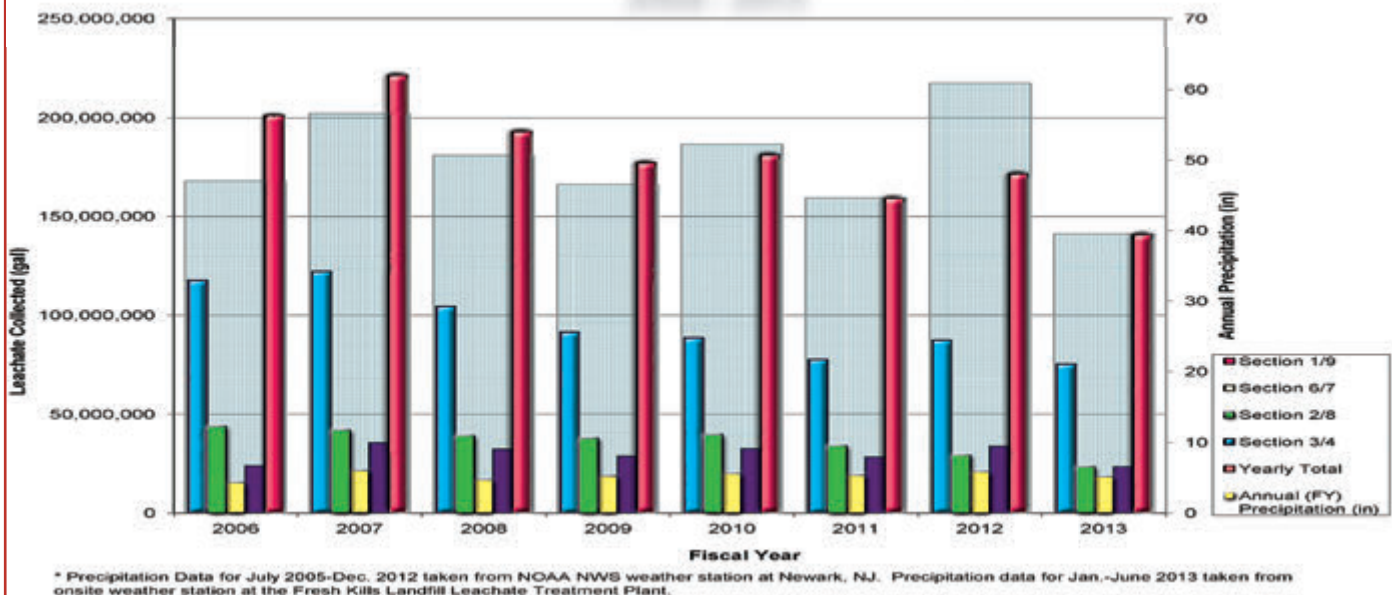
Federal and State regulations stipulate that environmental control systems for landfills are operated and maintained, and their integrity and effectiveness monitored for a minimum of 30 years beyond the closure of the landfill. These post-closure care requirements apply to the operation and maintenance of the landfill gas control, leachate control, final cover and storm water control systems, as well as the performance of these systems, by monitoring for changes in the groundwater and surface water quality, gas emissions from the surface of the landfill and gas concentrations in the perimeter soils.

► Landfill Gas Management

The landfill gas control systems consist of collection wells installed in all four landfill units. The wells are connected by pipeline to flare stations at Sections 2/8, 3/4 and 6/7, and to a gas transmission pipeline leading to the Landfill Gas Purification Plant at Section 1/9. During FY '13, 2,250,000 thousand standard cubic feet (mscf) or 2,250 million standard cubic feet (MMscf) of landfill gas was collected from the landfill. The landfill gas is normally diverted to the purification plant where it is processed to pipeline quality natural gas for sale to National Grid. During planned DSNY maintenance at the plant, National Grid's work on its distribution system, periods following electrical outages, or other disruptions to the plant or gas quality, the gas is directed to the flare stations to be burned.

During FY'13, 2,140,000 mscf (or 2,140 MMscf) of gas was processed at the Landfill Gas Purification Plant. At the plant, methane (natural gas) was separated from the landfill gas, purified and sold to National Grid, generating approximately \$3.35 million in revenue. The landfill gas that was burned at the flare stations amounted to about 4.9 percent of the gas collected during the year. Incidental to controlling the emission and migration of the landfill gas into the environment, purification of the natural gas from

Fiscal Year Leachate Collection and Precipitation 2006 - 2013



the landfill gas and its sale resulted in the elimination of the equivalent of more than 540,000 metric tons of CO₂ and its associated greenhouse gas impacts.

The landfill gas generation rate, and hence the gas collection rate, has continued to decline. In FY'00, an estimated 15 million SCF per day of landfill gas was being collected at the landfill; currently about 6,000 Mscf per day is being collected, representing a decline of approximately 8 percent from FY'12. The rates of decline for the sections with final cover (Section 2/8 and 3/4 and 6/7) were less abrupt.

» Leachate Management

Leachate is a wastewater created when rain percolates through garbage. Its release to the groundwater and surface waters is regulated by federal and state laws. At Fresh Kills, control of leachate release is accomplished by containment, collection and conveyance systems. These systems prevent the leachate from flowing vertically to lower groundwater regimes and laterally to the surface waters. The collected wastewater is pumped to a dedicated on-site treatment facility where pollutants are removed through biological and chemical processes, then discharged to the Arthur Kill. During FY'13, the Leachate Treatment Plant treated and discharged 140 million gallons of leachate, or approximately 385,000 gallons per day. In addition, more than 3.2 million gallons of landfill gas condensate (moisture removed from the landfill gas) was separately collected from the landfill and co-treated with the leachate.

The overall quantity of leachate collected from all of Fresh Kills during FY'13 declined by approximately 18 percent from FY'12 and can be attributed in part to a reduction in the precipitation and the completion of the final cover at Section 6/7 in 2012.

By-products of the leachate treatment processes are sludges comprised of bacteria that feed on ammonia and organic matter in the leachate, and chemical precipitates

that are the result of chemical treatment to remove metals from the leachate. These sludges are generally 97 percent water. To more effectively handle them for off-site disposal, they are conditioned and dewatered to a drier, solid material. The sludge management system at the leachate plant had been operating, almost continuously, for more than 20 years. In FY'13, a replacement system was



installed and placed in operation. The new system operates one shift each day and is projected to provide service for 30 years.

