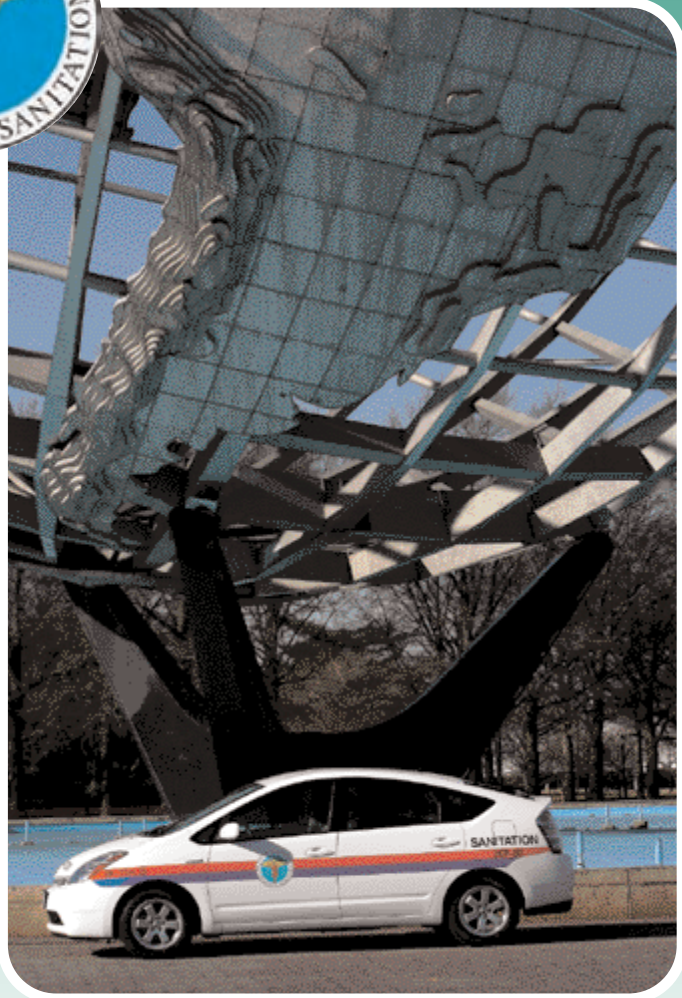
DSNY

ANNUAL REPORT 2007



MAKING NEW YORK CLEANER AND GREENER!

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Message from

Mayor MICHAEL R. BLOOMBERG

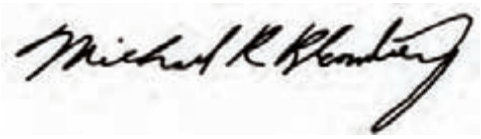
I would like to extend my congratulations to the Department of Sanitation for continuing to keep New York City the cleanest it's been in the last 30 years. The Department works tirelessly to keep New York City clean each and every day, collecting trash and recyclables, managing solid waste, fighting litter, combating illegal dumping, and removing snow and ice from our streets during the winter months. No wonder you are called New York's Strongest!

New York City is growing at a tremendous pace, and although growth is beneficial and part of the city's continuing success, our aging infrastructure, combined with the environmental effects of population increase, present a host of challenges the city must face. PlaNYC 2030 is a comprehensive and ambitious range of policies that look to improve housing, energy, water and air quality, reduce greenhouse gas emissions, and other 'green' policies and practices needed to sustain the city for the long haul.

The Department of Sanitation is one of the 'green' leaders in the city, not only thanks to its everyday pickup of the Big Apple's waste, but also for the mandatory use of ultra-low sulfur diesel fuel on your collection trucks, the use of B-5 BioDiesel fuel on your entire diesel fleet (and current tests of B-20 BioDiesel in your buildings), the extensive use of ethanol (E85) fuel, a fleet of 500 Flexible Fuel vehicles, and many other 'green' practices. The list just keeps growing, as new initiatives are either being conceived or tested right now. It is a testament to the foresight of the Department and the significant environmental contributions it makes to this city.

As New York City moves forward, I know that I can count on Sanitation to meet the challenge of not only collecting and disposing of the over 12,000 tons of refuse and recycling every day, as well as maintaining exceptionally clean and safe streets, but doing it the 'green' way.

It's great to know all New Yorkers can always rely on you.



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 2007. Since 1929, the Department - - originally established as the Department of Street Cleaning - - has had the responsibility of keeping New York City sanitary and safe, a challenge that we have met time and again.

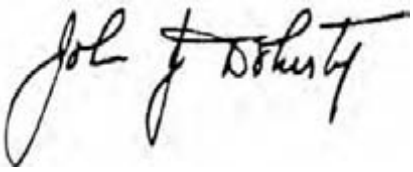
The Department has always been open to new and developing technologies that not only make our daily mission of collecting refuse and recycling, and keep our streets clean, more efficient, but also environmentally sound. I am honored to say that Sanitation, the original 'Green Team' that meets and exceeds all current environmental requirements and regulations for its vehicles, has its eye on future 'green' initiatives.

Sanitation has become one of the cleanest municipal refuse collection fleets in the country by using a cleaner burning ultra-low sulfur diesel fuel for its collection trucks. In 2006, the Department began using BioDiesel fuel, a renewable alternative fuel. The Department's entire diesel fleet currently operates on B-5 BioDiesel (5 percent BioDiesel and 95 percent ultra-low sulfur diesel), and the Department is now testing B-20 BioDiesel on a fleet of vehicles. Sanitation continues to operate and test a fleet of Compressed Natural Gas (CNG) refuse collection trucks and mechanical brooms, and in 2008, we will be putting in service 10 new CNG refuse collection trucks and 10 new CNG mechanical brooms.

The Department currently has over 250 light-duty fuel efficient, hybrid electrical vehicles and in the near future, we will be one of the first fleets in the nation to test a pre-production hybrid refuse collection truck on city streets. We continue to be a leading example in the city using ethanol (E85) fuel, and maintain a fleet of 500 Flexible Fuel vehicles.

As the city goes forward and continues to grow and prosper, I am proud to lead an agency that consistently provides some 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 so great.

Thank you.



THE CITY OF NEW YORK

DEPARTMENT OF SANITATION

EXECUTIVE COMMITTEE

John J. Doherty
Commissioner

Michael Bimonte
First Deputy Commissioner

Lorenzo Cipollina
Deputy Commissioner
Administration

Robert Orlin
Deputy Commissioner
Legal Affairs

Vito A. Turso
Deputy Commissioner
Public Information

Thomas T. Milora
Executive Assistant
to the Commissioner

Danny Walsh
Chief of
Engineering

Fernando Camacho
Director
EEO

Harry Szarpanski
Assistant Commissioner
Long Term Export

Rocco DiRico
Assistant Commissioner
Support Services

THE CITY OF NEW YORK
DEPARTMENT OF SANITATION

UNIFORMED CHIEFS

CHIEFS

Michael Mucci
Director
Waste Disposal

Bernard Sullivan
Director
Cleaning & Collection

OTHER RANKING CHIEFS

Michael Bellew
Chief
Cleaning Operations

Peter McKeon
Chief
Collection Operations

Renzo Ferrari
Chief
Bureau Operations

John Nucatola
Director, Operations
Management Division

Thomas Zarcone
Director, Personnel
Management Division

Steven Harbin
Chief
Safety & Training

Dennis Diggins
Deputy Director
Waste Disposal

FACTOIDS & FOTOS

2,230 Collection Trucks

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

450 Street Sweepers

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

190 Cut-Downs

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

365 Salt Spreaders

The DSNY Salt Spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 224,996 tons of salt during the FY 2007 snow season alone.

298 Front-End Loaders

Throughout FY 2007, the DSNY Front-End Loaders transferred over 224,996 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.

20 Snow Melters

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

OFFICE OF THE FIRST DEPUTY COMMISSIONER

The First Deputy Commissioner directs all daily operational aspects of the Department. The Bureau of Cleaning and Collection (**BCC**), the Bureau of Waste Disposal (**BWD**), the Enforcement Division, the Division of Safety and Training (**DST**), the Personnel Management Division (**PMD**), and the Field Inspection and Audit Team (**FIAT**) are all controlled through the First Deputy Commissioner's Office.

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

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

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

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

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

FIAT conducts daily field inspections and internal audits.

1st ROW **seated (left to right) Chief Michael Mucci, FDC Michael Bimonte, Chief Bernard Sullivan**
2nd ROW **(left to right) Chief Peter McKeon, Chief Dennis Diggins, Chief Thomas Zarcone, Chief Renzo Ferrari, Chief Michael Bellew, Chief John Nucatola, Chief Steven Harbin**

CLEANING OPERATIONS

Street Cleaning

The Department continues to strive to improve the cleanliness of the city by clearing litter and abandoned vehicles from city streets and cleaning vacant lots. In FY 2007, the Department, once again, focused on problem areas in each community board through our NICE program, while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms to sweep more than 6,000 miles of streets daily proves to be our most effective street cleaning operation. In addition, an average of 102 baskets trucks are dispatched daily to supplement our collection force as we service over 25,000 litter baskets. The Department's strategic approach of assigning personnel and equipment to standard routes, while managing the weekly allocation of approximately 276 sanitation workers to address litter conditions and dump-outs, has resulted in record high ratings for the cleanliness of our streets.

Neighborhood Intensive Clean-Up Effort (N.I.C.E.)

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

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

Mechanical Broom cleaning New York City streets.

Scorecard Cleanliness Ratings

For the third consecutive year, the annual Scorecard street cleanliness average surpassed 90.0 percent. In FY '07, the annual average of 94.3 was the highest performance index ever achieved since the Department began recording street cleaning data. The FY '07 average saw gains of 1.2% above the FY '06 average of 93.1. Also, for the second successive year, all 234 sections throughout the city had street cleanliness ratings measure above 80 percent.

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

Adopt-A-Basket Program

The Adopt-A-Basket Program is a citywide initiative designed to promote and encourage community involvement in reducing street litter caused by overflowing litter baskets. As part of the agreement terms of the program, participants "adopt-a-basket" and bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department of Sanitation. The neatly bundled refuse is then left adjacent to the litter baskets and is scheduled for collection service by Department employees as needed. In FY '07, there were over 1,100 litter baskets enrolled in the program.

New Street Cleaning Rules

Street Cleaning Regulations (SCR) may be suspended from time to time in parts of the city in order to

post new regulations. This program is a cooperative Department of Transportation / Department of Sanitation effort to change existing street cleaning rules, as well as to replace missing, damaged, or outdated parking signage. Of the 59 community board districts citywide, ninety-minute street cleaning rules are in effect in 53 districts. Currently, Staten Island Districts 1,2,3, and Queens East Districts 10 and 11 do not have parking regulations for street cleaning purposes. Discussions are underway for changes in Brooklyn 6, the last remaining district with three hour rules still in effect.

Derelict Vehicle Operations

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

In FY '07, a total of 7,998 vehicles were removed by city-contracted vendors, which generated $1,274,503.33 in revenue resulting from contracted vendors paying the City of New York for vehicles. In addition, other vehicles such as derelict trucks, vehicles impounded by Sanitation Police, and other non-passenger vehicles, such as boats, trailers, and abandoned containers, were processed by D.V.O. and removed by city contracted vendors.

The Derelict Vehicles Unit is also responsible for transporting intra-agency vehicles to repair locations. It also assists in transporting specialty equipment throughout the city (i.e. Snow Melters, Distribution of New Front End Loaders and Heavy Equipment etc.).

Cleanup of Times Square after New Year's Eve festivities.

Derelict Vehicle.

Sanitation services 25,000 corner litter baskets citywide.

DERELICT VEHICLE FY 2007 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
MANHATTAN	560	407	73%	102	46
BRONX	2,184	1,564	72%	515	74
BROOKLYN NORTH & SOUTH	5,387	2,858	53%	1,645	731
QUEENS WEST & EAST	3,968	2,323	59%	1,190	453
STATEN ISLAND	686	385	56%	228	67
SUB TOTAL	12,785	7,537	59%	3,680	1,371
TRUCKS MANHATTAN & BRONX	96	50	52%	26	6
DSNY TOWED					
TRUCKS BROOKLYN, QUEENS & SI	357	150	42%	88	86
CITY WIDE NON VEHICLES	376	261	69%	52	55
SUB TOTAL	829	461	56%	166	147
GRAND TOTAL	**13,614**	**7,998**	**59%**	**3,846**	**1,518**

* Not on location when vendor went to remove vehicle.

