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ANNUAL REPORT 1999

THE CITY OF NEW YORK
DEPARTMENT OF SANITATION

Department of Sanitation Annual Report 1999

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Message from the Mayor

Congratulations on an historic year in the Department of Sanitation. As we come ever closer to the closing of the Fresh Kills Landfill, the innovative efforts by your Department to find solutions to the new challenges which have arisen regarding New York City's garbage are to be commended. The interim plan to export our waste has gone smoothly, and daily operations at Sanitation continue like a well oiled machine. Once the Landfill closes, a new era for your Department will begin.

Additionally, New York City is the cleanest that it has been in over a generation. For the first time in the twenty-four years that the City has kept records, over 87% of the City's streets have been rated "acceptably clean or better." Also for the first time ever, not one of the Department's 59 sanitation districts, covering over 6,200 miles of streets, has been rated "dirty."

Achievements like these are an integral facet in the City's quality of life and are directly attributable to the quality of work that goes on in the Sanitation Department today.

New York's Sanitation Department, like many other aspects of New York, is a unique and essential service unparalleled in the United States. The 9,500 men and women of the Department, uniformed and civilian, can hold their heads high looking back on the achievements of 1999 and forward to the challenges of 2000.

Again, congratulations on a job well done.

Rudolph W. Giuliani
Mayor

Letter from the Commissioner

Dear Mayor Giuliani:

It is with great pride that I present the Department of Sanitation's 1999 Annual Report. The mandate of this agency is to keep New York City clean and sanitary, a directive which is of paramount importance to the well being and quality of life to the citizens of New York City.

With your support and direction, we stand on the threshold of closing the Fresh Kills Landfill. This Department has begun the enormous task of exporting New York City's solid municipal waste. With strategic thinking and resourceful planning, hard work, and determination, the various bureaus within the Department of Sanitation have made the transition from disposing of 13,000 tons of waste at Fresh Kills to efficient exportation. This has been accomplished with no interruption of the daily services we provide.

The Department of Sanitation looks forward to the exciting changes ahead. Our commitment to meeting our mandate to New York City and its citizens is stronger than ever. Thank you.

Kevin P. Farrell
Commissioner

Operations

Michael T. Carpinello — First Deputy Commissioner

Bureau of Cleaning and Collection

The Bureau of Cleaning and Collection (BCC) is the largest and most visible unit of the Department, responsible for delivering all cleaning and collection services to the citizens of New York City. This includes the removal of snow and ice from City streets.

Refuse Collection

The Department is responsible for providing regularly scheduled curbside and containerized refuse collection service to every household in New York City. Curbside sites receive service two to three times a week, depending on population density. Containerized sites may vary from one to three times a week service. On a weekly basis, the Department assigns 4884 curbside collection trucks to pick-up 51,000 tons of refuse, and 390 containerized trucks to collect an additional 7000 tons. In addition, dedicated school collection trucks are assigned to service all public schools, five days a week.

The New York City Housing Authority (NYCHA) developments receives weekly refuse collection from dedicated Department of Sanitation trucks.

Recycling Collection

As of April 10, 2000, the Department provides weekly curbside recycling collection to all New York City households. Approximately, 2,500 trucks are dispatched weekly to service both the curbside and containerized stops throughout the City. Currently, the Department collects mixed paper, consisting of corrugated cardboard, newspapers, magazines and catalogues, telephone directories, office paper, wrapping

paper, paper bags, smooth cardboard and discarded mail. The types of metal, glass and plastic collected include metal cans, glass jars, plastic bottles and jugs, aluminum foil and trays, metal furniture, hardware, appliances, beverage cartons and drink boxes.

The curbside program diverts 10,500 tons and the containerized program diverts an additional 1,500 tons of recyclables weekly from the waste stream. The overall diversion rate for the recycling program is 20%. Other recycling programs consist of Christmas tree collection, curbside leaf collection, self-help bulk locations, and collection of special waste items.

Street Cleaning

The Department of Sanitation maintains the cleanliness of more than 6,000 miles of streets. Fiscal Year 1999 was a record-breaking year for street cleanliness. Eighty-seven percent of the City's streets were rated acceptably clean, an improvement over 1998's record of 85 percent. Each month in 1999 had a rating of 84 percent or better and each district had an annual rating of at least 73 percent. The Department attributes the achievement of record cleanliness levels to improved management of the cleaning programs, including the Work Experience Program street cleaning program, better coordination with other City agencies of cleaning around their facilities, cooperation with the Business Improvement Districts and increased merchant participation in programs such as Adopt-a-Basket. Under this program, a merchant agrees to help prevent the overflow of the litter basket near their store by placing a plastic liner in the basket, removing and tying the liner when it is full and replacing it. Currently, over 820 street litter baskets have been adopted by nearby merchants.

Scorecard Cleanliness Rating

Sanitation's street cleaning performance is measured independently by the Mayor's Office of Operations, which issues a monthly "Scorecard" con-

Operations

taining its findings. During each month, staff of the Mayor's Office inspect streets throughout the City, rating them for cleanliness. To ensure that the ratings have integrity, the locations inspected are randomly chosen without the prior knowledge of the Department.