In addition, to afford more flexibility in the operation of the leachate treatment plant, hydraulic bottlenecks in the plant that restrict flow were identified, and additional pumps were retrofitted into the system. These modifications will allow an entire treatment train (Sequencing Batch Reactor, decant tank, clarifiers and sand filter) to be taken off-line for overhaul without compromising the ability of the plant



DEPUTY COMMISSIONER DENNIS DIGGINS AND SWMU STAFF

to handle all incoming leachate. In the longer term, as leachate generation and collection declines with the capping of Section 1/9, operation of the plant can potentially be scaled down from three shifts to two shifts per day.

» **Superstorm Sandy**

Guided by new FEMA flood plain elevations, additional flood protection and mitigation plans will be incorporated into design and construction of the Department's Marine Transfer Stations (MTS). These additional resiliency measures will further enable the MTS to withstand a future climate change related weather events. To guide operations, a contingency plan has been drafted that would go into effect if an approaching storm precipitates a Mayoral evacuation order of any coastal area. Currently, the plan dictates:

- No additional waste will be brought to the facility – inbound trucks will be diverted to an alternate facility;
- All loose waste will be removed from the facility;
- All sealed and empty containers will be offloaded from the facility onto barges and be taken to safe harbor areas; and
- All loose equipment will be secured and/or tied down.

Fortunately, the Fresh Kills Landfill fared well through Superstorm Sandy. The Fresh Kills Landfill Marine Unloading Operation, which has not been used since the recovery efforts of September 11, was once again put into service to help manage the massive amount of debris taken by barge from the Fresh Kills Landfill to Coeymans Point in Albany, New York.

The landfill units were designed above the 100-year flood plain. When the tidal surge came to Arthur Kill, Fresh Kills, Richmond Creek and Main Creek, the landfill units and the environmental control infrastructure mostly remained above the flood waters. Damage from the tidal surge was limited to flooding of some pump station control systems, and the dislodging of storm water culverts that extended and discharged beyond the shoreline wetlands. As the tide waters receded, they also left deposits of flotsam and jetsam on the shores and in the wetlands surrounding the landfill.

Extended power outages presented another challenge when sewage bypassed wastewater treatment plants and flowed directly into the waterways. The Fresh Kills Leachate Control System was designed to avoid the uncontrolled release of leachate from the site for a protracted period. The effectiveness of this design was demonstrated immediately after the storm when the system was without power for 48 hours.

The Leachate Control Systems for Sections 1/9 and 6/7 were designed to contain leachate flows for at least a week in the event of a power failure. The effectiveness of the containment system is monitored by measuring the subsurface hydraulic (water) pressure outside and inside the landfill. Maintaining a higher water pressure outside the landfill prevents the migration of leachate from the landfill by creating an intragradient condition. Migration is further mitigated by low permeability subsurface cutoff walls which are approximately three feet thick and separate the landfill from the adjacent waterways and groundwater regimes. In the event of a hydraulic gradient reversal, where the water pressure in the landfill is higher than outside, the landfill leachate moves through the wall

at a rate of less than 0.25 inches per day; it would take weeks before leachate leaves the site. When the systems resume operation, the intragradient condition is restored.

Post Sandy measurements of the subsurface hydraulic pressures in Sections 1/9 and 6/7 showed that for most of the system, the intragradient condition was fully restored within days after power was restored. For those areas where leachate accumulated, the cut-off wall contained the leachate.

At Sections 2/8 and 3/4, leachate containment is maintained by intragradient conditions and both leachate and groundwater are collected. The intragradient condition



requires that the collection system pumps operate. Hydrogeological conditions for these areas, however, have demonstrated that, in the event of a system shutdown, leachate migrates much less than 0.5 feet per day and is re-captured shortly after the system is returned to service. Once power was restored after Sandy, the initial pumping cycles were able to restore the intragradient conditions in less than one hour.

The Landfill Gas (LFG) Purification Facility, along with the three flare stations located at Landfill Sections 2/8, 3/4 and 6/7, lost electric power during the brunt of the storm. Electric power was restored at the Plant and the Section 2/8 Flare Station within 24 hours, and restored to the Section 3/4 Flare Station within 48 hours. The local power utility, however, could not restore power to the Section 6/7 Flare Station for approximately 9 days.

During periods of power outage, the valves to the flares/transmission line automatically close and shut completely, preventing uncontrolled venting of LFG to the atmosphere. The gas collection systems do not have bypass vents. Once power was restored to the landfill's gas collection system, all collected gas was either combusted in a flare or routed to the gas processing plant as the control device.

Operation of the landfill gas collection system requires putting the landfill subsurface under a vacuum or negative pressure by pumping the gas at a rate comparable to its generation. When pumping ceases, it takes several days of landfill gas generation and accumulation before it can migrate from the landfill. This was demonstrated at Section 6/7 where pressure readings within the gas collection header system were monitored during the extended power outage. Section 6/7 has an impermeable final cover which contains the grass. The purpose of monitoring the gas pressure is to ensure that it is sufficiently low to ensure the integrity of the final cover and, if there is a need, to vent the gas. The pressure readings observed during this period did not warrant further concern or the need to vent the gas.

Following release of FEMA's *Best Available Flood Hazard Data* for Fresh Kills Landfill area, WME's review identified the southern shoreline of Section 1/9 along the Arthur Kill as a potential area that could be impacted by the wave action during a 1 percent Static Base Flood. As part of the on-going engineering work for the closure of Section 1/9, the topography of the area will be verified to more clearly delineate potentially impacted areas.

If necessary, the closure design for this area will be adjusted to avoid or mitigate damage impacts from such storms.

The SWMU also develops and implements long-term waste export programs and the City's Comprehensive Solid Waste Management Plan for 2006-2025 (SWMP) and SWMP Final Environmental Impact Statement (FEIS). The SWMP and FEIS required City Council adoption and New York State Department of Environmental Conservation (NYS DEC) approval.