DERELICT VEHICLE OPERATIONS FY 07 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP
FY '99	15,270	14,575	95%
FY '00	10,443	9,659	92%
FY '01	11,844	10,257	87%
FY '02	17,705	13,844	78%
FY '03	18,661	13,496	72%
FY '04	19,773	13,035	66%
FY '05	16,294	9,789	60%
FY '06	15,904	9,251	58%
FY '07	13,614	7,998	59%

LOT CLEANING DIVISION

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

This federal grant has enabled the Department to clean inside of vacant lots and the surrounding perimeter, and premises of city-owned buildings, removing garbage, debris, bulk refuse, weeds, and tires to meet the City's Health Code standards. The Lot Cleaning Division has been focused on helping to reduce West Nile Virus by removing tires, other containers, and weeds in and around vacant lots, so as to limit locations where mosquitoes may breed. The Director of the Lot Cleaning Division takes part in both the Rodent and West Nile Task Force, which is comprised of representatives from multiple City Agencies who meet weekly and work together to address emergency, rodent and West Nile Virus complaints. The Task Force is chaired by the Director of the Department of Health's Citywide Pest Control.

The Department has made strides in being able to address privately owned, fenced, and locked properties that are dirty. The Lot Cleaning Division has the ability to apply for "Rodent Access Warrants," which when signed by a judge allows the Division to enter and clean the lots that "harbor" rodents. In FY '07, the Lot Cleaning Division applied for 463 access orders, 85% of which were approved by a judge. Approximately 55% of these lots were cleaned by the owners, and the balance was cleaned by Department work crews.

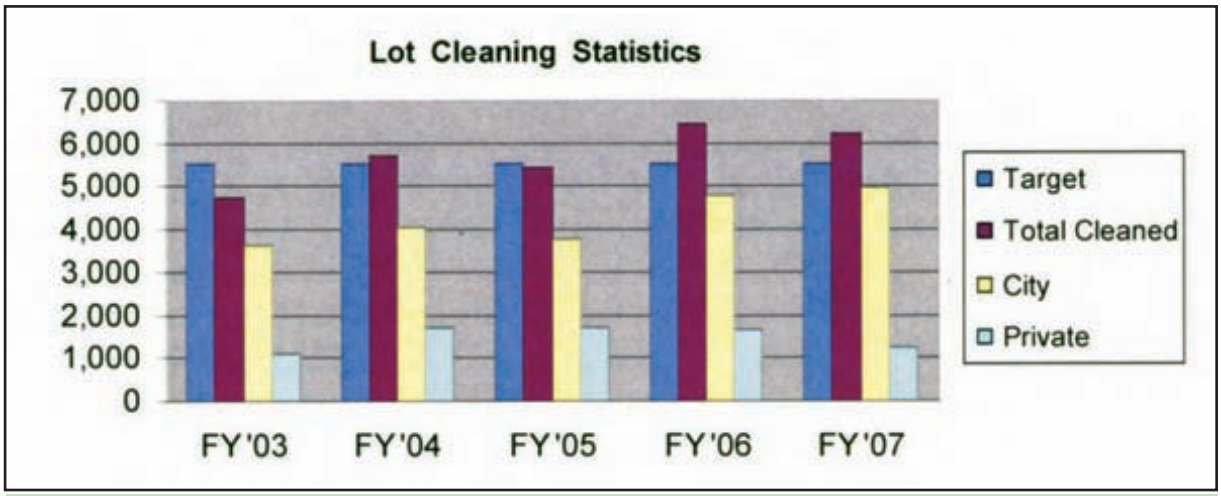
The Lot Cleaning Division has monthly cleaning schedules that are keyed to community boards based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs, and community board requests. In FY 2007, 6,191 vacant lots were cleaned. Of this figure, 4,940 were City-owned and 1,251 were privately owned.

The Division is continuing to apply "crack and peel" stickers to both "Curb Your Dog / Don't Litter" and "No Dumping" signs that were faded and in need of refurbishing. At this time, a total of 2,891 stickers have been applied throughout the five boroughs.

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

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

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



	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Target	5,500	5,500	5,500	5,500	5,500
Cleaned	4,707	5,725	5,447	6,449	6,191
City	3,611	4,024	3,745	4,768	4,940
Private	1,096	1,701	1,702	1,681	1,251

COLLECTION

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

Each week, in Fiscal Year 2007, the Department assigned approximately 5,034 trucks to collect 52,531 tons of curbside residential refuse and scheduled 445 E-Z Pack and Roll-on/Roll-off containerized trucks to collect an additional 8,000 tons. The amount of refuse generated by the 8.2 million residents of New York City is subject to seasonal variations.

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

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

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

Dump on Shift Program – As a product of a recent collective bargaining agreement with the Uniformed Sanitationmen's Association, Sanitation workers who offload their regular refuse and recycling collection trucks on shift, after the completion of their routes, now receive a differential payment. The program has been extremely productive. During FY '07, over 51% of all routes were offloaded on shift.

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

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

Waste Export - The Department fulfilled its commitment to closing the Fresh Kills Landfill in the spring of 2001.

All residential and institutional refuse collected in New York City is exported outside of the City for final disposal.

The Department constructed the Staten Island Transfer Station that handles all refuse collected in the borough. It opened for Department use in November, 2006. All material received is containerized for rail transport out of the City. The transfer station represents the first major step toward the City's long-term management of solid waste, as outlined in the Comprehensive Solid Waste Management Plan (SWMP.)

In the Bronx, the Department has entered into a 20-year contract with Waste Management to deliver all Bronx refuse to the Harlem River Yards facility where it will be transported for final disposal outside of the city via rail. This began in August, 2007. Two out of the five geographic boroughs have fulfilled their role in the SWMP.

School and NYCHA Trucks – *Asian Long Horned Beetle Infestation* – Beginning in November 2004, the Department suspended collection of firewood and wood from trees growing on residential and institutional properties in the boroughs of Manhattan, Brooklyn and Queens. This includes all firewood, woody debris from trees, shrubs and bushes, and includes all live, dead, cut or fallen branches; twigs, log stumps, roots and other organic wood from trees greater than 1/2 inch in diameter. These steps were taken to prevent the spread of Asian Long Horned Beetle infestation. The beetles bore into and kill the trees that they infect.

In 2007, Asian Long Horned Beetle infestation was found in the north western section of Staten Island. In response, the Department suspended the collection of wood in two (2) Sanitation Sections, 14 and 24. The Department of Parks and Recreation is responsible for the on-site chipping and disposal of organic wood in all infected areas.

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

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

Professional Fee (Profee) Program – The Department has expanded the Professional Fee (Profee) Program to include lawyers and chiropractors. Under the Profee Program, collection services are provided to professionals who conduct business in residential buildings for an annual fee. This service was first offered to medical doctors and dentists in 1992. There are currently over 1,150 Profee clients. Those professionals who wish to enroll in the Profee Program should be instructed to call the Collection Operations Office for more information. They can also obtain information from the Department website.

RECYCLING

Recycling Collection – The Recycling Program, which started in November 1986, is an integral part of the Department's overall operation. The primary goal of the Department's recycling collection operations is to reduce the amount of waste that has to be exported. The Department's recycling collection operation consists of several programs: Curbside Collection, Public Space Recycling, Containerized Collection, Leaf and Christmas Tree Collection, Spring Yard Waste Collection, Tire Disposal, Special Waste Sites, and Chlorofluorocarbon (C.F.C.) Recovery.

Curbside collection forms the backbone of the Department.

Curbside and Containerized Programs – In FY '07, the Department assigned 1,905 curbside and 74 containerized trucks to collect approximately 11,700 tons of recyclables each week. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items.

The metal/glass/plastic collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances such as refrigerators, stoves and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons, are also collected by metal/glass/plastic trucks.

The Department delivers paper to six (6) vendors, A & R Lobosco, Paper Fibers, Triboro Fibers, Rapid Recycling, Metropolitan Paper and Visy Paper of New York. Visy receives paper at two (2) locations: 59th Street Marine Transfer Station (MTS) and their own plant on Staten Island.

The Department has one (1) vendor for all metal, glass and plastic items and metal bulk that it collects. Sims Hugo Neu operates three (3) acceptance facilities in the Bronx, Long Island City, Queens and Jersey City in New Jersey. The company and the City are currently in the process of negotiating a twenty (20) year contract. As part of that contract, a fourth (4th) acceptance and processing facility will be constructed in Brooklyn.

Public Space Recycling – During FY '07, the Department conducted a pilot program where brightly colored and carefully marked blue MGP and green

PAPER public space recycling receptacles were placed in six public parks in all five boroughs, and the two Staten Island Ferry Terminals at Whitehall Street in Manhattan and St. George in Staten Island. The goal of the pilot is to make it easier for the public to recycle as they go about their normal day. The pilot is still ongoing.

Leaf Collection – Leaf Collection is an important part of the Department's Recycling Program. In FY '07, the Department conducted leaf collection in 37 of the City's 59 Community Boards. Community Boards 9 in the Bronx and 13 in Brooklyn were added to the program for the first time. Boards Bronx 7 -12, Brooklyn 2, 5-7, 9 -18 and all of Queens and Staten Island receive leaf collection two times in the fall. During the designated leaf season in FY '07, 1812 trucks were assigned to collect 17,795 tons. All leaf material was brought to the Department's two compost sites; Soundview Park in the Bronx, and Fresh Kills in Staten Island.

Christmas Tree Collection – Citywide Christmas tree collection is also an important part of the Department's recycling program. In January, 2007, approximately 166,640 discarded Christmas trees were collected by dedicated tree trucks over a ten-day period, January 5 through 16, 2007. Two (2) primary disposal sites were utilized: Fresh Kills and Wards Island. All trees delivered to Wards Island were chipped by the Department of Parks and Recreation. This joint agency partnership in processing trees proved to be extremely successful and will hopefully continue this year when we again collect Christmas trees. The Fresh Kills site was operated by a vendor under contract to the Department.

Spring Yard Waste Collection – In spring 2007, the Department conducted a pilot program in which grass clippings and other yard waste were collected two times from residential households in the borough of Staten Island. The purpose of the pilot was to determine the feasibility of collecting and composting spring yard waste as a component of the City's Solid Waste Management Plan. Overall, a total tonnage of 380 tons was collected during the two pickups.

Tire Disposal – The Department maintains four large tire deports: South Bronx at Halleck Street in the Bronx, Southwest at Bay Parkway in Brooklyn, Forbell Street in Queens, and Muldoon Avenue in Staten Island. All tires are removed by a City–contracted vendor. These vendors bring the tires to a resource recovery plant where they are converted into energy to produce electricity. In 2006, the Department collected and processed 73,898 abandoned tires.

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

Household Special Waste Sites – The Department operates Household Special Waste Sites at Muldoon Avenue in the borough of Staten Island (Foot of Muldoon Avenue off the West Shore Expressway [440] adjacent to SI-3 Garage), Manhattan 6 Garage (605 West 30th Street between 11th and 12th Ave), South Bronx (Farragut Street and Halleck Street – Hunts Point Area), Southwest in Brooklyn (1824 Shore Parkway between 25th Ave and Bay 41st Street – adjacent to BKS 11 Garage), and North Shore in Queens (120-15 31st Ave – College Point – adjacent to QE 7 Garage,) that are open on Saturday, excluding holidays. To accommodate Sabbath observers, Special Waste sites are open on the last Friday of each month, and closed the immediate following Saturday. New York City residents can bring the following materials to these sites: motor oil, fluorescent light tubes, transmission fluid, thermostats, automotive and household batteries, motor oil filters and latex paint. The hours of acceptance at all facilities are 10:00 A. M. to 5:30 P.M.

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

The Department is equipped with 47 vans and currently has 213 Sanitation Workers, six supervisors and one Deputy Chief certified in C.F.C. evacuation. During FY '07, Sanitation Workers processed 170,204 appliances.

BUREAU OPERATIONS OFFICE

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

The Department turns into a snow-fighting force during snow and ice storms.