Tire Disposal

The Department has made it easier for residents to dispose of tires legally. Previously, tires could be dropped off only at the four Self-Help Centers in the Bronx, Brooklyn, Queens and Staten Island. Last year, the Department established tire drop-off areas at all 59 district garages city-wide. As part of the recycling program, these tires are delivered to a vendor, where they are shredded and converted into energy for electricity.

CFC Removal

In 1999, due to Federal requirements regarding the Clean Air Act, a program was implemented citywide by the Department of Sanitation to reclaim Chloro-Fluoro-Carbon (CFC) Gas (a common example which is Freon). It is commonly found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured before the mid-90's. The United States Environmental Protection Agency, which determined that CFC's have a harmful effect on the ozone layer, required the Department to develop a program to collect CFC appliances without releasing the CFC into the atmosphere. Residents who wish to dispose of CFC appliances call the Sanitation Action Center (SAC) for an appointment date for CFC collection. On the appointed day, a specially trained and licensed Sanitation Worker evacuates the CFC gas from the appliance and safely contains the gas. The evacuated appliance is then tagged with a special orange decal certifying that the appliance is CFC free. A regular metal, glass and plastic recycling collection truck then collects the appliance on the next work day.

Operations

Self-Help Household Bulk

The Department maintains four separate sites where City residents can bring their bulk items seven days a week between the hours of 10:00 A.M. and 5:30 P.M. There is one self-help center of this type in each borough except Manhattan.

Lot Cleaning

The Lot Cleaning Division manages the Department's Neighborhood Vacant Lot Clean-up Program. The Department counts the actual number of lots cleaned, regardless of the tonnage removed from each lot, and cleaned 5,559 lots in Fiscal Year 1999.

Derelict Vehicle Operations

The Derelict Vehicle Operations (DVO) Unit monitors the reporting and removal of derelict abandoned vehicles from the City's streets, lots, parkways, expressways and main thoroughfares. A vehicle is considered to be abandoned if it is left on the street for more than six hours and has no license plate. Vehicles are deemed derelict when meeting certain criteria which vary according to the age and type of vehicle. If a vehicle is simply abandoned but not derelict, it is tagged by the Department's field supervisors and referred to the Police Department for pick-up by their Rotation Tow Program for final disposition. If a vehicle is abandoned and derelict, it is tagged by Sanitation and removed by private vendors who work in collaboration with the Department. These private vendors have revenue generating contracts with Sanitation for the actual removal of abandoned derelict vehicles. If there is no police report on the vehicle, it is presumed to be abandoned, and a Notice of Violation is issued to the last registered owner by the Enforcement Division. In Fiscal Year 1999, a total of 14,575 vehicles were removed by vendors, providing the City with over $1.7 million in revenue from these contracts. The number of vehicles processed through the DVO Unit has greatly decreased over the past several years. In Fiscal Year 1989 DVO tagged and removed 146,880 derelict vehicles from the streets, whereas in Fiscal Year 1998 DVO removed 17,998.

Operations

Enforcement Division

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

The Sanitation Police are sanitation workers and supervisors who are fully trained as peace officers. Enforcement Agents are civilians who undergo a comprehensive classroom and field training program.

In Fiscal Year 1999 the Enforcement Division issued 263,021 Notices of Violation (NOVs). Supervisors in the Bureau of Cleaning and Collection issued an additional 118,138 summonses were issued by for violations they observed while in the field. The five most common infractions for which summonses were issued were:

INFRACTION	# of NOVs
Dirty Sidewalk	134,370
Failure to Sweep 18 inches from Curb	29,801
Sidewalk Obstruction	23,773
Improper Storage of Receptacles	15,490
Loose Rubbish	14,910

Posting Unit

There are six enforcement agents specifically dedicated to enforcing illegal posting violations. In Fiscal Year 1999, the unit issued over 5,300 illegal posting summonses Citywide.

Canine Unit

The Enforcement Division has a Canine Unit specifically dedicated to patrolling for canine violations. This Unit, which operates on a rotational basis throughout the City, writes summonses for failure to clean up after a dog and failure to properly leash a dog. In Fiscal Year 1999, over 5,154 summonses were issued for these infractions.

Operations

Illegal Dumping

The Illegal Dumping Task Force, which is a special unit of the Enforcement Division staffed by Sanitation Police, focuses on known areas of illegal dumping and responds to complaints. In Fiscal Year 1999, the Task Force wrote 752 NOV's for illegal dumping, which is defined as the depositing or disposing of debris of any sort from a vehicle. Both the owner and the operator of the vehicle are considered liable and both are issued summonses. The vehicle is impounded until the case is adjudicated by the New York City Environmental Control Board unless a bond is posted covering the possible fines. Individuals found guilty of illegal dumping pay a clean-up fee of $150 per cubic yard for solid waste and $1.75 per tire. This is in addition to the minimum fine of $1,500 and the associated storage and administrative fees. If the fine is not paid, the vehicle is sold at public auction. The Department administers two reward programs designed to facilitate the reporting and/or investigation of illegal dumping - they are the "Bounty Program" and the "Tips Program."