►► 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. NYS DEC

approved the SWMP on October 27, 2006.

►► SWMP Long - Term Export Program Implementation

Having obtained SWMP approvals, the Unit is implementing SWMP long-term export programs: construction or oversight of construction of 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.

►► Development of Converted Marine Transfer Stations

In FY'13, the Unit continued to advance long-term waste export by barge and rail through the development of Converted Marine Transfer Station (MTS) facilities at four existing sites. The state-of-the-art MTS will be DSNY-operated waste containerization facilities from which waste will be transported in container barges. The new MTS will replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill. DSNY is managing the construction of the North Shore and Hamilton Avenue MTSS. The New York City Department of Design and Construction (NYC DDC) is managing the construction of the East 91st Street and Southwest Brooklyn MTS's with Unit oversight.

FY'13 MTS Program Highlights:

►► All MTS

- ◆ As a result of a post-Sandy infrastructure review, minor design changes to be made to the MTSSs, include:
 - Installing flood barrier panels at exterior doorways to seal interior areas of the pier level of the facility;
 - Raising electrical and mechanical equipment in interior areas on the pier level;
 - Installing emergency pumping and lighting systems in addition to a natural gas powered emergency generator;
 - Sealing all below-ground conduits into the facility.

►► North Shore MTS

- At FY'13 end, facility was approximately 95 percent complete; expected to achieve substantial completion by the end of calendar year.
- Continued work with USDA wildlife biologists to provide wildlife management services and to implement the recommendations of a USDOT report that confirmed the MTS design and proposed operations would be compatible with safe operations at La Guardia Airport.
- DSNY met with the North Shore MTS Community Advisory Group in October 2012 to provide an update on the status of construction and wildlife hazard management.

►► Hamilton Avenue MTS

At the end of FY'13, the facility was approximately 85 percent complete; construction is expected to be substantially complete in early 2014. The facility's two container handling gantry cranes were installed in November 2012.

» Southwest Brooklyn MTS

NYS DEC issued environmental permits for the construction of the Southwest Brooklyn MTS in July 2012 and final permits reflecting corrections in July 2013. A proposed Wetland Mitigation Plan was submitted to NYS DEC in August 2013. The issuance of a US Army Corps of Engineers (USACE) permit for the MTS is pending. The award of a construction contract is pending in connection with the issuance of a bid solicitation of a Project Labor Agreement for the MTS in FY'12 and a bid opening in November 2012.

» East 91st Street MTS

The Skanska-Trevcon construction contract was registered in December 2012. Construction began in March 2013 with the demolition of the existing MTS and is expected to be completed in 2016.

DSNY, along with representatives of NYC DDC and the Law Department, met with the East 91st Street MTS Community Advisory Group in July 2013.

Wetlands mitigation to create open water habitat for the MTS at Bush Terminal Pier 4 began at the end of FY'13. A

undertaken without disrupting operations. Project 1 work at the MTS includes the installation of new scales, replacement of a subsurface platform (on State DOT property) and installation of signage, signals and pavement to improve the interface among MTS operations, pedestrians and users of the Bike Path. Project 1 work is expected to be completed in FY'14. A USACE 10-year maintenance dredging permit was issued in September 2013 and an extension of the existing NYS DEC maintenance dredging permit for the MTS was also obtained. Dredging is expected to be undertaken at the MTS in the first quarter of FY'14. Project 2 upgrades will be undertaken thereafter.

» 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 County Resource Recovery Facility in Newark, New Jersey, resulted in an executed agreement in FY'13. Service under the agreement began in October 2012.

» Container Export by Barge and/or Rail from the Converted MTS

In FY'13, contract negotiations for the containerization, transportation and disposal of the waste managed at the North Shore and East 91st Street MTS resulted in a contract award to Covanta 4Recovery, LP in July 2013 and contract registration in August 2013. Service under the Covanta contract will begin in FY'15. Contract negotiations for the containerization, transport and disposal of the waste managed at the remaining two MTS are being finalized. The contract is expected to be awarded in FY'14 and service under the contract would begin in FY'15.

» Container Export by Rail from Private Facilities



NORTH SHORE MTS

second wetlands mitigation project for the MTS, the removal of the South Bronx MTS to create open water habitat, will start in the second quarter of FY'14.

» West 59th Street MTS

In FY'13, USACE issued a permit for the replacement of the subsurface platform at the West 59th Street MTS as part of a staged refurbishment allowing work to be



WEST 59TH STREET MTS



HAMILTON AVENUE MTS

Also part of the long-term export infrastructure, the SWMP proposed that 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. Contract negotiations for the containerization, transportation and disposal of the DSNY-managed waste generated in Queens Community Districts 1 – 6 from the Review Avenue Transfer Station in Maspeth, Queens operated by Waste Management, were completed in FY'13 and a contract award is pending. An application for a NYS DEC permit modification for on-site rail and a modified

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» Container Export by Rail from Private Facilities