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

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

SNOW OPERATIONS:

A total of 10 storms hit New York City during the winter of FY'07, dropping a total of 12.75 inches of snow and ice on the metropolitan area. The first snowstorm came on January 18, 2007. The February 13, 2007 ice storm left three inches in its wake and subfreezing temperatures that tested the limits of the Departments' ice melting abilities. The second ice storm was on March 16, 2007, which left 4.25 inches of ice on the ground.

The Department used over 224,996 tons of salt over the winter season, which is stored in 38 salt storage locations and 270,612 gallons of calcium chloride that is stored in 36 storage locations

FACILITIES:

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

In spring, 2007, the Department expanded the Greenpoint Warehouse by adding (2) temporary structures of approximately 3,500 square feet. In addition, this office works with the Department of Design and Construction, along with Support Operations, to maintain service and regulatory compliance for all underground fuel tanks. This year, the Department has replaced underground tanks at locations citywide.

The Department's Snapple program continues to be very successful. The Department held its third annual DSNY "Family Day" in August, which was partially funded by the Snapple Program and was well attended and lots of fun. The Department currently houses 93 Snapple Units.

EQUIPMENT:

7 Gators:

High Performance Series Utility Vehicle DSNY Gators are utilized during a snow event to clear bus stops, crosswalks, pedestrian overpasses and malls. When not assigned to snow functions, the Gators are utilized on street cleaning.

365 Salt Spreaders:

The DSNY salt spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 224,996 tons of salt during the 2007 snow season alone.

20 Snow Melters:

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

GRAFFITI REMOVAL PROGRAM:

The Department's Graffiti Removal Program consists of two power washing trucks, each operated by one Sanitation Worker, and two painting trucks, each operated by one Sanitation Worker and one painter.

Although a small unit at this time, the program makes a substantial contribution to the Department's goal of clean and safe streets, and improves quality of life for the general public. In FY '07, the unit completed 528 power washing waivers for a total of 364,350 square feet cleaned and 658 paint waivers for a total of 530,524 square feet painted.

PERSONNEL MANAGEMENT DIVISION

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

PMD monitors daily manpower for both uniform and civilian personnel usage, and recently implemented several internal initiatives to safeguard employee identity theft. PMD also acts as the Department's liaison for various Departmental charitable drives during the year.

During FY 2007, the Department hired 541 Sanitation Workers, promoted 122 candidates to Sanitation Supervisor and made 24 GS 1 promotions.

The Department personnel breakdown by titles is:

Sanitation Workers	**6,519**
Supervisors	**994**
GS1's	**153**
GS2's & GS3's (SCA)	**77**
GS4 and above	**8**
Civilians (various titles)	**2,031**
TOTAL	**9,782**

Sanitation Workers provide one of the most essential city services.

ENFORCEMENT DIVISION

The Enforcement Division, comprised of 74 Sanitation Police Officers (SPO) and 230 Sanitation Enforcement Agents (SEA), monitors compliance with administrative, recycling, and health laws governing the maintenance of clean streets, illegal dumping, and the proper storage and disposal of waste and recyclable materials by both residents and commercial establishments.

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

In FY 2007, the Enforcement Division issued 382,325 Notices of Violation ("NOVs"). Supervisors from the Department's Bureau of Cleaning and Collection issued an additional 164,503 NOVs, for a grand total of 546,828 NOVs. In addition, Department personnel issued 234,837 parking summonses for violations of the alternate side and restricted parking regulations.

DSNY Notice of Violation Administration System (NOVAS) Handheld Computer

Approximately 90% of the Notices of Violation issued by DSNY issuing officers are premise-related. The entire process from ticket book distribution, repeat violator identification, owner lookups for premise related violations, copying tickets and addressing envelopes for premise-related mailings, assembling productivity and management reports, data entering and microfilming of issued tickets is performed manually.

As of April 2007, the entire Enforcement division began using the Notice of Violation Administration System (NOVAS) Handheld Computer. The NOVAS System has automated all aforementioned activities, reduced significantly the clerical and administrative level of effort and eliminated all of the problems inherent in handwritten tickets. The dismissal rate for the Enforcement division has dropped from 14.54% in FY 2006 to 9.85% in FY '07. The dismissal rate will continue to drop now that all Enforcement division personnel are using handheld computers going into the next fiscal year.

Posting Unit

There are ten SEAs dedicated to enforcing illegal posting violations. In FY '07, the Posting Unit issued 32,043 NOVs citywide for illegal posting.

Canine Unit

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for quality-of-life violations, such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In FY 2007, over 5,200 NOVs were issued for these violations.

Illegal Dumping

The Illegal Dumping Task Force is comprised of an Inspector, six Lieutenants and 31 SPOs. In FY '07, Task Force personnel impounded 170 vehicles and issued 216 NOVs for illegal dumping citywide.

The five most common violations, which represent 65.3 percent of the total, for which NOVs were issued, are as follows:

Dirty Sidewalk	**159,324**
Failure to Clean 18" into the Street	**57,183**
Recyclables mixed with Non-Recyclables	**54,950**
Non-Recyclables in Recyclable Container	**48,447**
Failure to Store	**36,713**

An SEA inspects recycling bags for violation.

DIVISION OF SAFETY AND TRAINING

The Division of Safety and Training is responsible for all training, both administrative and operational, to ensure that employees have the knowledge and skills to perform their jobs safely and effectively in a hazard-free work place. It also has the jurisdiction to enforce Federal, State, City, and Departmental laws, rules, and regulations pertaining to safe motor vehicle operation and work procedures, building maintenance, and driver's license requirements. Listed below are additional Divisional mandates:

- develop and maintain several programs that emphasize safe work practices and accident prevention
- investigate serious line of duty injuries and vehicular accidents to identify the contributing factors and, if necessary, evaluate and retrain personnel involved
- conduct job-specific orientation programs for new and recently promoted uniformed employees at the Floyd Bennett Field Training Center;
- conduct equipment training and CDL driver training at Floyd Bennett Training Center;
- conduct Department-wide workshops in the areas of management development and computer training.

In Fiscal Year 2007, over 6,491 Department employees participated in the programs offered by the Division of Safety & Training.

FY 2007 Accident Reduction Program

The Department has re-implemented the Accident Reduction Program during calendar year 2006, to encourage safe driving habits, reduce vehicular accidents, and to recognize the safest drivers. The minimum goal is to reduce accidents by 10 percent. The purpose of the Accident Reduction Program is to encourage safe driving habits to avoid chargeable vehicular accidents, and to recognize employees who daily contribute to that effort through the consistent, careful operation of their vehicles. Individuals from the Borough, splinter group, and Districts with the greatest accident reduction citywide are recognized semi-annually at an Awards Ceremony, and are issued plaques and $100 savings bonds. Also, uniformed personnel can request Safe Driver Pins from the Safety Division in increments of 5, 10, 15, and 20 years with no vehicular accidents, to proudly display on their uniforms.

The FY '07 Accident Reduction Program statistics indicate an 11 percent reduction in accidents Department wide in comparison to FY '06.

Critical Driver Program

The Division of Safety and Training continues to monitor the license status of all Department of Sanitation employees. General Order 2006-12 specifically assigns the Division the responsibility to issue complaints, carry out suspensions, and place employees who lose their driving privileges into the status of leave without pay until they secure a valid license and/or job terminations.

Defensive Driving Course (DDC)

During FY '07, the Department included the National Safety Council's D.D.C. course in the New Sanitation Worker Program. Conducted by accredited Safety and Training Officers, certified by the National Safety Council, this course is intended to educate attendees on how to be proactive in dealing with potential driving hazards & conditions. This course also entitles all attending employees to a 10 percent insurance reduction and license point removal, if applicable.

In FY '07, nine classes were given and 295 employees attended.

Uniform Training for New-Hires and Promotions

In FY '07, 12 classes were given, with 1,001 employees attending the following:

New Sanitation Worker	***7 Classes, 789 hired***
New Supervisor	***3 Classes, 191 promoted***
New General Superintendent	***2 Classes, 24 promoted***

Equipment Training at Floyd Bennett Training Center

In FY '07, a total of 189 classes combined were given in the following equipment training courses:

New Candidate CDL Class B Licensing . . . . . .
. . . .***19 classes, 404 candidates (prior to employment)***

CDL Class A Permit Class . . .***5 classes, 69 employees***

CDL Class A License . . . . . ***24 classes, 71 employees***

Large Wrecker & Car Carrier . . . . . .
. . . . . .***18 classes, 61 employees***

CFC Removal Test-Prep . . . . .***4 classes, 98 employees***

Mechanical Broom . . . . . .*53 classes, 333 employees*

EZ Pack . . . . . .*9 classes, 169 employees*

Front End Loader & Refresher . . . . . .*55 classes, 517 employees*

Roll On / Roll Off . . . . . *5 classes, 21 employees*

Ronald DiCarlo Training Center.

Truck Measuring Unit

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

Another program the unit is responsible for is:

- Inspecting and measuring trucks and containers for the landscapers for the Staten Island Compost site.

Snow Training

Each year, DST trains and re-trains Borough and District personnel on snow policies and procedures. In FY '07, a total of 1,997 employees participated in the following snow training classes:

Snow Inspector / Special Snow Clerk . . . . . .*14 classes, 473 employees*

Load and Dump Snow Removal: . . . . . *38 classes, 434 employees*

Truck Measuring for Snow Removal: . . . . . *4 classes, 89 employees*

Truck Measuring Refresher . . *4 classes, 80 employees*

Spreader/Plows – Supervisors . . . . . *9 classes, 221 employees*

Spreader/Plows – Sanitation Workers . . . . . *17 classes, 700 employees*

D.C.A.S. Computer Skills Training & Other General Courses

Since October 2006, 144 DSNY employees attended a total of 328 computer software and other general courses (i.e. management; procurement; auditing) sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel	47 employees
MS Access	48 employees
MS Word	16 employees
MS Outlook	6 employees
MS Power Point	5 employees
PC Windows	3 employees
Photoshop	7 employees
Illustrator	4 employees
Crystal Reports	2 employees
Desktop	4 employees
Visio Professional	4 employees
Net Work Certification	4 employees
Total Computer courses attended	**150**
Other general courses attended	178
TOTAL COURSES ATTENDED	**328**

Management Skills Training

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

In FY '07, a total of 237 employees participated in the following five courses:

Leadership and Influence Skills . . . . . *97 employees*

Interpersonal Communication Skills . . . . . *44 employees*

Assertiveness Skills . . . . . *36 employees*

Business Letter and Memo Writing Skills . *20 employees*

Performance Evaluation:
Policies and Procedures. . . . . *40 employees*

Right-to-Know Training (RTK)

Federal and state laws require that every employee attend RTK training. The course identifies potential hazards in the work place and how to guard against

exposure and use materials safely. Class content is specific to the employee's job title and work environment.

In FY '07, a total of 834 employees participated in RTK Core and Refresher training classes.

EEO and Workforce Diversity Training

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

In FY '07, a total of 1,022 employees participated in the following four courses:

EEO Training for New Employees (all titles) . . . . . .841 employees

EEO Training for New Supervisors . . . . . .115 employees

EEO Training for New General Superintendents . . . . . .22 employees

EEO / Workforce Diversity: Refresher / Update . . . . . .44 employees

Sanitation Workers receive extensive training on how to operate . . .

. . . and inspect collection trucks.

BUREAU OF WASTE DISPOSAL

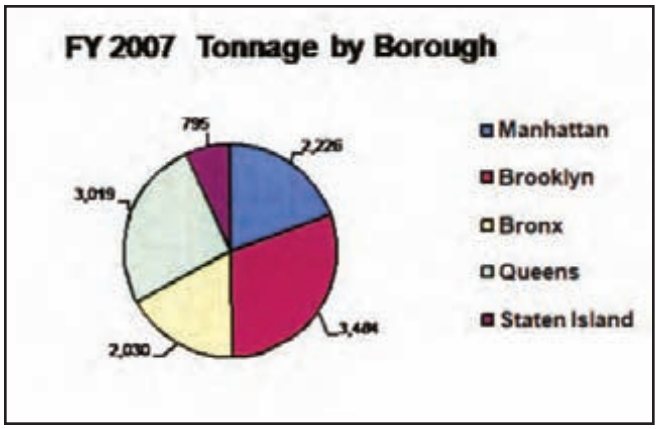
The Bureau of Waste Disposal is responsible for the disposal of all municipal solid waste and recycling collected by the Department of Sanitation. The bureau consists of Solid Waste Management Engineering, the Export Contract Management Unit, Marine Transfer Stations and the Fresh Kills Landfill. With the closing of Fresh Kills Landfill, and the end of the WTC operation in July of 2002, the Bureau of Waste Disposal has resumed its preparation for the final closure of Fresh Kills Landfill. Sub-base grading at the landfill is accomplished through the use of the Inter-Agency cover program. During the FY 2007, the Department received 248,855 cubic yards of cover soil, along with 205,882 cu yds. of road material, for a total of 454,737cubic yards through this program. The Bureau also operates a crushing and screening plant, which recycles road material, and is then utilized in the maintenance and construction of roads in the landfill. The amount processed in FY '07 was 15,054 cu yds.