The Department uses information provided by the public to conduct targeted surveillance. In both programs, those reporting the illegal dumping are eligible to receive a reward of up to 50 percent of any fine or civil penalty collected.

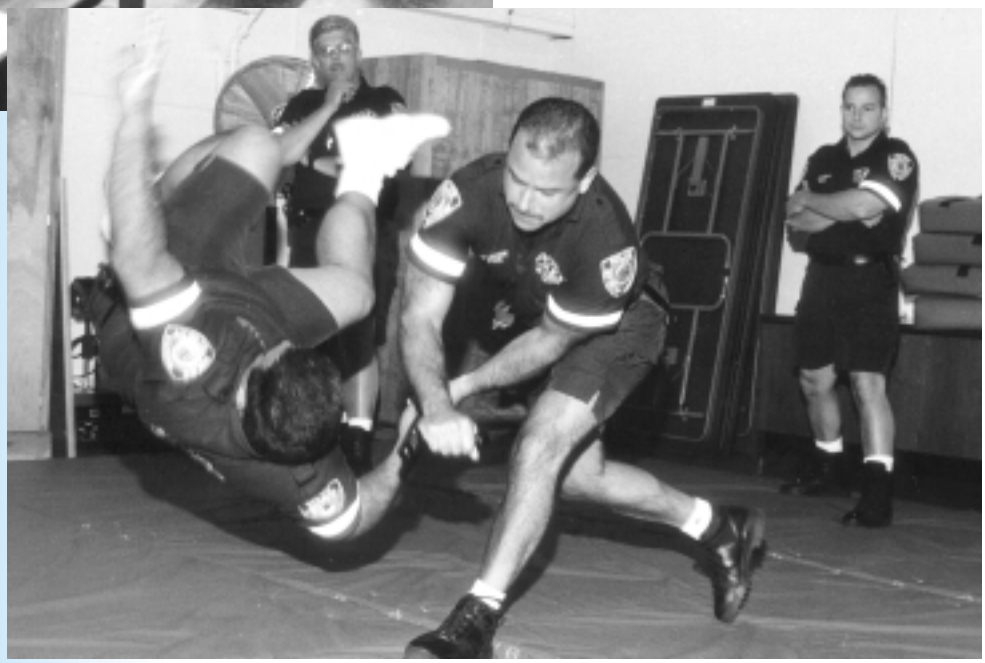
Recycling Enforcement

Officers assigned to recycling enforce the commercial and residential recycling rules. They also enforce Health Department and Sanitation Department regulations.