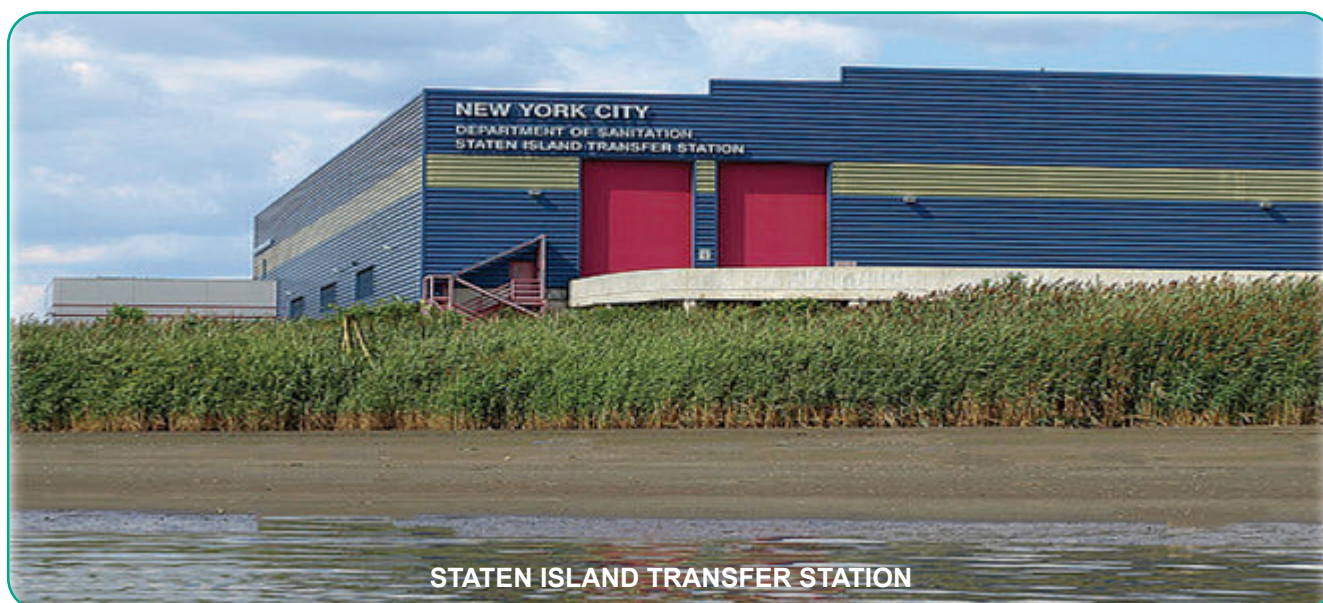
Also part of the long-term export infrastructure, the SWMP proposed that private transfer station facilities located in the Bronx, Queens and Brooklyn would accept DSNY-

demolition of those facilities at the end of FY'14. In FY'13, NYC DDC issued an RFP for the design of the New Gansevoort MTS and recycling education center to be located on the Gansevoort Peninsula in the vicinity of the existing Gansevoort MTS. The new Gansevoort MTS, scheduled to be operational in FY'17, would transfer recyclable material from Manhattan, including paper now being transferred at West 59th Street MTS, to the Sims South Brooklyn processing facility.

» Staten Island Transfer Station

Designed and constructed under Bureau management, the Staten Island Transfer Station (SITS) is operated by the Bureau of Waste Disposal. 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.

DSNY continues to maintain wetlands mitigation acreage at the SITS and the Bureau's five-year wetlands mitigation project was approved by NYS DEC in August 2010.



managed waste from the boroughs in which it is generated for containerization and export by barge and/or rail. Contract negotiations for the containerization, transportation and disposal of the DSNY-managed waste generated in Queens Community Districts 1 – 6 from the Review Avenue Transfer Station in Maspeth, Queens operated by Waste Management, were completed in FY'13 and a contract award is pending. An application for a NYS DEC permit modification for on-site rail and a modified processing building at the Review Avenue Transfer Station is expected to be submitted in the first quarter of FY'14. Construction at the site would begin pending the issuance of a modified permit. Service under the contract is expected to begin in FY'15.

» New Gansevoort MTS

NYC DDC is developing a demolition design for the Gansevoort MTS and other DSNY facilities on the Gansevoort Peninsula that will result in the start of

» SWMP Composting and Alternative Waste Management Technology Siting Task Force

The Bureau participated in the Composting and Alternative Waste Management Technology Task Force established through the SWMP.

» New and Emerging Solid Waste Management Request for Proposals

In March 2012, the Bureau issued a request for proposals for new and emerging solid waste management technology. In FY'13, proposals were received, clarified and evaluated by an evaluation committee who recommended that several proposers be selected for contract discussions, and negotiations began in April 2013. A request for best and final offers was issued to the selected proposers at the end of FY'13. A contract award is expected in FY'14.

BUREAU OF SUPPORT SERVICES

The Support Services Division provides necessary assistance required for the DSNY to perform its essential tasks, and is composed of the Bureau of Motor Equipment and the Bureau of Building Maintenance.

Support Services coordinates the activities of these two operating bureaus working to meet current needs, as well as ensuring future needs are met, for equipment, garages, refuse transfer stations and related infrastructure.

◆ BUREAU OF MOTOR EQUIPMENT (BME)

To accomplish the DSNY's missions, a fleet of 5,388 vehicles is required. BME provides a full range of fleet-related functions such as design, research and development, procurement, maintenance, repair and ultimately disposal. These functions are performed through BME's three main operating divisions, Field Operations (FO), Material Management (MM) and Vehicle Acquisition and Warranty (VAWD).

• Fleet Consolidation

On April 12, 2012, an Executive Order was signed consolidating the maintenance of motor vehicle fleets for New York City agencies. DSNY was designated to be the Center of Excellence for medium and heavy-duty vehicles. The Bureau of Motor Equipment has become responsible for maintenance of heavy and medium-duty vehicles for four agencies; the Department of Health and Mental Hygiene, the Department of Education, the Department of Parks and Recreation and the Department of Environmental Protection.

In FY'13 an additional 47 vehicles from the Department of Parks and Recreation, Rockaway location came under DSNY control.

As a part of this consolidation, repair facilities in the other City agencies were either closed or re-purposed. This resulted in savings based on greater operating efficiencies and economies of scale while capitalizing on the DSNY's expertise and ability.

◆ FIELD OPERATIONS (FO)

The cornerstones of the fleet are safety and reliability. Field Operations builds on these responsibilities by being the maintenance and post-warranty repair center for many City-owned vehicles. All these vehicles receive periodic maintenance at regular intervals and are tracked in a database that was developed within BME. Various preventative maintenance 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, tremendous emphasis has been placed on reducing and streamlining the cost of operations. To ensure DSNY and serviced City agencies can perform their missions, the Field Operations staff constantly monitor equipment availability to make sure the right vehicle is available at the right time and place.

In each of the Department's district garages, BME personnel complete repairs and perform routine maintenance of the vehicles assigned to that location. A typical district has approximately 75 to 100 pieces of equipment, including collection trucks, dual-bin recycling trucks, front-end-loaders, dump trucks, salt spreaders, street sweepers and supervisory vehicles. These vehicles

may be powered by diesel, gasoline, compressed natural gas, ethanol or hybrid electric or hybrid hydraulic technologies. More extensive repairs are accomplished around the City in the Bureau's four Borough Shops and the Central Repair Shop (CRS).