The bureau operates a Marine Transfer Station at 59th Street in Manhattan to transport paper and cardboard from the borough of Manhattan to Visy Paper in Staten Island. This facility also accepts commercial paper contracted by Visy Paper. The yearly total accepted at 59th Street is 154,706 tons. This is broken down as follows: 98,420 tons from DSNY trucks and 56,286 tons collected from private vendors. All this material is transported to Visy Paper's facility by Department barges.

Export Contract Management Unit

In FY '07, the Department exported 11,554 tons per day of the city's residential and institutional waste.

The Department has contracts with eight (8) different vendors who operate twenty (20) putrescible waste disposal facilities. Of these facilities, seventeen (17) are transfer stations and three (3) are resource recovery plants. The breakdown of these facilities are as follows: Within the city limits, five (5) transfer stations are located in Brooklyn; three (3) transfer stations located in Queens; one (1) transfer station located in the Bronx and one (1) in Staten Island that is run by the Department. In nearby New Jersey, there are seven (7) transfer stations and two (2) resource recovery plants. On Long Island, there is one (1) resource recovery plant that the Department utilizes.



The opening of the Staten Island Transfer Station (above) is the first step in the implementation of the Mayor's new Comprehensive Solid Waste Management Plan that requires all Department managed waste be transported by rail or barge. The facility opened on November 13, 2006 and by May 1, 2007 was operating at full capacity. The Station is operated by the Department and the transportation and disposal is being done by Allied Waste. Waste is compacted, loaded into intermodal containers and shipped by rail, on the newly re-activated Staten Island Railroad, to the Lee County Landfill in South Carolina.

59th Street Marine Transfer Station.

Waste Management Engineering – FY 2007

The Office of Waste Management Engineering (WME) is principally charged with the design, construction, post-closure care and end use development of the 2,200 acre Fresh Kills Landfill. In FY '07, closure design and construction advanced at the landfill's two largest areas, Sections 1/9 and 6/7. Post-closure operations continued at Sections 2/8 and 3/4; closure construction at Sections 2/8 and 3/4 was completed in

1998, followed by the commencement of post-closure care operations. In FY 2007, end use development for Fresh Kills Park continued moving ahead with the issuance of an Environmental Assessment Statement for the proposed park and the initiation of contracts for environmental review and design by the Department of Parks and Recreation (DPR).

At the end of FY '07, the Department projected the annual re-estimated closure and post-closure care costs of the Fresh Kills Landfill at more than $1.8 billion, with over more than $420,000,000 of work already completed.

CLOSURE DESIGN AND CONSTRUCTION

Section 6/7

At the end of FY 2006, a construction contract was awarded to complete the closure construction of Section 6/7. The scope of work encompasses the furnishing and placement of final cover, the installation of drainage structures to control erosion and stormwater run-off, and the modifications to the landfill gas collections system.

During this first year of the contract, the contractor developed working drawings for progressing completion of the work in four construction phases. Each of the phases will be constructed sequentially over the calendar years 2007, 2008, 2009 and 2010. During FY '07, the contractor completed approximately 55 percent of the estimated $ 55,000,000 of construction work projected for the first phase.

Section 1/9

Construction at Section 1/9 has focused on preparing the site for final cover construction, with work consisting of contouring and grading the site. More than 600,000 cubic yards of fill material was placed for this work. The sources for the material were the Inter-Agency Cover Soil Program and Processed Dredged Material (PDM).

Grading and contouring work in Section 1/9 continued to be restricted as a result of ongoing litigation commenced on August 15, 2005 against the City of New York in the United States District Court, for the Southern District of New York, by the WTC Families for Proper Burial.

POST-CLOSURE CARE

Federal and State regulations have strict standards to ensure that landfills are monitored and maintained for a minimum 30-year post-closure period upon cessation of waste disposal operations and closure construction. Post-closure care consists of the regular inspection, monitoring, operation, maintenance and reporting of the environmental control systems at the landfill. These include leachate controls, landfill gas controls, final cover, storm water controls, as well as groundwater, surface water and landfill gas monitoring.

In FY 2007, DSNY assumed full responsibility for the landfill gas control and purification system. Under a contract for the operation and maintenance of this system, DSNY collected and processed approximated 1,400,000 mm BTU's from the landfill gas. Gross revenues from the sale of the gas exceeded $ 10,000,000, while operation and maintenance costs were approximately $ 4,700,000.

END USE DEVELOPMENT

In FY '07, the Department continued to coordinate the Fresh Kills' closure designs and post-closure care mandates with the End Use Master Plan for the landfill to transform the 2,200 acre site into public parkland, an asset to Staten Island and the New York metropolitan area. Building on the existing expanse of tidal marshes and creeks and other natural resources of the area, the plan inter-connects the site with more than 40 miles of trails and pathways, and a host of new recreational, cultural and educational activities. The Draft Master Plan outlines the many varied uses for the park: open natural areas; picnic grounds and viewing platforms; sports facilities and playing fields; scenic trails for hiking and biking; waterfront activities; restaurants and other commercial venues. A roadway system will traverse the park, providing access for users and visitors and relieving traffic congestion on Staten Island.

Working with an inter-agency team that includes the Departments of Parks and Recreation (DPR), City Planning, and Cultural Affairs, DSNY coordinated and provided information, analyzed data and reviewed designs for the environmental review process for Fresh Kills Park. DPR is the lead agency for preparing the Generic Environmental Impact Statement for the park.

Among the Department's roles in the conversion of Fresh Kills into a park is to ensure the integrity of the landfill's environmental control and monitoring systems. In FY '07, language affirming this crucial role was incorporated into the Memorandum of Understanding that transferred land from DSNY to DPR for the development of the Owl Hollow soccer fields.

The agency assisted DPR in the organization of tours of Fresh Kills to introduce the site to the public. The tours are being conducted, free of charge, by the Parks Department Greenbelt Educators and New York City Urban Park Rangers. Participants travel through the landfill, learning about the history of the site and the natural, technical and political processes of transforming it into a public park.

BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

PUBLIC EDUCATION & SPECIAL CAMPAIGNS

To further the City's recycling message, in 2007 BWPRR distributed approximately 4.2 million pieces of educational and promotional items to NYC residents. This figure includes the following most popular items: 693,000 residential recycling decals; 438,000 recycling checklist flyers; 405,000 recycling checklist refrigerator magnets; 238,000 bookmarks; 32,000 mouse pads; 91,000 apartment building posters; 70,000 apartment building recycling initiative brochures; 14,000 school recycling decals; 16,000 school recycling signs; 14,000 school recycling guides/golden apple brochures; 680 NYC Teachers RRResource Kits; 2,500 RRR Kit DVDs; 50,000 coloring and comic books; 31,000 compost brochures; 998,000 master composter brochures; and 6,500 commercial recycling handbooks.

New fulfillment items that BWPRR developed in 2007 include the Apartment Building Recycling Initiative Brochure (that describes BWPRR's program to train apartment residents to work with their building management to improve recycling) and the Master Compost Brochure (that describes the extensive training program run through the NYC Compost Project to create master composters who can spread the word on composting to the wider community).

Over the course of 2007, BWPRR conducted special campaigns to promote various aspects of NYC's recycling program. These campaigns included the following:

Apartment Building Recycling

To encourage apartment building recycling, BWPRR ran a series of print ads in real estate publications in January and February 2007, and at the same time sent a mailing to all management companies that included an order form for free education materials. In addition, BWPRR staffed an information table at the The Cooperator's Coop & Condo Expo in April and the NYARM Real Estate Expo in September.

Apartment Building Recycling Enforcement

Throughout 2007, BWPRR sent out letters (under Commissioner Doherty's signature) to apartment buildings that received violations for setting out source-separated recyclables on a refuse collection day. Buildings that received three such violations were sent repeat violator letters and in some cases were told that they needed to set all waste materials (recycling and refuse) in clear bags so that DSNY could better monitor recycling compliance.

Rechargeable Battery Recycling Law

BWPRR sent letters and specially-designed flyers to retailers, elected officials, and environmental organizations informing them of New York City's Rechargeable Battery Recycling Law that went into effect in January 2007. According to the law, stores that sell rechargeable batteries in NYC (or products containing rechargeable batteries) must accept rechargeable batteries for recycling. Info about the law is posted on nyc.gov/wasteless: *www.nyc.gov/html/nycwasteless/html/recycling/rechargeable_battery.shtml*

Public Space Recycling Pilot

To promote the public space recycling pilot that was mandated by NYC's Solid Waste Management Plan, BWPRR ran a campaign throughout the spring that included print, bus shelters, phone kiosks, ferry terminal posters, ferry posters, recycling character appearances, information tables, and the distribution of bottled water with a special "public space recycling" label. More information about the pilot, including the final report, can be found on nyc.gov/wasteless: *http://www.nyc.gov/ html/nycwasteless/html/recycling/public_space_recycling.shtml*

Yard Waste Composting Law

To inform landscapers of NYC's Yard Waste Composting Law that requires landscapers to collect and dispose of any yard waste that they generate at permitted composting facilities, BWPRR mailed out yard waste removal flyers in February to landscapers operating within the five boroughs. BWPRR also hosted a professional landscaper conference in March 2007 where these rules were explained in more depth.

Staten Island Yard Waste Composting Pilot

In according with NYC's Solid Waste Management Plan, DSNY conducted a pilot in spring 2007 to collect yard waste from Staten Island. To promote this pilot, BWPRR mailed out special notices to Staten Island residents, ran print ads, staffed information tables at the SI Ferry Terminal.

Citywide Mailings of Recycling Information

To make sure that New Yorkers understood everything about recycling in New York City, BWPRR prepared a mailing in June 2007 that went to residents, elected officials, and environmental organizations that included various inserts inside of an attention-grabbing envelope. The inserts addressed: paper & cardboard recycling; reducing paper waste, metal/glass/plastic recycling; frequently asked questions; the new *nyc.gov/stuffexchange website; the nyc.gov/wasteless & www.nyccompost.org websites;* and the apartment building recycling initiative program. A similar version of this mailer is sent every month to people who have recently moved to NYC or have changed addresses within the city.

Recycling Character Appearances

As a fun way to encourage New Yorkers to recycle more and waste less, BWPRR arranged for NYC's recycling bin and bags mascots to appear at various venues throughout the city, including the spring electronics recycling events at the Staten Island Mall and Union Square, the fall compost giveback events, the Halloween Parade in the Village, the Macy's Thanksgiving Day Parade, and the tree lighting at The Pond at Bryant Park. Where appropriate, appearances include an information table, photo backdrop, and the opportunity for people to take home free Polaroids of themselves next to NYC's recycling mascots.

NYC's recycling bin & bag characters made appearances all over the city, including the Macy's Thanksgiving Day Parade.

Brown Bagging Fall Leaves

In accordance with NYC's Yard Waste Composting Law, residents in the city's 39 leaf collection districts must set out their fall leaves for DSNY collection in either brown paper lawn and leaf bags or in unlined rigid containers. To promote the use of brown bags, BWPRR ran print ads in community papers and placed ads on bus shelters in the leaf collection districts. BWPRR also coordinated a campaign with retailers to post promotional materials in their stores and arranged for BWPRR's new leaf bag character to appear in front of stores that sell paper lawn and leaf bags.

To promote the use of paper bags for setting out leaves

for DSNY collection, BWPRR's new leaf bag character made appearances in front of local stores that sell paper lawn and leaf bags.