Operations

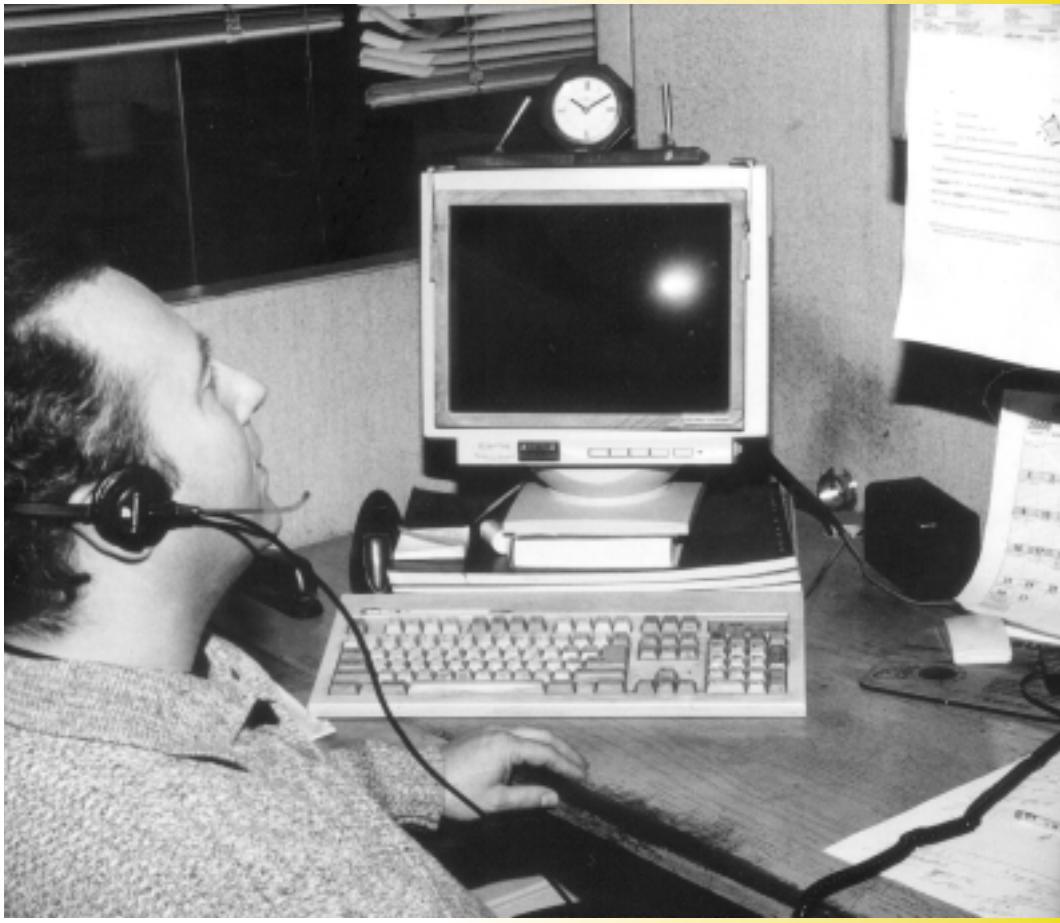
Division of Safety and Training

The Division of Safety and Training is responsible for all training, administrative and operational, to ensure that employees have the knowledge and skills to perform their jobs safely and effectively in a hazard-free work place. In calendar year 1998, the Department established a 25 percent accident reduction target, renewing its commitment to safe driving and employee/public safety.



Operations

Community Services



The Office of Community Services is the Department's service delivery liaison to elected officials, the city's Community Boards, merchant groups, Business Improvement Districts, civic organizations, business associations, and the general public. In addition, the office provides support services to the Department's Operations Bureau by preparing materials regarding neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and planning of both community and Sanitation programs. This office serves as the Department's liaison to the Mayor's Community Assistance Unit, The Mayor's Anti-Graffiti Task Force, Mayor's Action Center, Mayor's Office of Correspondence Services, the City's Business Improvement Districts, and the Council on the Environment.

Community Outreach

During 1999, Community Services representatives attended over 70 community meetings and participated in over two dozen school programs. Issues relating to Sanitation including recycling collection, cleaning, waste disposal, anti-dumping and anti-litter programs were discussed. In addition, extensive education and outreach focused on improving cleanliness was conducted in conjunction with local Community Boards

and business groups. These outreach efforts included distribution of various educational materials, as well as verbal dialogue with over 750 merchants on several commercial strips throughout the city.

Community Liaison Unit

The Community Liaison Unit monitors health violations on vacant lots. This Unit is funded by the Federal Community Development Program. Its mandates include inspection and processing of requests to clean vacant lots; investigation of and response to lot billing disputes; attendance at service cabinet and civic association meetings as directed; development and presentation of informational sessions designed to educate the public and foster Health and Administrative Code compliance and improve local conditions; and administration of the Department's school environmental awareness contest - "Team Up to Clean Up" - which is open to 2,500 public and private schools in the City.

Sanitation Action Center: (212) 219-8090

The Sanitation Action Center (SAC) is the Department's hotline, with staff responding to requests for service, complaints, inquiries about sanitation and recycling, and orders for printed material (informational booklets, brochures, recycling stickers). SAC handled over 108,000 calls in Fiscal Year 1999. Service representatives processed over 32,700 Requests for Service and Complaints. In addition, SAC processed more than 43,000 requests for Department literature and recycling decals. Also, the Action Center's automated information system handled more than 100,000 calls.

Central Correspondence Unit

The Central Correspondence Unit responds to and maintains records of all general correspondence received from the public and letters forwarded from the Mayor's Office of Correspondence Services. During Fiscal Year 1999, staff responded to over 2,670 pieces of mail.

Support Operations

Jerry Della Corte — Deputy Commissioner

Support Operations designs, purchases, maintains, and repairs all Department motor vehicles and equipment; and performs the maintenance and repair of existing Department facilities; the design and construction of new facilities; and the development and monitoring of the Department's Capital Budget. Support Operations is composed of four separate Bureaus.

Bureau of Motor Equipment

The Department of Sanitation has approximately 5,600 motor vehicles in its fleet, including: collection trucks, mechanical street sweepers, cranes, tractors, front-end loaders, salt spreaders, passenger cars, skimmer boats, and large refuse haulers. The Bureau of Motor Equipment (BME) is responsible for designing, buying and maintaining this diverse fleet.

Equipment Operations

The largest Support Operations division and the direct link to the Bureau of Cleaning and Collection (BCC) and the Bureau of Waste Disposal (BWD) is Equipment Operations. Its trade title employees are distributed among the four borough repair shops, 73 BCC locations and the Fresh Kills Landfill.

Equipment Operations is responsible for directing and coordinating repairs and setting overall priorities, such as scheduling preventative maintenance and upgrade programs, allocating manpower and resources and managing warranty repair activities. The District Shops are responsible for minor repairs (brakes, mirror replacements) whereas borough shops are responsible for the larger jobs, such as major component (i.e. engines and transmissions) exchanges, heavy electrical work and any other major intensive repair that cannot be efficiently handled at the district shop level.

Support Operations

The Department's Central Repair Shop (CRS) is one of the country's largest non-military repair facilities. CRS is capable of performing any type of vehicle repair ranging from an oil change to a complete vehicle refurbishment. CRS is responsible for handling the overflow from the borough shops, fleet wide upgrade programs, light duty fleet repairs, component rebuilding and servicing and any major metal work project that would limit a borough shop's repair flexibility. There are several repair shops located within CRS - the machine, the body, and the forge shops, as well as the light-duty vehicle and tire repair shops.