In CRS, any type and size repair can be accomplished, including major repairs, upgrades and modifications, as well as overflow work from borough shops. CRS is also capable of rebuilding a wide range of vehicle components.

• 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 power needed for critical operations. In addition, an annual 'Mock Power Outage' tests the integrity of the plans put in place.

• Superstorm Sandy

Superstorm Sandy closed or suspended a number of organizations in the city, however the New York City Department of Sanitation was in full operation.

Thirteen DSNY locations sustained serious damage from the storm; all were repairable except for Manhattan 1, which due to structural damage cannot be returned to service.

A total of 75 DSNY vehicles were damaged by the storm, with 41 damaged too severely to repair. The other 34 have been repaired and returned to service.

Support Services provided around the clock assistance to the DSNY and other agencies during their recovery efforts for weeks after the storm.

• 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. DSNY has a fleet of vans to collect CFC gases for recycling. The vans use an 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. Residents call 311 to initiate the dispatch of a CFC van, which must purge the appliance's gases before it's picked up for disposal. More than 140,000 appointments are serviced annually.

◆ MATERIAL MANAGEMENT (MM)

In order to maintain the Department's fleet, a robust parts inventory and distribution system is in place. The Material Management division expediently and effectively distributes more than \$23 million in repair parts each year. MM is constantly identifying new brands and suppliers in order to improve deliveries, and, in turn, shelf stock levels are reduced while not affecting vehicles awaiting parts.

In FY'13, in addition to supporting the Department's sizable fleet, Materials Management has, as a part of the Citywide Fleet Consolidation Initiative, become responsible for the purchase, inventory and management of repair parts required to maintain the medium and heavy-duty vehicles of other agencies. These fleets include the Departments of Health and Mental Hygiene, Education, Parks and

Environmental Protection.

In FY'13 6,625 tires were re-capped and used again. This is not only a cost-saving measure, but reduces what is put into the waste stream. As a part of the consolidation, DSNY implemented the use of recapped tires to these new fleets.

◆ **VEHICLE ACQUISITION AND WARRANTY / NEW EQUIPMENT DIVISION (VAW/NE)** VAW/NE has three sub-units; Engineering, New Equipment, and Warranty.

- Engineering designs and publishes specifications that include all environmental, operational and safety features, ensuring vehicles meet all DSNY requirements and federal/state/NYC standards.
- The New Equipment section inspects vehicles as they are delivered from manufacturers to ensure they meet all design specifications, comply with all legal 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 repair records 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 evaluated and those that reduce greenhouse gases, lower noise levels, improve vehicle reliability/employee safety or productivity, are tested and incorporated when applicable.

VAW/NE maintains a close liaison with their counterparts in the consolidated agencies to ensure that the vehicles they procure are also designed and built in accordance to their needs. An added benefit is that a high degree of standardization is achieved, reducing costs and simplifying maintenance.

• **Fleet Specification Committee**

VAW/NE has been a member of the City's Fleet Specification Committee since its inception and has been instrumental in writing vehicle specifications for all heavy-duty (Class 7 & 8) vehicles. In addition VAW/NE is consulted regularly for all types of vehicles and equipment by all of the Member City Agencies.

• **Emergency Power Generation - Superstorm Sandy**

VAW/NE and Alternate Fuels are working with Parker to develop and install a mobile electric generator that is powered by a collection trucks' hydraulic system to produce "shore power" that can be used to supply electrical power to effected buildings and facilities. This auxiliary generator attaches to the collection truck's plow arrangement and is transported by the truck to any work site.

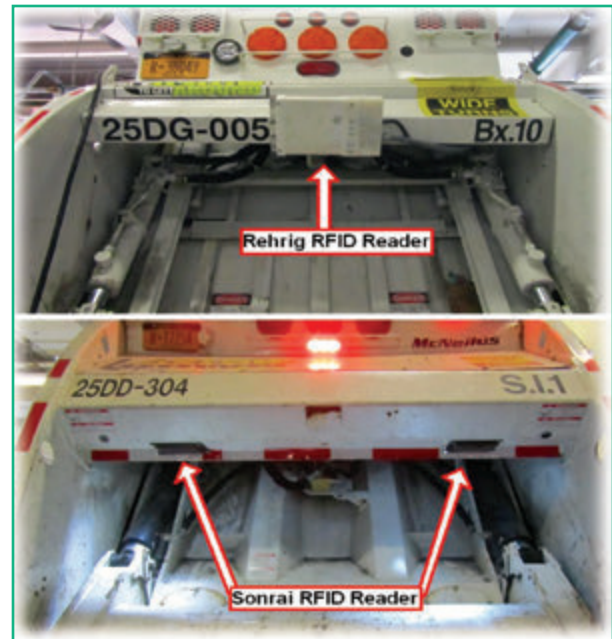
One "lesson learned" was the need for "On-site" independent electrical power sources. This led to the challenge of developing a generator that could easily transported throughout the city which required little maintenance and minimal supervision.

• **Organic Waste**

VAW/NE has worked with the Bureau of Cleaning and Collection on the installation of technology, new to the

Department, to identify and track the public's participation in a pilot program for the disposal of organic waste.

Two companies are currently participating in this program, Rehrig and Sonrai. Both companies use radio frequency identification (RFID) technology to track the frequency and location of pick-ups.



All units have been reported to be working as planned and there is a current effort to establish a comprehensive computer database as this program is expanded throughout the City.

• **Container Tippers**

VAW/NE has deployed nine collection trucks equipped with Container Tipping Attachments that are designed to facilitate the collection of organic waste at selected schools.

Installation of these tippers involved the re-working of existing brake and directional lighting arrangements on each truck to maintain conformity to all existing Department of Transportation regulations.

In addition VAW/NE is consulted regularly for all types of vehicles and equipment by all of the Member City Agencies.

• **Compressed Natural Gas (CNG) Powered Collection Trucks**

DSNY has received 23 additional 25-cubic yard collection trucks that are CNG-Powered.

• **Hybrid Street Sweeper**

The Department is currently in the process of procuring an additional seven hybrid street sweepers.