APARTMENT BUILDING RECYCLING INITIATIVE

Having a proper set-up for recycling (decals, signs, and properly-lined bins) is the key to making recycling work in apartment buildings. In addition to its regular outreach visits, BWPRR wanted to focus specifically on the internal collection systems inside of apartment buildings so it launched the Apartment Building Recycling Initiative in December 2006.

The Apartment Building Recycling Initiative (ABRI) is a volunteer-based program whereby tenants join with their building management to improve recycling in their buildings. Tenant volunteers must obtain their building management's permission to participate. After signing up, tenants, along with their supers and building managers, are invited to attend a fun and informative training session where they receive a welcome packet full of helpful information about improving apartment building recycling.

BWPRR Outreach Coordinators visit all volunteer buildings to see first hand how recycling is set up. Program volunteers then receive a "report card" telling

***TrashMasters!* SUPER RECYCLERS**

Grade Division	Borough	Award	Prize	School
Elementary	Queens	Borough & Citywide Winner	$6,000	PS 229 Emanuel Kaplan School
Elementary	Queens	Borough Runner-UP	$1,500	PS 239 P.O. Ramon Suarez
Intermediate	Manhattan	Borough & Citywide Winner	$6,000	MS 45 John S. Roberts
High School	Brooklyn	Borough & Citywide Winner	$6,000	E.R. Murrow High School

***TrashMasters!* REDUCE & REUSE CHALLENGE**

Grade Division	Borough	Award	Prize	School
Elementary	Brooklyn	Borough Winner	$3,000	PS 160 William T. Sampson
Elementary	Brooklyn	Borough Runner-Up	$1,500	PS 321 William Penn
Elementary	Queens	Borough Winner	$3,000	PS 224 @ 26Q Rufus King
Elementary	Staten Island	Borough & Citywide Winner	$6,000	PS 8 Shirlee Solomon School
High School	Bronx	Borough & Citywide Winner	$6,000	Bronx High School of Science
High School	Queens	Borough Winner	$3,000	Richmond Hill High School
High School	Queens	Borough Runner-Up	$1,500	Queens High School of Teaching

***TrashMasters!* TEAM UP TO CLEAN UP**

Grade Division	Borough	Award	Prize	School
Elementary	Brooklyn	Borough & Citywide Winner	$6,000	PS 369 K @ P 5 Coy L. Cox
Elementary	Manhattan	Borough Winner	$3,000	PS 184 Shuang Wen
Elementary	Queens	Borough Winner	$3,000	St. Anastasia School
Elementary	Queens	Borough & Runner-Up	$1,500	PS 205 Alexander Graham Bell
Intermediate	Queens	Borough & Citywide Winner	$6,000	PS 47 Chris Galas
Intermediate	Staten Island	Borough Winner	$3,000	IS 75 Frank D. Paulo
High School	Brooklyn	Borough Winner	$3,000	W.E.B. DuBois High School
High School	Manhattan	Borough Winner	$3,000	HS for Environmental Studies

them how to improve the recycling setup in their building. Throughout their participation, volunteers have direct access to a Sanitation recycling expert to contact for recycling pointers and support.

Since the program was launched, interest has expanded on all fronts. As of November 2007, 151 buildings are participating, covering a total of 13,842 units. The participating buildings come from all five boroughs (81 in Manhattan, 38 in Brooklyn, 16 in Queens, 14 in the Bronx, and 1 on Staten Island). Of the 151 ABRI buildings, 80 have volunteers and/or supers who have already come to the core training for apartment building recycling. The remaining buildings are on our active list for upcoming trainings.

2007 GOLDEN APPLE AWARDS

BWPRR's Golden Apple Awards include the following three school contests: TrashMasters! SuperRecyclers recognizes model school recycling programs; TrashMasters! Reduce & Reuse Challenge rewards innovative waste prevention practices; and TrashMasters! TeamUp to CleanUp honors neighborhood cleanup projects. Above is a list of the 2007 winners.

2007 "SPRING CLEANING" EVENTS

Over four weekends in April and May 2007, BWPRR held its second annual "Spring Cleaning" Events at the DSNY compost sites. At these events New York City residents could get free compost; buy discounted compost bins; recycle unwanted electronics; and donate clothing and linens to Goodwill Industries.

For Manhattan residents, BWPRR sponsored an electronics recycling and clothing donation event in April in Union Square Park.

2007 Spring Cleaning Event Stats:

- 11,300 NYC residents participated
- 115 tons (230,000 lbs) of electronics and 749 pounds of cell phones were collected for recycling
- Goodwill Industries received 44 tons (88,000 lbs) of donated clothing and linens
- Approximately 6,200 cubic yards of compost was given out

To notify New Yorkers about the events, BWPRR send out mailers to NYC residents, elected officials, and environmental organizations and posted info on nyc.gov/wasteless.

FALL 2007 ELECTRONICS RECYCLING & CLOTHING DONATION EVENTS

Over the course of three weekends in September 2007, BWPRR held five electronics recycling and clothing donation events throughout New York City. At these events, New York City residents could recycle unwanted electronics and donate clothing and linens to Goodwill Industries.

Fall 2007 Electronics Recycling & Clothing Donation Event Stats:

- 7,490 NYC residents participated
- 179 tons (358,000) of electronics and 860 pounds of cell phones were collected for recycling
- Goodwill Industries received 85 tons (170,000) of donated clothing and linens

To notify New Yorkers about the events, BWPRR send out mailers to NYC residents, elected officials, and environmental organizations and posted information on nyc.gov/wasteless. To better inform New Yorkers about electronics recycling, BWPRR expanded the mailer to include a new section on frequently asked questions about electronics recycling.

At the Staten Island Mall and Union Square events, BWPRR set up a recycling information table and photo backdrop so that passersby could take home free Polaroids of themselves next to NYC's recycling mascots.

WASTE PREVENTION PROGRAMS

NYC Stuff Exchange Website

The NYC Stuff Exchange website (*www.nyc.gov/-nycstuffexchange*) launched in May 2007. The goal of the website is to provide a comprehensive resource list of organizations and stores in New York City where residents can donate, buy, or sell gently used items that might otherwise be discarded as trash. The website contains a searchable database of more than 600 vendors that can be searched by zip code, borough/citywide, or vendor. The website also maintains a calendar feature that lists donation drives, used book fairs, rummage sales, and swap meets run by local nonprofit organizations. To promote the site, BWPRR included information about how the website functions in the citywide mailer that was sent in June 2007. BWPRR also created a promotional postcard about NYC Stuff Exchange that is included on all BWPRR information tables.

NYCHA Clothing and Linens Donation Drive

In partnership with the New York City Housing Authority and Goodwill Industries of Greater New York and New Jersey, BWPRR held three clothing and linens donation drives at NYCHA communities in June 2007. Approximately 7 tons (13,000 pounds) of clothing and linens were collected from just over 300 people at these events. To promote these events, BWPRR ran print ads in the NYCHA Journal and distributed flyers to building residents.

Young girl in Union Square receives a Polaroid of herself next to NYC's green recycling bin character. The recycling bin and bag characters were on hand at some of DSNY-BWPRR's 2007 electronics recycling and clothing donations events.

Special Waste

BWPRR continues to maintain five Special Waste sites (one in each borough) where NYC residents can drop off household and automotive batteries, motor oil, transmission fluid, fluorescent tubes and bulbs, latex paint, mercury thermometers and thermostats, and passenger car tires for proper disposal. In 2007, 31 tons of materials were collected from all five sites.

Materials for the Arts

Materials for the Arts (www.mfta.org) is a program of the Department of Cultural Affairs that receives additional funding from the Departments of Sanitation and Education. The mission of Materials for the Arts is to provide donated materials to nonprofit arts organizations and NYC public schools. In 2007, 1,444 corporate and individual donors made 2,162 donations, diverting 564 tons from the waste stream. The value of the redistributed materials, as estimated by the donors, totaled approximately $4,365,800. With its partner organization, Friends of Materials for the Arts, MFTA has a year-round educational program that emphasizes the reuse of often discarded materials. Public school teachers throughout NYC are now incorporating techniques learned at MFTA in their classroom programming.

NY Wa$teMatch

BWPRR oversees the NY Wa$teMatch program (www.wastematch.org), a materials exchange targeting NYC's business sector. In 2007, the responsibility for managing the program moved from the Industrial Technology Assistance Corporation to the City College of New York. Previously targeting NYC manufacturers only, NY Wa$teMatch now targets a broad range of NYC businesses and nonprofit organizations. In addition to running an on-line exchange service, NY Wa$teMatch provides hands-on research and brokering assistance. In 2007, a program transition year, the NY Wa$teMatch program diverted 120 tons of reusable or recyclable material from the NYC waste stream, saving participants $263,000 in avoided disposal or purchasing costs.

Materials Exchange Development Program

Through its work with NY Wa$teMatch, the School of Civil Engineering at The City College of New York established the NYC Materials Exchange Development Program (MEDP) <www.nycmedp.org> in the fall of 2005. In 2007, MEDP conducted a detailed survey of 34 materials exchange and reuse organizations in NYC and is preparing the final report. In November 2007, MEDP hosted a conference where 41 attendees representing 31 of these organizations came together to discuss best practices, ways to better educate the public about the merits of reuse, and how to strengthen the materials exchange and reuse sector.

COMPOSTING

New Vendor Selected to Operate DSNY Compost Facilities

In July 2007, BWPRR selected a new vendor, WeCare Organics, LLC to manage the City's composting operations. This was the final act in a process that began in February 2006, when BWPRR released a Request for Proposal for a qualified vendor to: 1) maintain and operate its outdoor leaf and yard waste compost facilities, the Christmas tree mulching program, and the enclosed in-vessel food waste compost facility on Rikers Island; 2) to utilize and maintain composting equipment provided by DSNY; and 3) to provide additional services related to the DSNY composting program.

Compost Givebacks

In the spring and fall of 2007, BWPRR again made free high-quality compost available to New York City residents through its Compost Giveback Program. The compost given away at these events is made from the leaves that DSNY collects each fall from the city's 39 leaf collection districts.

During the spring 2007 compost giveback events, residents could pick up unlimited amounts of compost at any of the three DSNY composting sites: Fresh Kills Compost Site on Staten Island, Spring Creek Compost Site in Brooklyn, and the Soundview Compost Site in the Bronx. Because the NYS Department of Environmental Conservation has not yet issued an operating permit for the Spring Creek Site, no more usable compost was available at that facility for the fall 2007 event. Therefore for the fall 2007 events, residents were only able to get compost at the Fresh Kills and Soundview sites.

The popularity of these events increases each year. An estimated 28,644 people visited both the spring and fall compost giveback events. Approximately 4,775 cubic yards of compost was given away, and over 981 discounted home composting bins were sold (757 in spring and, 224 at the fall events).

During the fall 2007 events, BWPRR's new leaf bag character was on hand to promote the use of paper leaf bags to set out fall leaves. BWPRR staff took Polaroid pictures of people with the leaf bag character and gave them out as mementos.

Spring Yard Waste Pilot (Staten Island Only)

In according with NYC's Solid Waste Management Plan, DSNY conducted a pilot in spring 2007 to collect yard waste from Staten Island. BWPRR instructed residents through mailings, tabling events, and print ads to set out their spring yard waste on alternate weeks in paper bags on their regular recycling collection day from May 13 through June 9, 2007. For the Spring Yard Waste Pilot, DSNY collected 380 tons (1520 cubic yards) of material, which was brought to the Fresh Kills Compost Site.

NYC Compost Project

BWPRR promotes compost education and outreach to NYC residents in the five boroughs through the NYC Compost Project <www.nycompost.org>. This

NEW YORK'S STRONGEST LEAD THE WA

Street Cleanliness and

The Department's never ending mission to collect and dispose of 12,000 tons of refuse and recycling each day, clean and maintain city streets, removing ice and snow from city streets, and combating the scourge of illegal dumping in our neighborhoods, is an integral part of the City's clean and 'green' efforts. Besides garbage and recycling collection, street cleaning is one of the services that the Department provides that is most visible to the public. In order to ensure that city streets are rated acceptably clean, the Mayor's Office of Operations Scorecard Cleanliness Program, which began in 1975, rates the Department's performance in keeping the streets clean and safe.