In addition, there are various rebuilding shops capable of rebuilding vehicle components such as engines, transmissions, hydraulic cylinders, rear ends, pumps, electrical accessories, fuel injectors, vehicle seats and radiators. The Fresh Kills Landfill Repair Shop is responsible for the repair and maintenance of Bureau of Waste Disposal equipment that includes heavy duty off road vehicles, cranes, boats, compactors.

Vehicle Acquisition and Warranty

The Vehicle Acquisition and Warranty Division (VAWD) consists of three separate Units: New Equipment, Warranty, and Engineering. The New Equipment Unit inspects and approves payment of all new Department vehicles received each year. The Warranty Unit is responsible for approximately 2,500 vehicles that are eligible for warranty repairs at any given time. The Engineering Unit consults with various Department bureaus to develop equipment specifications and purchases over 600 pieces of capital equipment totaling approximately $65 million annually. The Department operates one of the largest fleets of class eight collection trucks powered by compressed natural gas (CNG). The planned additions of 10 new CNG powered vehicles will increase the total fleet to

Support Operations

26. There are presently 400 alternate fueled passenger cars and light-duty trucks in the fleet.

The Engineering Unit constantly seeks to open the competitive bidding process to more manufacturers. Because of the type of heavy-duty equipment used in the DOS, there is a limited pool of manufacturers. The ability to play an active role is designing and specifying a vehicle to meet specific Department needs, while standardizing the product allows for bids that are more competitive, and opening the contract process to more qualified manufacturers.

Export Operations Support

The third phase of the Fresh Kills Landfill closure commenced in October 1999. For the first time, Department collection trucks are being used to transport refuse to collection stations outside the city limits. Around the clock maintenance support including road service has contributed to the success of this important operation. This has been achieved by adding shifts to provide 24- hour staffing as required.

Materials Management

The Materials Management Division handles all the parts and materials needs for BME.

Anti-Graffiti

As part of the City's fight against graffiti, the Department's Bureau of Motor Equipment has designed and built a state-of-the-art anti-graffiti truck. This vehicle is a self-contained unit equipped with a pressure washer, an onboard computer, paint, paint color dispenser, paint mixer and sprayer and spectrophotometer. Using this equipment, BME is able to determine the original color of a graffiti defaced surface, prepare and then paint the surface with an exact match of the original color, completely covering the graffiti.

Support Operations

Department personnel built the vehicle for approximately half the cost of a purchased model. Due to increased need, a second unit is being built.

Administration/Personnel

TheAdministration/Personnel Division is responsible for BME's administrative functions, such as payroll, attendance records, time and leave balances, overtime tracking, and employee performance evaluations. It also administers special programs such as the Work Experience Program (WEP), and the Department's random Drug Testing Programs. It also conducts disciplinary hearings.

Fiscal Services /Computer Support

Fiscal Services handles accounting functions for BME. This office is the liaison with the Agency's central budget unit. The unit is also responsible for fleet reporting for BME. The daily fleet status and fleet size are monitored and tracked with various reports.

Support Operations

Bureau of Building Maintenance

The Department of Sanitation has over 200 physical locations throughout the city, including garages, section stations, marine transfer stations, the Fresh Kills Landfill, repair shops and office buildings. The Bureau of Building Maintenance (BBM) is responsible for providing both routine maintenance and emergency building repairs for these facilities. BBM has trade employees of various titles including blacksmiths, carpenters, electricians, painters, plumbers and welders.

Bureau of Engineering

The Bureau of Engineering provides engineering support services to the Department's operating bureaus. These services include design drawings and specifications to upgrade and maintain the Department's infrastructure; bidding and awarding construction and consultant services contracts; and overseeing construction work to ensure that it meets specifications. The type of projects serviced are related to the rehabilitation of garages, borough repair shops, marine transfer stations and other facilities under the Department's jurisdiction.

Bureau of Capital Budget and Engineering Support

The Bureau of Capital Budget and Engineering support develops, prepares and administers the Department's Annual Four-Year and Ten-Year Capital Budgets. This responsibility includes coordinating, reviewing and monitoring fiscal and policy matters. The Bureau conducts negotiations with the City Office of Management and Budget, other Mayoral oversight agencies and the City Council until an Adopted Budget results.

Waste Disposal

The Bureau of Waste Disposal (BWD) receives, transports and disposes of refuse generated by residents of New York City, City agencies, New York State agencies, and certain other not-for-profit organizations that qualify for our services. It also handles a small percentage of waste collected by private carters and other agencies that pay for the disposal of their refuse at Department facilities. BWD is responsible for enforcing the laws and regulations governing the disposal of hazardous waste, such as asbestos and medical waste.

BWD operates the Department's seven marine transfer stations and a fleet of 89 barges used to transport refuse to the Fresh Kill Landfill (FKL). In Fiscal Year 1999, Fresh Kills Landfill received approximately 9,272 tons of waste per day.