VAW/NE continues to work closely with Global Environmental on the concept, original design and second generation of this electric hybrid sweeper. Efforts are being finalized for the inclusion of electric gutter broom units, as well as the innovation for the development of exportable electric shore

power to supplement areas in need of power service.

• LED Lighting

The Department is in the process of finalizing the conversion of heavy-duty vehicle lighting to a fully Light Emitting Diode (LED) Complement. LED lights are more efficient than conventional lighting, as they produce intense illumination without drawing as much current from the electrical system. LED lighting also has an extended service life.



• Emergency Vehicle Fueling

VAW/NE has submitted a new specification for a fully functional emergency fueling vehicle. This equipment is designed to be used during an emergency situation and will have the capability of delivering both diesel fuel and gasoline to above ground tanks (generators), normal storage tanks, and directly to stand alone vehicles (trucks, cars, etc.).

• Clean Fuels & Technologies Division (CFT)

The Department's Clean Fuels & Technologies Division is actively pursuing the best available and most cost-effective technologies designed to improve fuel efficiency and reduce greenhouse gas (GHG) emissions. DSNY maintains its focus on meeting Mayor Bloomberg's PlaNYC initiative which aims to reduce fleet GHG 30 percent by 2017. DSNY is nationally recognized for its experience with alternative fuels and pioneering efforts to advance the development of environmentally friendly heavy-duty vehicles. The department is currently working with various manufacturers to help advance the commercialization of heavy-duty hybrid refuse trucks (hybrid-electric & hybrid-hydraulic). In recognition of our efforts to reduce diesel exhaust emissions, DSNY received the prestigious federal EPA "Breathe Easy Leadership Award" in 2013.

The DSNY fleet uses biodiesel fuel (made from domestically grown soy beans) which helps reduce GHG emissions and our dependence on oil. The Department continues to examine the viability of compressed natural gas (CNG) by operating 21 CNG-powered refuse-collection trucks and 20 CNG-powered street sweepers. In 2013, DSNY put into service an additional 23 CNG-powered refuse trucks. DSNY owns and operates a CNG fueling station and is working with local utilities and corporations to expand the availability of heavy-duty CNG fueling stations. Also in 2013, DSNY installed 18 Level 2 electric vehicle (EV) charging stations at DSNY garages throughout the five boroughs. DSNY currently has 49 Level 2 EV stations citywide. The EV chargers will help support the growing number of light-duty EVs in the DSNY fleet.

- ◆ 1 Navistar eStar
- ◆ 2 Ford Transit Connects
- ◆ 18 Nissan Leafs
- ◆ 21 Chevy Volts

DSNY currently operates a fleet of 766 light-duty hybrid-electric passenger cars and SUVs, 14 hybrid-electric flat-bed work trucks and seven of the world's first pre-production (prototype) hybrid-electric street sweepers. DSNY is also

testing one of the world's first fleet of heavy-duty (> 72,000 lbs) hybrid refuse-collection trucks, which includes five diesel-powered hybrid-electrics and 17 diesel-powered hybrid-hydraulics units. Improving the fuel efficiency of our medium and heavy-duty fleet will play an important role towards achieving mayor Bloomberg's PlaNYC goals.

• Electric Light-Duty Vehicles

The newest additions to the DSNY light duty fleet are 18 electric 2013 Nissan Leaf passenger cars, which brings the total to 21 units. This "plug-in" electric vehicle represents an average of 50



2013 NISSAN LEAF PLUG IN FULL ELECTRIC VEHICLE

percent improvement in fuel range and miles per gallon equivalent over previous hybrid light duty vehicles. DSNY will continue to integrate plug-in vehicles whenever possible.

◆ BUREAU OF BUILDING MAINTENANCE (BBM)