The program was created and developed on the basis of New Yorkers' expectations and views of how a sidewalk or street should be judged as acceptably clean. Inspections of streets and sidewalks are rated against a seven point scale, with 1.0 as the cleanest rating, to 3.0 as the filthiest rating. As a rule, only ratings below 1.5 are rated "acceptably clean." Besides giving the Department a clear guideline on how clean our streets are expected to be, the Scorecard is also an essential tool in combating litter, effectively zeroing in on areas that may need more effort than others. The ratings have had some ups and downs since the program started, but the Department is proud and honored to say that the city's streets are the cleanest they have been in over 30 years!

THE 'GREENING' OF DSNY'S FLEETS

The Department has a monumental task of managing the city's municipal solid waste, street cleaning and snow removal each and every day, and it would not be possible without its hardy and rugged fleet of collection trucks, mechanical brooms, salt spreaders, and other pieces of equipment to get the job done. The emissions from these vehicles today are much cleaner and 'greener' than years past because of several environmentally friendly actions the Department has taken to ensure that our day-to-day

AY FOR A CLEANER AND GREENER CITY

l Energy Conservation

operations are not negated by excessive pollutants entering our environment via our fleet of vehicles.

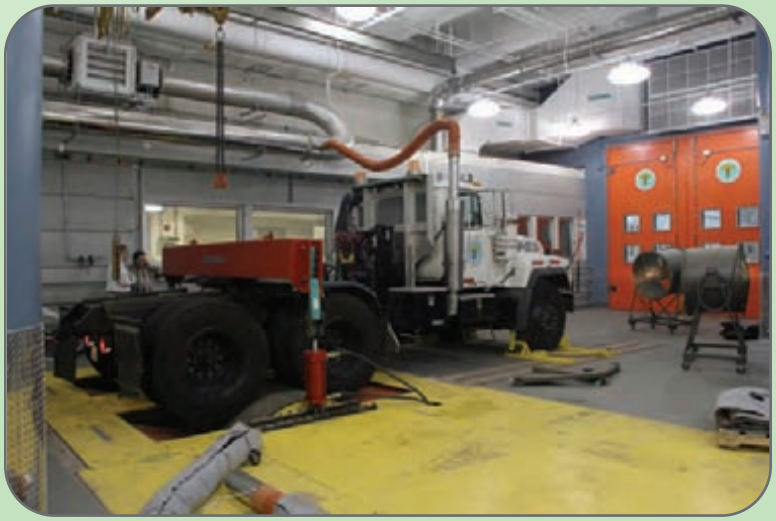
Not only does the Department meet and exceed all current environmental regulations and requirements for vehicles, but Sanitation's fleets have become one of the cleanest refuse and recycling fleets in the nation through the use of a cleaner burning ultra-low sulfur diesel fuel, along with the combined use of exhaust after-treatment technology, such as Diesel Particulate Filters. Approximately one-third of the Department's fleet is currently outfitted with various diesel exhaust after-treatment technology.

DSNY also currently operates 250 light-duty fuel efficient, hybrid electric vehicles and in the near future, the Department will be one of the first fleets in the nation to test a pre-production hybrid refuse collection truck on city streets.

The Department's forward thinking has also enabled us to see the benefits of BioDiesel fuel, a renewable alternative fuel derived from domestically grown soybeans. BioDiesel is not only an exceptionally 'green' source of fuel, but it also reduces energy dependence. In August, 2006, the Department started to use BioDiesel fuel, and the Department's entire diesel fleet utilizes B5 BioDiesel (5% BioDiesel and 95% ultra-low sulfur diesel) and is currently testing B20 BioDiesel on a fleet of vehicles.

The Department continues to be the leader in the city using ethanol (E85) fuel, which is 85% ethanol and 15% gasoline. As a renewable alternative fuel made from domestically grown corn, it reduces tailpipe emissions and dependence on foreign oil. Sanitation maintains a fleet of 500 Flexible Fuel vehicles and six ethanol fueling stations citywide.

In 2008, the Department will put 10 new Compressed Natural Gas (CNG) collection trucks and 10 new CNG mechanical brooms into service, and along with the current fleet of CNG collection trucks and mechanical brooms, Sanitation will have 26 CNG powered collection trucks and 29 CNG powered mechanical brooms in 2008.



Department-funded project is operated by staff at the following organizations: the New York Botanical Garden in the Bronx, Brooklyn Botanic Garden, Lower East Side Ecology Center in Manhattan, Queens Botanical Garden, and Staten Island Botanical Garden.

In 2007, NYC Compost project activities included the following: answered 1,434 calls to the various Compost Project hotlines, responded to 795 compost-related emails, participated in 92 outreach events that were attended by over 22,000 residents, visited 53 NYC schools, held 114 workshops for 2845 participants, completed Master Composter classes for 52 students, and sold 275 discounted home compost bins at times other than at the compost givebacks.

To better promote the NYC Compost Project, BWPRR sends out quarterly postcards that list all of the upcoming programs, classes, and workshops offered by the various projects. In addition, BWPRR did an extensive rewrite in February 2007 of the master composter manual used in the master composter training program. In conjunction with the revision of this manual, BWPRR created various composting tip sheets for the compost projects to give out as part of their outreach and educational activities.

Composting Operations

In 2007, approximately 9,740 tons of organic waste was brought to DSNY's composting sites. Landscapers delivered approximately 5,176 tons of yard waste to the Fresh Kills compost facility. DSNY collected 120 loads of Christmas trees weighing 491 tons. The Department continues to share the operation of Christmas tree mulching with the Department of Parks and Recreation. DSNY collects all the trees curbside, and delivers the cleaner trees (without ornaments and lights) to its Fresh Kills Compost Facility. DSNY then delivers the remaining trees to the Parks Department MulchFest chipping operations at Wards Island and Cunningham Park to be cleaned and chipped.

The model institutional composting facility at Rikers Island continues to operate smoothly, accepting cafeteria waste from ten jails, five days a week. In 2007, the in-vessel facility received 1,129 loads of food waste, weighing approximately 4,073 tons. Approximately 1,025 tons of finished compost was distributed, mostly to the farm unit and landscaping programs on Rikers Island.

RESEARCH

Completion of Residential/Street Basket Waste Characterization Study

In December 2006, BWPRR posted the results of DSNY's Waste Characterization Study (WCS) on nyc.gov/wasteless: *www.nyc.gov/html/nycwasteless-/html/recycling/waste_char_study.shtml*

The study was undertaken to assess the generation rates and material composition of the residential and street-basket fractions of DSNY-managed municipal solid waste (MSW), including refuse and recycling. The most salient of the many detailed findings of this Study was that only 36% of the residential waste stream consists of materials currently designated for recycling under the curbside recycling program. The last Waste Characterization Study, completed in 1990, estimated that as much as 45% of residential waste belonged in a recycling bin or bag. Because of light weighting of paper products and the replacement of glass containers with lightweight plastic alternatives, the overall potential fraction of recyclable waste has declined in the 21st century. This finding was very important for accurately evaluating how well New Yorkers are recycling.

In addition, the study found that curbside paper recycling and commingled metal/glass/plastic recycling had a combined contamination rate of only around 10% (averaged from roughly 5% contamination in paper recycling and 20% in metal/glass plastic). These estimates were much lower than those reported in prior years by former recycling processors or environmental groups, which were based on anecdotal, visual assessment rather than direct measurement.

Posting of Updated Market Research

BWPRR periodically conducts telephone surveys of thousands of randomly selected New York City residents, balanced to reflect residents in all types of neighborhoods throughout the five boroughs. Updated results were posted on the web in mid-2007.

Some of the major findings included the fact that most people recycle. On average, 85% of New Yorkers surveyed report that they "always" or "frequently" recycle. Only 4% say they never do. In a separate question, close to 80% report recycling more than once a week, and another 17% recycle once a week. Less than 5% recycle less frequently than that.

The survey tested respondents on their knowledge about recycling. Most residents surveyed consider themselves well informed about how to recycle properly in NYC. Nearly 75% said that they didn't find NYC recycling confusing in any way.

In comparison to newspaper and cardboard (which over 90% of NYC residents surveyed know is recyclable) only 70% realize that all types of mixed paper can be recycled. Many people ask why yogurt tubs and plastic takeout containers can't be recycled in NYC's program. About 60% of those surveyed still persist in thinking that these materials should be recycled with plastic bottles and jugs, when in fact such plastics cannot, and are not designated for recycling under the current curbside program.

Staten Island Spring Yard Waste Collection Pilot

Among the many findings of the WCS was that yard wastes fluctuate seasonally throughout New York City and are highest as a fraction of refuse in the spring, as well as the fall. In addition, yard wastes are generated at very different rates geographically, with the greatest proportion coming from Staten Island. Using this information, and as called for in the 2006 Solid Waste Management Plan, DSNY undertook a pilot program to collect yard wastes at curbside throughout Staten Island in late May and early June 2007.

This initiative coincided with the passage of a ban on the use of plastic bags to set out yard waste for composting collection, which took effect citywide in April of 2007. During the Staten Island Spring Yard Waste Pilot, residents were required to set out yard wastes either in paper bags, available from local retailers, or loose in bins or cans. The newness of this set out requirement, as well as the fact that this was the first spring yard waste collection in Staten Island, may have explained the modest tonnages generated by this initiative. Out of an estimated 3,000 tons generated in the borough during the weeks of the pilot, 387 tons were actually collected.

Public Space Recycling Pilot

As called for in the 2006 Solid Waste Management Plan, DSNY undertook a three-month Public Space Recycling Pilot in April, May and June 2007. The pilot was implemented in six parks (one each in Manhattan, the Bronx, Brooklyn, and Queens; two in Staten Island), and two ferry terminals (one on Staten Island and the other in Manhattan).

Part of the pilot test involved weighing collected recyclables as well as calculating the rate of "contamination" (improper materials placed in recycling bins). Using the services of a consultant with expertise in statistical sampling and waste characterization, DSNY oversaw the counting and weighing of all bags collected from test sites, as well as the sorting and quantification of contaminants in over 2,600 separately assessed samples.

Materials from the recycling bins at each site were weighed, sorted, and categorized as recyclable or contamination. Locations characterized by heavy commuter use and workday lunch breaks generated larger amounts of recycling with lower contamination rates. Ongoing consistent bin maintenance and monitoring by dedicated and trained staff was crucial to the success of the program.

Overall, paper recycling was a solid success. Contamination of the paper public space recycling bins with trash was very low (less than five percent) for all sites combined. While contamination rates varied by location, the highest contaminate rate for paper reached at any site was 6.5 percent. Metals, glass, and plastic recycling had a high contamination rate of 37 percent for all sites combined. Even the lowest MGP contaminate rates, those found at Union Square Park, were still above 20 percent. Interestingly, these results somewhat reflect the city's residential curbside recycling in which contamination of metals, glass and plastic recycling is higher than for paper.

The amount of waste (including both trash and recycling) collected in the Pilot sites was very small compared to overall residential and other public municipal waste generation. Though very visible to passers-by, waste generated in public spaces accounts for a tiny fraction of the total waste stream.

RECYCLING CONTRACTS

Contract negotiations continued in 2007 with Hugo Neu Schnitzer East, the winner of DSNY's 2005 Request for Proposal to accept, process, and market designated metal, glass, and plastic recyclables. When the contract is finalized, the City will have a long-term infrastructure in place to handle recyclables currently collected, as well as new types of recyclables in the future.

Currently operating in New York and New Jersey as Simsmetal East, LLC, the company has brought a wealth of unexpected resources to the City, already evident in enhanced facility designs and the introduction of state-of-the-art, fully automated processing equipment.

While Simsmetal East continues to process MGP under its interim contract with the City, the cost of processing MGP in 2007 was virtually identical with the City's cost in 2006, just under $13 million, even though tonnage fell by over four percent (the contract includes an adjustment for inflation that offsets the fall in tonnage).

Collection rates for Paper also fell by five percent from a total of 399,000 tons in 2006 to 379,000 in 2007, attributable in part to large-scale organized scavenging that prompted the City to significantly increase the penalty for unauthorized paper collections. The rise in paper prices that contributed to the scavenging, while it did not affect the revenue received from Visy, nearly doubled the revenue received from the other five paper processors. Revenue from Visy, owing to its $22 million credit balance, was $2.0 million in 2006 and fell to $1.7 million in 2007. Revenue from the five other processors, all with zero credit balances, rose from $1.9 million in 2006 to $3.6 million in 2007.