Waste Export

In Fiscal Year 1997, the Department began soliciting bids from private companies to receive, transfer and transport New York City's residential and institutional waste for out-of-City disposal. Export operations began in 1997 with the Bronx, followed by Manhattan, and all of Brooklyn except for three districts, then Staten Island. Currently, bids are out for the remaining three districts in Brooklyn and all of Queens. Export operations have worked very well, and the companies which have won the export bids quickly process the Department's trucks, allowing the Department to maintain its traditionally high level of collection productivity. Changes were made to the Department's main-frame computer systems in order to ensure that productivity can be monitored in the same way as it was when the Department disposed of waste at Fresh Kills. Transactions from the private vendors scales are uploaded to the Department's main-frame productivity system throughout the day, allowing each district to monitor its operations daily.

Permit and Inspection Unit

The Permit and Inspection Unit (PIU) is responsible for the permitting and regulation of certain solid

Waste Disposal

waste transfer stations and fill material operations in New York City. The PIU has six Sanitation Police Officers and three supervising Lieutenants who conduct regular inspections to ensure compliance with the Rules and Regulations governing solid waste transfer stations.

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

In calendar year 1999, the unit conducted over 3,000 inspections of solid waste transfer stations and fill material operations and wrote over 600 Notices of Violation (NOV's) for infraction of Department rules. Violations issued by the PIU have penalties ranging from $2,500 to $10,000 and are litigated at the New York City Environmental Control Board.

Environmental Enforcement Unit

The Environmental Enforcement Unit (EEU) enforces the law and regulations governing the storage, transportation and disposal of asbestos, medical waste, and hazardous waste. In response to complaints and improper handling and disposal of hazardous materials, this year the Unit responded to 750 emergencies. The EEU works closely with the New York City Police Department and State and Federal law enforcement agencies. Cases are litigated by the Environmental Control Board and in the State and Federal courts. Violators are subject to civil penalties of $10,500 to $25,000 or criminal penalties which can incur sentences of two to ten years.

Solid Waste Management

Martha K. Hirst — Deputy Commissioner

The Bureau of Solid Waste Management is comprised of the Bureau of Solid Waste Management and Engineering, the Bureau of Waste Prevention, Reuse and Recycling and the Office of Real Estate.

The Bureau of Solid Waste Management and Engineering (BSWME) performs diverse functions, including long-range solid waste management planning, facilities development, permitting, maintaining the regulatory compliance of Department facilities, and ensuring that the Department's disposal-related marine infrastructure is maintained and rehabilitated, as needed. In 1999, the focus of the Bureau's work continued to be on activities related to the closure of Fresh Kills Landfill, mandated to occur by the end of 2001. Fresh Kills Landfill, located on Staten Island, is the City's only operating solid waste disposal facility. Since the May 1996 announcement by Mayor Giuliani and Governor Pataki to cease accepting waste at Fresh Kills by December 31, 2001, modification and implementation of existing plans proceed to assure that Fresh Kills closes on time and in compliance with Federal and State regulations and continues to operate safely through closure. As the Department ends its reliance on Fresh Kills for the disposal of residential waste, many operations at Fresh Kills will cease. A few, such as environmental monitoring, and the operation and maintenance of environmental facilities and final cover construction, will continue.

Solid Waste Management Planning and Facilities Development is responsible for the development of long-range waste management strategies for the waste generated in the City. BSWME also keeps abreast of new waste disposal technology and solid waste-related legislation and conducts analyses of available disposal capacity, transportation and infrastructure needs.

Solid Waste Management

Fresh Kills Landfill Gas Control and Recovery: In 1999 BSWME began the installation of a landfill gas transmission main. Under the terms of the 20-year concession that BSWME and the City's Law Department negotiated with GSP Energy L.L.C. in 1998, the City is receiving approximately $3.5 million per year in revenues. The implementation of the concession's expanded facilities in the next few years will bring about the elimination of landfill gas odors and the recovery and sale of all of the landfill gas generated at Fresh Kills.

Fresh Kills Composting Facility: In Spring 1998, BSWME completed the design and permitting of the Fresh Kills Composting Facility. Although officially opened in January 1999, the newly relocated and constructed facility was sufficiently complete to allow the receipt of Staten Island's Fall 1998 leaf and yard waste and Christmas trees, as well as Christmas trees collected in Brooklyn that season.

Marine Infrastructure and Dredging Unit: To remain operable, the Department's seven marine transfer stations (MTS's,) barge staging areas, and the Fresh Kills Channel must maintain sufficient depth to enable barges to maneuver. Dredging needs are based on surveys conducted by this Unit to determine available water levels. Dredging includes the application of marine borer protection to wooden piers, as necessary.

Permitting Unit: The Permitting Unit obtains and maintains all necessary permits for Department facilities. The Unit also provides support to the Office of Real Estate in the preparation of ULURP (Uniform Land Use Review Process) applications.

Landfill Engineering Unit: The Landfill Engineering Unit is the arm of Sanitation responsible

Solid Waste Management

for achieving and maintaining regulatory compliance at the Department's waste disposal facilities, Fresh Kills Landfill and the former Edgemere Landfill. The Landfill Engineering Unit is primarily responsible for the management, engineering and design of the closure of Fresh Kills Landfill.