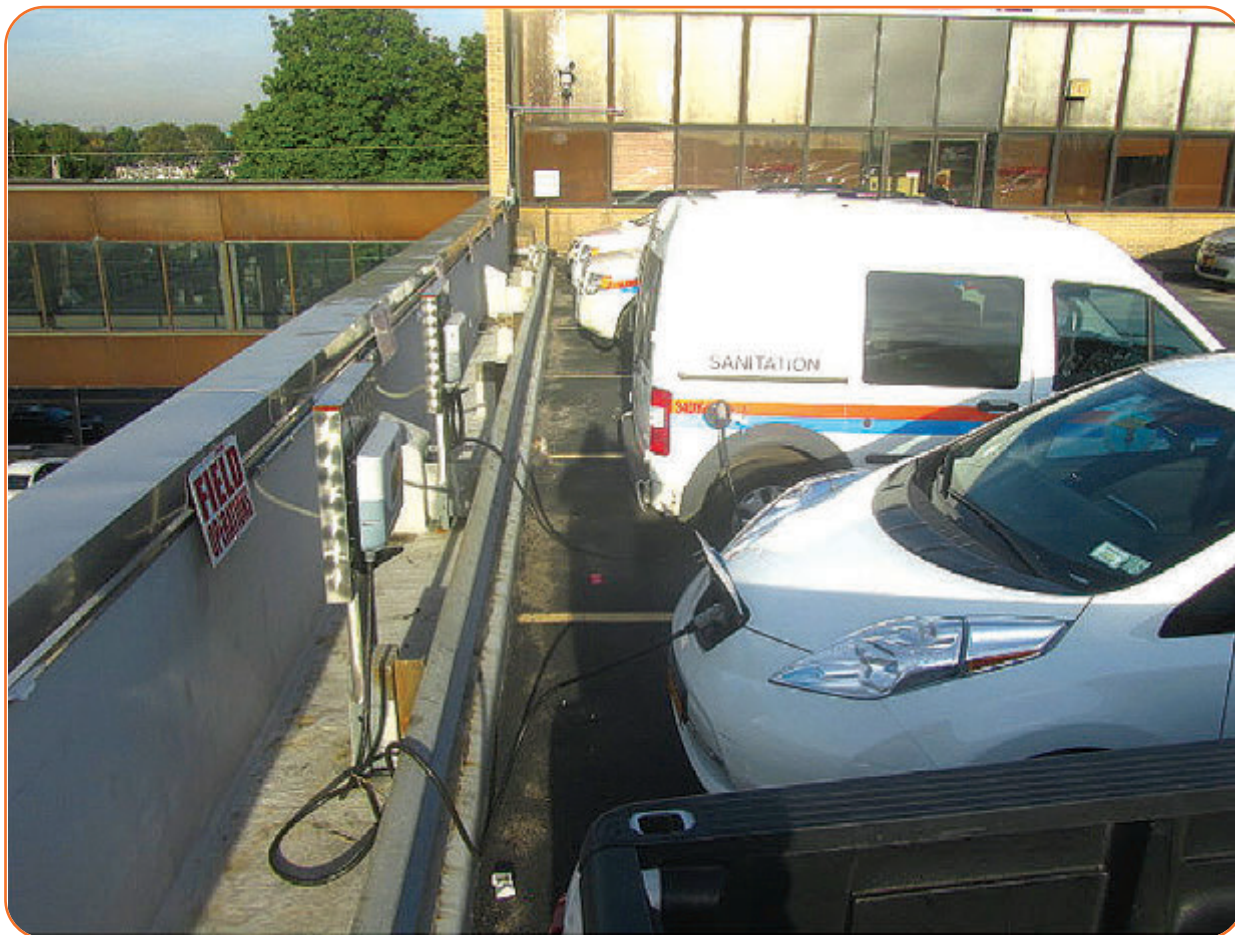


DSNY's Map Of Charge Point Locations Across The 5 Boroughs Of New York City

DSNY has 200 facilities throughout the five boroughs which include garages, transfer stations, repair shops, and office buildings. BBM provides routine maintenance as well as facility rehabilitation and emergency repairs. BBM has a workforce of approximately 190 employees, including carpenters, plumbers, electricians, and administrative support staff. Additionally, BBM ensures DSNY facilities remain in compliance with all federal, state, and local oversight regulatory agencies. In FY'13, BBM received 11,300 work requests.

• New York Power Authority (NYPA)

As in the past, BBM works closely with NYPA during Peak Load Management (PLM) events. During PLM events, BBM staff actively sheds load at locations that are registered with the program, as well as additional facilities throughout the city. DSNY and NYPA work closely to identify and implement facility appropriate energy saving programs.



- **Energy Savings**

DSNY continues to hold down CO2 by an estimated 250 tons as compared to FY'11. DSNY is partnered with DCAS Energy Management (DEM) on several ongoing major projects, including eight lighting automation projects and other energy conservation measures (ECM) resulting from three facility energy audits.

- **PiaNYC**

DSNY and DEM, through comprehensive energy audits conducted at CRS, BK11 and R03, have identified ECMs/RCMs that meet or exceed ROI expectations. These projects are approaching the final design phase with projected start dates in April 2014. These projects include demand control ventilation, on-demand domestic hot water, HVAC and BMS among others. It should be noted that DCAS DEM was instrumental in the selection of open source BMS systems that will ultimately minimize the cost of operating proprietary building automation systems.

- **Superstorm Sandy Facility Preparation, Recovery, and Repair Projects:**

- ▶ Prepare 12 locations for evacuation: BK02, BK07, BK10, BK11, BK13, M01, M02, M03, M04, M05, 26th St Borough Repair Shop, and Q14
- ▶ Decommission condemned M01 facility

- ▶ Maintained a 24/7 agency wide presence for 3 months after the storm
- ▶ Replace 44 Beaver Street electrical feeders and renew switch gear
- ▶ Rehabilitate BK11
- ▶ Rehabilitate BK13
- ▶ Rehabilitate 26th St Borough Repair Shop
- ▶ Support BK01/BK04 feeder cable replacement

- **FY'13 BBM Major Accomplishments:**

- ▶ Constructed salt containment barricades at Varick Street and Forbell Street
- ▶ Install electric vehicle chargers in multiple facilities
- ▶ Replaced CRS Buss Duct
- ▶ Renovated 44 Beaver Street to accommodate 51 Chamber Street relocation
- ▶ Modified Staten Island Transfer Station conveyors
- ▶ Relocated, prepared and re-graded M11 parking lot

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 schematic design development for new garages, administering the procurement for consultant services and construction contracts, and overseeing and managing the implementation of consultant design and construction contracts. The projects involved consist of the schematic design of new garages, and 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 necessary to accommodate increased demand for sanitation services.

Construction of the new Manhattan District 1, 2 & 5 garage is in progress and expected to be completed in fall 2014. Construction of the new Spring Street salt storage facility for Manhattan District 1, 2 & 5 is expected to start early in 2014.



**CONSTRUCTION PROGRESS OF
THE MANHATTAN
DISTRICTS 1,2 & 5 GARAGE**



**RENDERING OF THE SPRING
STREET MANHATTAN SALT
STORAGE FACILITY FOR
MANHATTAN DISTRICTS 1, 2 & 5.**

OFFICE OF EXECUTIVE ASSISTANT TO THE COMMISSIONER

ENVIRONMENTAL AFFAIRS

Environmental Affairs is a specialized enforcement and regulatory branch of the DSNY under the direction of the Executive Assistant to the Commissioner. Environmental Affairs is comprised of two units, the Permit and Inspection Unit (PIU) and the Environmental Police Unit (EPU). Daily environmental affairs operations are commanded by an Environmental Police Inspector, Deputy Director and five Environmental Police Lieutenants.

» PERMIT AND INSPECTION UNIT

The PIU's primary responsibility is the enforcement of Local Law 40, governing the permitting and inspection of solid waste transfer stations and fill material operations (FMO) within the City. The PIU has a highly trained staff of 17 Environmental Police Officers who conduct regular inspections to ensure compliance with the rules and regulations relating to these activities.

In addition, the PIU issues permits and conducts regular inspections of putrescible, non-putrescible, fill material transfer stations and fill material operations encompassing the grading, leveling or improvement of property using fill material. The PIU plays a critical role in identifying and closing illegal transfer stations and dump sites, and works closely with DSNY Legal Affairs and various city, state and federal agencies when illegal sites are found. The PIU rigorously enforces the rules and regulations applicable to permitted transfer stations operating within the City.