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

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

OFFICE OF PUBLIC INFORMATION

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

The Public Information Office (PIO) - - with its team of media professionals - - oversees the Department's video and photo units, which create educational and instructional presentations for posterity and publicity. A daily newspaper clippings digest of all news articles focused on the Department is produced and maintained by the Public Information staff and distributed agency-wide. The Deputy Commissioner also serves as the executive editor of all content for the Department's website to ensure that information is accurate and up-to-date and provides all New York City residents, as well as other interested public, with answers to various facts and questions about the Department. Through speech writing, production of Departmental publications and brochures, and the design of informative truck posters, the PIO is able to assist with creative services that emphasize the Department's wide reaching programs and mission. The PIO also arranges tours of Department facilities for VIPs, and works with film and production companies looking to shoot films and commercials at Department facilities, or rent Department equipment, such as collection trucks and mechanical brooms.

The PIO collaborates with its counterparts in other City agencies on issues that impact the city and its residents. Furthermore, the Office functions as the Department's Ceremonial Unit, planning and developing events such as awards ceremonies, funerals, and the annual Department-wide New York City's Strongest's "Billy Fund" Holiday Toy Drive. In Fiscal Year 2007, 1,800 'toys for tots' were distributed citywide through the generosity of members of the Department's uniformed and civilian ranks.

Among top news or special events managed by the Office in Fiscal Year 2007 were:

- ***Snow and Ice Storms of February and March***
- ***Medal of Honor Awards Ceremonies at Queens College***
- ***Sanitation Worker Recruitment Ad Campaign***

Press conferences arrange by the PIO keep New Yorkers informed when the Department battles snow.

Medal of Honor Awards Ceremonies recognize courageous DSNY employees and swear-in newly promoted personnel.

OFFICE OF COMMUNITY AFFAIRS

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

Community Liaison Unit (CLU)

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

In fiscal year 2007, the CLU handled over 27,850 web site service requests and complaints filed by community residents. During the same period, CLU representatives processed more than 105,000 requests for recycling decals and literature, and mailed out over 560,000 pieces of literature/fliers/brochures and recycling decals. The CLU also handled over 11,500 specifically referred telephone calls and inquiries.

Central Correspondence Unit (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from the public and elected officials, as well as letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting complaints or requests for service via DSNY's internal e-mail system to the appropriate districts and bureaus for action, as well as gathering necessary information for response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the responsible agency. Letters may include service or information requests, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During fiscal year 2007, the CCU responded to more than 1,375 letters and e-mail messages; processed more than 3,384 of the City's 311 system comment forms, which are forwarded to the appropriate Sanitation district, borough or bureau office for review. While most of these are comments for agency information, about 7 percent (approximately 236 in fiscal year 2007) required further action or follow up by the CCU and the Department.

The CCU is also responsible for updating and maintaining the DSNY's Digest of Codes booklet. The *Digest of Codes* is a user-friendly compendium of Sanitation and City regulations, available in several languages, to help merchants and residents comply with the law and avoid fines.

Community/Education Outreach

Throughout the year, OCA conducted numerous community outreach efforts to educate residents and merchants on how to better comply with Sanitation laws, prevent littering, and keep their communities clean. To this end, members of OCA addressed a variety of organizations, conducted door-to-door drives, and distributed educational literature in several languages.

During fiscal year 2007, OCA's outreach officers conducted extensive ethnic outreach and education campaigns in areas heavily populated by newly arrived immigrants to educate them on how to comply with Sanitation regulations and keep their communities clean.

One of OCA's many door-to-door outreach efforts was conducted in Manhattan 12 where our officers handed out our Digests of Codes and education literature — both in English and Spanish — to local merchants. Similar efforts were undertaken in Asian neighborhoods where we distributed our Digest of

MS 45 John S. Roberts Educational Complex in Manhattan, one of the 2007 Golden Apple Awards winner.

Codes and education literature in Chinese. During all these drives, our officers promoted the importance of maintaining clean business fronts and properly discarding refuse in order to keep a community clean and attractive.

As part of OCA's far-reaching education outreach campaign, our officers participated in a gardeners' convention sponsored by Hostos Community College where they distributed Sanitation education literature, providing information and answering questions. At this event, our officers took the opportunity to coordinate the loaning of DSNY cleaning tools and the collection of trash for a major cleanup in Harlem.

Our officers also reached out to school principals, teachers and children attending the New York City Special Arts Festival. At this event, which had an environmental theme, OCA outreach officers provided Sanitation education literature and answered questions. As a follow-up to this outreach effort, our officers were invited to speak at several schools to educate both the children and school staffs on how to keep their communities and New York City clean and beautiful.

Team Up to Clean Up — Rose Awards

TrashMasters! Team Up to Clean Up — 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 2007 Citywide and Brooklyn Borough winner of this contest was PS 369 K Coy L. Cox School, in Brooklyn. The winning project, "Working Together We Can Clean Up Our World," was a vibrant outdoor mural submitted by differently-abled students.

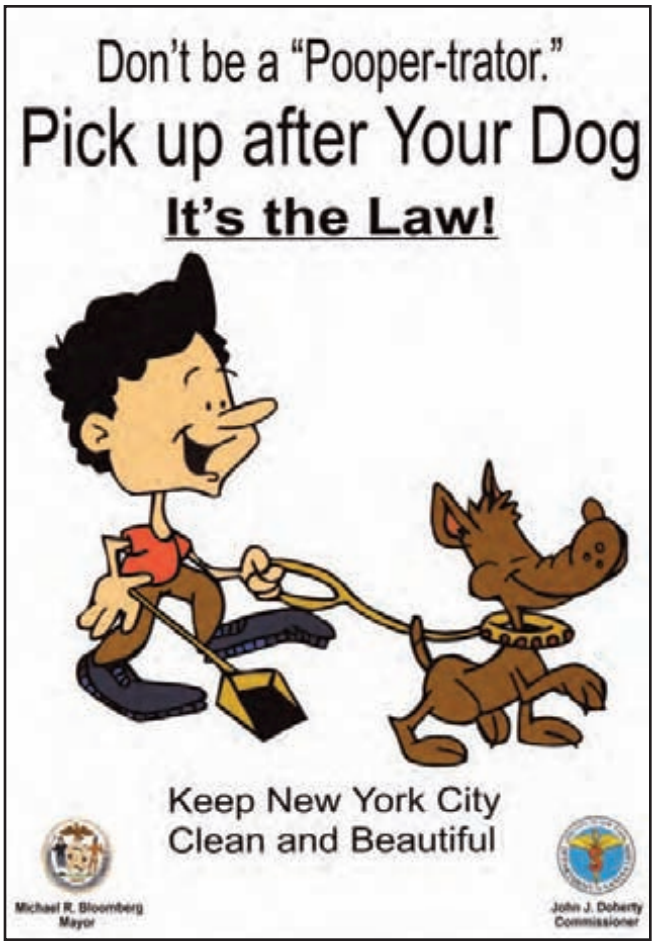
The Rose Award is an annual recognition presented by the New York Restoration Project (NYRP) — founded and chaired by singer/entertainer Bette Midler – to a selected Team Up To Clean Up Beautification project. The 2007 Rose Award recognized students of W E B DuBois High School for the creation of indoor and outdoor gardens. Through their project, students analyzed natural processes and conducted research. Their findings, presented in writing and through artwork, illustrated how human actions could impact the environment.

Anti-Litter Ads

As part of its ongoing anti-litter awareness campaign, OCA placed *Stomp Out Litter* ads in numerous local and ethnic newspapers. The ads — part of an extensive anti-litter campaign that included exciting televised public service announcements — featured photos of the cast of the New York hit theatre troupe *Stomp* holding brooms and performing a choreographed "sweep" of city streets.

Projects Funded by Elected Officials

OCA 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 *Litter Basket Sponsorship Program);* flusher services in response to odor complaints; extra litter basket services; and equipment. During fiscal year 2007, OCA coordinated the allocation of $284,432, which Council Members earmarked toward the purchase of high-end litter baskets and the funding of extra service in their districts.



Special Events

During fiscal year 2007, OCA coordinated the following events:

- ***Keep America Beautiful***

  On April 24th, at the Times Square kickoff of the *Keep America Beautiful* Great American Cleanup™, *KAB* and Sanitation officials announced the official launching of *Keep New York City Beautiful* (*KNYCB*), a new *KAB* affiliate charged with the responsibility of beautifying the Big Apple. Present at the event were Sanitation Commissioner John J. Doherty, *KAB* President G. Raymond Empson, White House Representative Edwin Pinero, as well as representatives of the new *KNYCB* coalition and various VIPs.

  For the fourth year and as part of *KAB's* Great American Cleanup™, OCA worked with *KAB* on several cleanups throughout the city with cleaning tools loaned by the Department.

- ***"Don't be a Pooper-trator" Campaign***

  In the spring of 2007, the Department launched a drive to urge New Yorkers to pick up after their dogs. This extensive education and outreach campaign involved "*Don't' be a Pooper-trator*" ads. The goal of these ads, which included a charming cartoon character walking a dog, was to remind New Yorkers to be responsible dog owners, clean up after the dogs and comply with the law. The same message was also included in fliers and posters, as well as on literature distributed by DOH when dog owners need to renew their licenses.

- ***Toys-R-Us Special Shopping Event***

  OCA coordinated the special, invitation-only Toys-R-Us' private holiday season shopping event for Sanitation employees, their friends and families. Shoppers invited to this event were able to take advantage of Toys-R-Us "Big Book Sale," purchase specially priced merchandise, as well as other sale and clearance items. This popular event — held in the early hours of Sunday, November 18th, at six of Toys-R-Us stores in the Bronx, Brooklyn, Long Island, Staten Island and Queens — also offered fun activities for the children, including a chance to meet Geoffrey the Giraffe.

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

The 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 Fiscal Year 2007, the Bureau performed numerous financial projections resulting in necessary additional funding increases for long-term waste export and the personnel associated with implementing this program, including those at the Marine Transfer Stations, additional litter basket service, the Spring Yard Waste Pilot Program, and the Public Space Recycling Pilot. The Bureau also provided funding options for the contract settlement for both the Sanitation Chiefs Association (SCA) and the Uniformed Sanitation Worker Association (USA) labor agreements.

In FY '07, the Department achieved 154 percent of its performance target, resulting in DSNY being considered the best of all capital agencies in achieving budget projections. The Bureau successfully initiated the following projects: the awarding of contracts to purchase 358 collection trucks, 90 mechanical brooms; 31 salt spreaders; 15 roll off container trucks, 21 medium front end loaders; to replace composting equipment and upgrade composting facilities; to replace 12 boilers at seven garages; to replace the roof at the Queens North Borough Repair Shop; and to design the new Manhattan 1, 2 & 5 Garage. In addition, the Bureau procured funds to purchase sites for the Brooklyn 3 Garage and the West 55th Street Salt Enclosure and for project management for replacement of the SCAN computer system.

BUREAU OF INFORMATION TECHNOLOGY

The Bureau of Information Technology (BIT) has embarked on the upgrading of the Department's computing and telecommunications infrastructure, as well as its supporting organization. This multi-million dollar, multi-year effort by DSNY has the goal of replacing 25+ year old technology and methods with state-of-the-art solutions that will improve performance, enhance computer based business intelligence services, and improve the planning process throughout this already efficient agency. Efforts include:

- SMART – Sanitation Management Analysis Report and Tracking – This will become the agency-wide solution that will encompass SCAN (legacy system) and a variety of other automated and manual operations currently in use. The requirements to address Sanitation needs in terms of automation has been captured and documented.
- 311 Complaints – DSNY's SCAN system was integrated to the 311 SIEBEL and GIS applications. The project resulted in substantial savings by reducing the time to enter a complaint. Also, DSNY complaint status information is now automatically accessible in the 311 system, thus granting operators the ability to immediately respond to callers' queries on the status of their complaint.
- GPS/AVL – Part of the Mayor's mandate to track the entire city's rolling assets. DSNY included monitoring engines to enhance preventative maintenance, route and resource optimization, and emergency alerts for better safety and security.
- NOVAS – A system of ruggedized handheld mobile computers used for the preparation, issuance, processing and management of information, regarding ticket activity. NOVAS was rolled out this year, with over 300 devices in the field.
- Station Island Transfer Station – Modernized the scale house to automatically identify trucks and weigh vehicles.
- Infrastructure Upgrades – To pave the way for modern automated solutions, the agency's end-of-life networks, computing facilities, and computer platforms are being aligned to DoITT's Enterprise Architectural Strategy.
- COOP – Continuity Of Operations Procedures - DSNY will be able to continue coordination and active management of its resources even under emergency conditions. This will allow agency's district, borough or even headquarters offices to immediately relocate to virtually any location (e.g. Building, Garage, School Cafeteria) should their location become inaccessible. BIT took the first steps toward creating a very cost-effective solution based on mobile computing.
- Consolidation and coordination of the agency's personnel dedicated to the development, delivery and support of critical technology and communications resources. We will derive significant benefits and increases in effectiveness by leveraging expertise throughout the agency.