Office of Real Estate: The Office of Real Estate (ORE) is responsible for identifying, acquiring and managing property for the Department.

The Bureau of Waste Prevention, Reuse and Recycling (BWPRR) runs the largest and most ambitious recycling program in the United States. The program provides curbside recycling collection services for an array of recyclable materials to all three million households and institutions in New York City. In addition, waste prevention is a key element in the Department's strategy to reduce the quantity of solid waste the City must dispose of. BWPRR plans, implements and evaluates recycling, composting and waste prevention programs for both residential and commercial sectors and conducts extensive outreach and education in support of all of its programs.

Fall Leaf and Yard Waste Composting: Since 1990, the Department has been collecting approximately 3,000 tons of Autumn leaves from Staten Island and composting them at the Fresh Kills Yard Waste Compost Facility. In November 1997, the Department launched a cooperative project with the Department of Parks and Recreation (DPR) to increase the City's recycling rate and to restore and beautify 10,000 acres of parklands by expanding the Department's residential leaf and brush collection program to all of the City's leafy Districts. Since Fall 1997, the program has expanded to include 34 out of the City's 59 Districts.

Christmas Tree Collection and Composting: The Department collects Christmas trees and composts them at the same mix of Department and Park sites utilized to compost the Fall yard and leaf waste collected each year.

Administration

Steven Lawitts — Deputy Commissioner

The mission of the Bureau of Administration and Financial Management is to develop, monitor, report on, and control the Department's financial plan; provide and ensure adequate controls over the use of financial and human resources; analyze and recommend strategies to improve the Department's financial position by reducing costs or raising revenues; use technology to provide more accurate and detailed information and improve customer service; and provide other necessary support services which assist the other Bureaus in fulfilling their missions.

Work Experience Program (WEP)

The Department of Sanitation has one of the largest Work Experience Programs (WEP) in the City. As an essential part of the Mayor's welfare-to-work strategy, able-bodied recipients of public assistance are required to work for the City in exchange for their subsidies. The number of hours they work is determined by the value of their monthly cash payments and food stamps. The WEP population assigned to the Department of Sanitation averages between 2,000 and 3,000 welfare recipients at any time. Up to 90% of the population clean streets and the remainder perform custodial or clerical tasks.

The WEP Street Cleaning Program was a major contributing factor to the Department's achieving record cleanliness ratings in Fiscal Year 1999. Even though the number of street cleaners declined significantly, the Department has become more efficient at deploying them. Field supervisors are better able to determine priority cleaning locations from day to day and, after four years of experience with the WEP street-cleaning program, the logistics of attendance, equipment issuance, transportation and monitoring have become much more routinized.

The Human Resources Administration evaluates City agencies each quarter on the management of their respective WEP programs. Agencies are evaluated on such criteria as the structure of WEP assignments, the quality of supervision and the adherence to citywide policies. In 1999, Sanitation received the highest ratings of any City agency and the highest ratings given in each category.

Planning and Budget

The Bureau of Planning and Budget includes the functions of Management Analysis and Operations Management. The Management Analysis function includes the preparation of the expense budget and financial plan, the monitoring of actual performance against the budget and the preparation of the Department's portion of the Mayor's Management Report. In 1999, the unit had a major role in implementing the Phase 3 Export of residential waste from Manhattan and Staten Island to New Jersey. The Bureau also provided support for development of the draft update to the Solid Waste Management Plan.

The primary responsibilities of the Operations Management unit are to monitor, evaluate and plan for improvement in the Department's core collection and cleaning functions. Significant projects during 1999 include:

- Planning for the citywide expansion of weekly recycling. Local law provided for the expansion of weekly recycling collection beginning in March 1999 and continuing through full, citywide weekly collection in April 2000.

- Analyzing the bids received for the export of residential waste collected in Manhattan and Staten Island. Operations Management maintains and improves a transportation model, which is used to find the assignment of Sanitation districts to transfer stations that provides the lowest total cost to the City. In addition, the unit supervised significant portions of the environmental analysis by evaluating various truck routes to and from the bidding transfer stations. The Bureau's work was essential to the successful award of 3,200 tons per day, a 60% increase over the target of 2,000 tons established for Phase 3.

Administration

Fiscal Services

The Bureau of Fiscal Services provides the Department's essential financial management and control functions. It prepares, administers and controls the annual expense and revenue budgets; processes payments for all purchases and contract services; reviews and processes documents for all Department purchases; and provides billing and revenue collection for such revenue sources as private carters and professional fees.

In 1999, the management and staff of Fiscal Services were heavily involved in the design, development, testing and implementation of FMS 2000, the citywide financial management that is Year 2000 compliant.

Human Resources

The Bureau of Human Resources processes all personnel and payroll actions, including appointments, promotions, terminations, and any changes to title, salary or benefits. The Bureau maintains records on all employees and is the liaison for citywide personnel programs such as redeployment.

In 1999, the Department hired the first 405 new Sanitation workers from a civil service list which was established in July 1999 . This list opens up the position of sanitation worker to a new set of applicants for the first time in nearly ten years. It also sets a higher standard of qualifications for the position: candidates must now have a high school diploma and a commercial driver's license before appointment.