In FY'13, the PIU conducted more than 5,100 inspections of solid waste transfer stations, intermodal facilities and FMOs. The unit issued more than 4,000 notices of violation, impounded more than 30 vehicles for illegal dumping, and shut down more than 10 illegal sites for operating without required permits.

» ENVIRONMENTAL POLICE UNIT

The primary responsibility of the Environmental Police Unit (EPU) is to enforce Local Laws 70 & 75, governing the storage, transportation, and disposal of asbestos and regulated medical waste. In addition, seven Environmental Police Officers respond to incidents involving the improper disposal of chemicals, household hazardous waste, low level radioactive waste, and medical waste posing a risk to DSNY personnel and the general public. Pursuant to Local Law 75, the EPU conducts 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 with Local Law 41, also referred to as the Professional Fee Program. This program ensures regulated medical and hazardous waste is not improperly disposed of in the waste stream, and does not commingle with residential household solid waste.

In FY'13, the unit responded to 485 emergency incidents, conducted 530 Professional Fee Program (Pro-Fee) and Solid Waste Plan (Medical Waste) location inspections, and opened 10 new asbestos and regulated-medical waste cases. Additionally, the unit responded to 292 incidents regarding low-level radioactive waste



unknowingly collected by DSNY and other city agencies. Radiation response operations includes sorting, segregating and identifying radioactive material and transporting radioactive loads from private transfer stations to the Department's licensed storage sites. Members of the EPU receive training on hazardous materials, asbestos inspection, and blood borne pathogens to name a few. EPU conducts annual training with the Environmental Protection Agency, FDNY Hazardous Materials Unit, NYPD Emergency Service Unit and NYPD Counter Terrorist Unit. DSNY Environmental Police officers are Certified New York State Law Enforcement officers with the authority to enforce city and state laws making Environmental Affairs a fundamental, well rounded asset to the Department and to city residents.

» ENVIRONMENTAL AFFAIRS OFFICERS AND SUPERSTORM SANDY

At the Director's request, Environmental Officers may be deployed into a multitude of applications such as traffic detail during a citywide emergency or conducting safety and security operations for DSNY Borough Command as they were during the City's recovery efforts following Superstorm Sandy. The entire PIU staff was deployed to assist DSNY's efforts by providing logistical assistance including: monitoring the volume, capacity and transport network for the temporary storage sites and permitted solid waste transfer facilities tasked with receiving, processing and transporting the unprecedented volume of debris. The unit helped to maintain a fluid debris removal operation by assisting area contractors in associated removal and transport operations and relaying crucial information to Department staff.

EPU also responded to reports of potentially hazardous waste placed curbside by homeowners affected by the storm, as well as requests for assistance from city and state agencies regarding identification, collection, and removal of hazardous waste. Officers also educated the public by making recommendations and organizing coordinated haz-mat removal efforts between city, state and federal agencies.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE



The mission of DSNY's EEO Office is to develop, implement and monitor compliance with the Citywide EEO Policy.

DSNY has a zero tolerance policy for any form of employment discrimination. Through appropriate EEO/Diversity and Inclusion Training for all employees, we ensure all employees are aware of their EEO rights, as well as their responsibilities. Through our Policies and Procedures and strict Code of Conduct, DSNY consistently endeavors to maintain fair employment practices for

our workforce. DSNY EEO's goal is to create a work environment where members of our workforce can be diverse and authentic, with the understanding that both positive creativity and negative conflict can result. The EEO Office provides guidance in how effective communication can resolve difficult situations. Many different types of people make up our great City and Department, and EEO encourages a mutually respectful and sustainable work environment.

DSNY EEO strives to ensure that all Sanitation workplaces are free of any form of illegal discrimination, including all forms of harassment based on:

- ◆ Race
- ◆ Color
- ◆ National Origin
- ◆ Alienage or Citizenship Status
- ◆ Religion or Creed
- ◆ Gender
- ◆ Disability
- ◆ Age
- ◆ Military Status
- ◆ Prior Record of Arrest and/or Conviction
- ◆ Marital Status
- ◆ Partnership Status
- ◆ Predisposing Genetic Characteristic
- ◆ Sexual Orientation
- ◆ Status as a Victim of Domestic Violence, Sexual Offenses or Stalking
- ◆ Unemployment Status

All Managers and Supervisors are held accountable for following the guidelines of the City's EEO Policy and ensuring compliance by their subordinates. This has been and continues to be a management imperative, and as such has provided the Department's workforce with a successful forum for resolving disputes and misunderstandings. The EEO Office is a place where any employee or participant in the Work Experience Program or Job Training Program can ask questions and get answers concerning their rights under EEO law. This includes individuals with disabilities, those requesting religious accommodations, and employees or applicants who believe they have been discriminated against based on their sexual orientation or any other protected category. It is also a place where Managers and Supervisors can receive guidance in handling employee disputes and misunderstandings which may arise based on any of the protected categories under the law.

During FY'13, the number of actual discrimination complaints filed by individuals with external human rights agencies such as the Equal Opportunity Commission, the New York State Division of Human Rights and the New York City Commission on Human Rights, was very low. However, the EEO Office was actively involved in counseling its employees.

Not all issues brought to the EEO Office represent unlawful discrimination, some situations involved issues of anger, misunderstandings and/or an inability to communicate, labor or union issues, or personality clashes between co-workers and supervisors. The EEO Office, in the majority of cases, was able to counsel, mediate or resolve issues or refer individuals to the appropriate forum for their complaint. However, incidents which proved to have violated the citywide EEO Policy, or demonstrated such potential, were immediately investigated and addressed by specific measures. Every EEO determination and recommendation is reviewed and approved by the DSNY Commissioner.

Any DSNY employee or applicant to the Department with an EEO concern may contact the DSNY EEO Office at 137 Centre Street, Room 505, New York, N.Y. 10013. Director Teresa Neal may be contacted at tneal@dsny.nyc.gov at any time. The telephone number of the EEO Office is (212) 437-4214. An EEO professional can be reached, Monday through Friday, between 7:00am and 4:00pm. DSNY EEO may also be accessed on the Department website: www.dsny.nyc.gov.



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