Medical Division

A significant part of the Medical Division is the random drug-and-alcohol testing program which covers commercial-driver's-license employees in Sanitation and eight other City agencies. Since the random-testing program began in 1995, there has been a significant decline in the percentage of employees who test positive. In 1995, 5.2% of the employees tested were positive for either drugs or alcohol. The positive rate dropped to 3.4% in 1996, to 2.4% in 1997 and further declined to 2.1% in 1998. The 1999 rate, a slightly higher 2.2%, was consistent with national averages for truck drivers. In addition, the Medical division administered pre-employment screenings.

Management Information Services

The Management Information Services Bureau manages and supports the mainframe and personal computing resources and needs of the Department, for both software and hardware. During 1999, the primary focus of MIS was to achieve Year 2000 compliance for the Agency's critical systems. All systems were upgraded on-time, by July 1999, and the rollover to January 1 was successful.

In addition, MIS enabled the connection of the four Export Phase 3 vendor sites in New Jersey to the Department's productivity systems. This has allowed the Department to monitor productivity and reconcile the vendors' invoices in a timely and accurate way. The Bureau also implemented changes to the Sanitation Action Center to enable the Department to make appointments for the removal of refrigerant gas from appliances prior to collecting the appliances for recycling.

Legal Affairs

Leslie Allan — Deputy Commissioner

The Bureau of Legal Affairs is the Department's in-house arm in all legal matters, providing counsel and assistance to the agency. The Bureau also serves as the Department's liaison with the New York City Council and State Legislature, manages DOS's City Environmental Quality Review processes, coordinates 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. The Bureau serves as advisor on the legal aspects of environmental compliance efforts, and also provides counsel on employment and personnel matters.

Contracts, Bid Solicitations, Requests for Proposals, and Procurement

Legal Affairs works with the other Bureaus in the Department - developing and drafting contracts, bid solicitations, and requests for proposals (RFP) in order to obtain the myriad services the Department needs, most notably waste export. This year the Agency Chief Contracting Office (ACCO) became part of Legal Affairs. The ACCO is responsible for the execution of the Commissioner's Charter-based authority with respect to procurement.

Environmental Enforcement

The Bureau works closely with the Department's environmental enforcement units, providing legal advice and interpretation of the Department's statutes and rules, as well as representing those units in administrative enforcement proceedings at the Environmental Control Board (ECB). The Bureau focuses its enforcement efforts on waste transfer stations because of their importance to waste export.

Litigation Support and Liaison

Serving as the Department's liaison with the New York City Law Department, Legal provides litigation support in connection with all lawsuits in which the Department is a party. These cases range from simple workers compensation claims to complex environmental actions.

Legislation and Intergovernmental Affairs

The Intergovernmental Unit serves as the Department's liaison with legislators and legislatures, closely monitoring federal, state, and local legislative sessions and legislation that might affect DOS operations. The Department's liaison with the City Council coordinates the Department's responses to Council inquiries and drafts testimony for Council hearings. The Intergovernmental Unit also drafts proposed State and local legislation and Department rules.

Employment and Disciplinary Matters

The Office of Employment and Disciplinary Matters (OEDM), commonly referred to as the Advocate's Office, provides legal counsel on employment and personnel matters. It acts as the liaison with the New York City Law Department regarding all litigation involving employment and personnel issues.

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Equal Employment Opportunity

Fernando Camacho — Director

The Department of Sanitation adheres to a strict policy of zero tolerance for any form of employment discrimination and to equality of opportunity for all employees and applicants for employment. The EEO office reports directly to the Commissioner, and is the branch of the Department whose mission is to ensure that all employees are aware of their rights and obligations under this policy. EEO promotes and encourages a work environment that appreciates differences among employees.

The EEO office is responsible for investigating complaints of discrimination, presenting a comprehensive report to the Commissioner and making a recommendation as to what action should be taken. The office responds to all inquiries from employees who believe they may have been discriminated against. The EEO office also responds to Federal, State and City human rights agencies, whose employees or applicants for employment are also entitled to file a complaint.

Public Affairs

Peter C. Fenty — Deputy Commissioner

The Office of Public Affairs is the Department's ambassador and voice, representing the Department of Sanitation both internally and to outside audiences. Working as the gatekeeper for the flow of information, Public Affairs is a multifaceted division that handles general press issues and works with the media (print, television, film and radio) in promoting Department of Sanitation achievements and happenings. Public Affairs keeps senior management informed of any and all occurrences which involve the Department. The office oversees the Department's video and photo units, utilized to create educational films and record Departmental events. A daily newspaper clipping digest is maintained by Public Affairs and distributed Agency-wide. Public Affairs assists with creative services for Sanitation, through speech writing, production of Departmental publications and brochures, and truck poster creation. Occasionally, the office interfaces and works with its counterparts in other City agencies on combined public information events. Tours of the Fresh Kills landfill are arranged through Public Affairs, and occasionally the office serves as a liaison to foreign governments and officials who are interested in how the Department is run and operated. Furthermore, the office plans and develops employee events, such as Agency award ceremonies.

Credits

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Department of Sanitation

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