BIT has some very ambitious plans to implement, one of which is changing the face of how Sanitation uses computing. This is a journey that involves all lev-

els at DSNY. New ideas are a joint process where current and future needs are identified, feasibility of automated options is measured, and consensus of approach is agreed and implemented upon. This is the objective of the new BIT.

OPERATIONS MANAGEMENT DIVISION

During FY 2007, OMD continued to provide statistical review and analysis for evaluating the Department's managerial, operational and financial performance. DSNY, spearheaded by OMD staff, has begun the implementation of Business Intelligence dashboards using the "Siebel" software that is operated by DoITT on behalf of all City agencies. This new approach will give Department's managers and analysts fast, flexible, one-stop access to a wide variety of the agency's key information, including 311 complaints and productivity data. DSNY is enthusiastically preparing for the adoption of this software application. OMD played a major role in the development of the Public Recycling Pilot Program. Post pilot expansion is expected. The Operations Assistance Unit continues to conduct field surveys to collect data needed in order to make informed managerial decisions. OMD also oversees the Print Shop and Reprographics Unit. In the past year, OMD has also greatly expanded and improved its ability to provide the agency with maps by transitioning its Geographic Information System (GIS) to city-standard software and City Planning-provided data. When OMD recently acquired the Drafting Unit, it immediately began integrating that unit's extensive information and map resources into the GIS.

THE LABOR RELATIONS OFFICE

The Labor Relations Office represents the Department in the 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 Department Officials on labor collective bargaining agreements, laws, rules, regulations, decisions of courts and arbitrators as they relate to various areas of labor relations. The Office also handles special projects as assigned.

During FY '07, The Office of Labor Relations was part of the bargaining team that settled the contract for the Sanitation Workers, which included productivity improvements, and represented the Department on the bargaining team with the Mayor's Office of Labor Relations and the Office of Management and Budget, for the negotiations with the Sanitation Supervisors and Chiefs, District Council 37, AFSCME locals, the Auto Trades and other bargaining units. The Office also represented the Department in a number of arbitrations and other proceedings in the Mayor's Office of Labor Relations and the Office of Collective Bargaining. The office was able to settle a number of grievances and issues raised in Labor/ Management meetings, thus avoiding litigation and arbitration on these matters. The Office also participated in the resolution of union related litigation.

HUMAN RESOURCES

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

During FY 2007 over 1,100 Sanitation Worker candidates appeared at the office of Human Resources for pre-employment orientation sessions, and 539 were appointed during this period. There were 166 Sanitation Workers promoted to Supervisor, and 34 Supervisors promoted to General Superintendent level 1. A total 453 uniformed employees separated from services. The staff of Human Resources processed their paperwork, their final paycheck, other payments, and their health benefit continuation/cancellation.

During the snow season, the Bureau of Human Resources processed 319 Snow Laborers and issued 337 pay checks, totaling $86,405. These payments were completed in a timely matter.

FISCAL SERVICES

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

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

During FY 2007, over 45,000 invoices were paid, totaling more than $564 million dollars. The Department continued to maintain an outstanding record for making payments in accordance with the

Procurement Policy Board's prompt payment deadlines. Despite the large number of invoices processed, the Department of Sanitation incurred no late fees for this past fiscal year.

In addition, over 4,000 purchasing documents were submitted to procure the various goods and services necessary to complete the Agency's mission. Budget modifications required to insure the availability of funds for these purchases totaled 634.

As the depository of all Agency revenue, over $34.2 million was collected during FY '07.

MEDICAL DIVISION

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

During FY '07, the Department instituted a series of changes that resulted in the average number of medical leave days used by uniformed employees to decline from 14.0 days per employee in FY '06 to 13.6 days for 2007. This 2.9% reduction saved over 3,300 workdays, thereby reducing the need for overtime.

During Fiscal Year 2007:

- The clinic had approximately 23,000 visits
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- Supervised Sick Leave made 33,658 home checks, as well as 61,833 telephone checks and wrote 1,792 complaints.

- The Employees Assistance Unit had 1,536 visits for a variety of reasons including substance use, psychological, stress, financial and marital problems.

- The Drug and Alcohol Testing Unit conducted 7,381 tests, which include tests for 9 mayoral agencies as well as the Comptroller's Office and New York City Corporation Counsel.

- The LODI Billing Unit processed over 10,000 medical bills paying out $2.0 million (billed $3.5 million) for 1,597 work-related injuries.

WEP OFFICE

The WEP office provides the Department with support services in the areas of clerical and custodial, and utilizes several programs, such as the Work Experience, Senior Aide, and Summer Youth. The Human Resource Administration referred 8,570 clients, and approximately 3,112 WEP participants were processed and assigned to DSNY worksites citywide. In order to comply with the difficult challenges and demands of Welfare to Work, the WEP office has been tracking the assignment, attendance and drop-out patterns of WEP participants in order to address the high turn over rate.

This year, the WEP office introduced a six-month Grant Diversion Program "Job Training Participant" (JTP) to the agency. Twenty-three (23) current DSNY WEP participants were processed and hired as JTP's to perform custodial duties in Sanitation facilities. It is anticipated that by the end of this year, an additional 47 JTP's will be employed, bringing the total JTP workers to 70. The JTP programs, when in full operation, will at any given time have a maximum of 70 workers to maintain the cleanliness of garages.

ENGINEERING AUDITS

This Unit performs an independent pre-audit of Capital payments for Construction Projects, Equipment Purchase, Design and Construction Management Contracts, and, certain types of Expense Vouchers to ensure that they reflect the values of goods or services received as per the Contracts. It also monitors compliances with requirements for participation by Local, Small and Minority-owned businesses. In FY 20076, the dollar values of the payments audited exceeded $435 million dollars of which $280 million were for Export of Waste program. This dollar value also includes the Long Term Export of DSNY's managed waste exported through Staten Island Transfer Station, commenced in November 2006.

INTERNAL AUDITS

The Office of Internal Audits is a three-person unit located at 51 Chambers Street in Lower Manhattan. Our primary mission is to audit operations throughout the Department, report our findings, make recommendations, and follow up. In addition, the Office acts as liaison to outside oversight agencies who perform audits of the Department; prepare for the Commissioner responses to their findings; review and compile the Comptroller's Directive 1 Evaluation of

Internal Controls and updates of Executive Order 105 – DOI Anti-Corruption Program; perform routine audits of non-capital inventory of supplies and computer equipment; and executive ad-hoc special projects, reviews and investigations.

The following are projects undertaken during FY '07:

1. Reviewed invoices from, and payments to Allied Waste Systems for the export of solid waste from the Staten Island Transfer Station, as well as the tracking of leased equipment;

2. Investigated and analyzed the OTPS and PS expense of the Medical Division, as well as the OPTS expenses for BIT;

3. Audited the VISY Paper contract to ensure that we are billing them properly and maximizing receipts;

4. Reviewed security procedures in the Telephone Coordinators Office.

5. Performed audits of all the Department's inventory storerooms;

6. Compiled and reviewed the responses from various units for the Comptroller's Directive 1 Evaluation of Internal Controls, and for Executive Order 105 DOI Anti-Corruption update;

7. Performed audits of the Computer Equipment Tracking System at selected locations;

8. Prepared responses for the Commissioner for various audits performed by the City and State Comptroller's offices;

9. Audited the DSC Pension fund.

Left to Right: Assistant Chief Steve Costas, Deputy Commissioner Lorenzo Cipollina, and Deputy Chief Shari Pardini

BUREAU OF LEGAL AFFAIRS

I. CONTRACT INITIATIVES

Long Term Export Projects

During FY 2007, BLA continued to work closely with the operating bureaus to implement the Department's Solid Waste Management Plan (SWMP) through long-term contractual arrangements. A major goal of the SWMP is to take trucks off the road and thereby reduce diesel–truck emissions in the city. These long-term contracts will provide for stability in municipal solid waste (MSW) processing and disposal arrangements that rely on barge or rail to export the city's waste from either private transfer stations or four retrofitted Marine Transfer Stations that will be operated by the Department. As part of this effort, BLA advised on and assisted in drafting and negotiating long-term contractual arrangements.

In July 2006, the Department executed and registered its first 20-year contract for the transport and disposal of MSW from a newly constructed Staten Island Transfer Station. BLA attorneys were active participants in the DSNY team, representing the Department's legal interests in extensive negotiating sessions and reviewing numerous contract drafts that culminated in the execution of the Contract. BLA also assisted in the resolution of disputes that enabled timely completion of the new Staten Island Transfer Station.

As the Department seeks to implement the SWMP, BLA actively participates in the negotiation and preparation of complex 20-year contracts for the management, containerization, transport and disposal of MSW emanating from Brooklyn, Queens and Bronx waste sheds. In 2007, the Department completed the negotiation of the long-term contract to accept, containerize, transport and dispose by rail of all Bronx MSW from a privately operated transfer station. BLA also provided legal support in developing an RFP for the ongoing effort to select a firm to operate a commercial recycling facility at the Department's W. 59th Street Marine Transfer Station.

In addition, BLA attorneys are drafting and participating in the negotiation of 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 PANYNJ's Essex County Resource Recovery Facility and dispose of the residue after processing the MSW.

Recycling Activities

BLA continues to work closely with the Bureau of Waste Prevention, Reuse and Recycling ("BWPRR") to implement the expanded recycling initiatives set forth in the SWMP. BLA assisted in the Department's negotiation of a contract for the acceptance and processing of recyclables at a new in-city facility to be built on the Brooklyn Waterfront. This unique arrangement involves close coordination with the City's Economic Development Corporation and that the City Corporation Counsel's Office prepare the necessary ground lease, funding document and services agreement.

BLA also worked with the Corporation counsel's Office to implement the City Council's plan to establish an Office of Recycling Outreach and Education under the auspices of the Council on the Environment.

In addition, BLA drafted and participated with BWPRR in negotiating a contract with a vendor that will operate various composting facilities at locations throughout the City and accept autumn leaves, Christmas trees, and grass clippings at such composting facilities. The composting contract was registered in 2007 in time for the summer planting season. BLA continues to take an active role in the Department's effort to reduce the amount of Household Hazardous Waste entering the waste stream. Toward that end, BLA assisted BWPRR in preparing an RFP to obtain an outside contractor to accept and dispose of household hazardous waste and operate Special Waste Drop-Off sites and a solicitation to provide an interim Citywide Special Waste Drop-off program until the selected household hazardous waste contractor is in place.

Ongoing Contract Matters

BLA's contracts attorneys regularly advise and assist the various Department bureaus on a variety of routine and emergency legal matters. BLA attorneys drafted standard "boilerplate" that enables the Bureaus to more efficiently prepare contract documents. In addition to reviewing, advising upon and/or preparing the service contracts needed to operate, and the construction contracts needed to build and maintain its citywide facilities, BLA provides the legal representation required to deal with myriad procurement and contract administration issues. The Bureau handles all Bid Protests and reviews determinations of non-responsiveness and non-responsibility and handles all appeals from such findings. BLA attorneys handle claims, disputes and occasional defaults that arise in the course of administering the contracts. BLA contract attorneys work closely with and provide advice to the Department's ACCO and its engineers to resolve controversies and avoid protracted litigation. If litigation ensues, BLA attorneys support the City Corporation Counsel's Office in the defense or prosecution of con-

tract litigation. On a daily basis, BLA provides legal assistance to the ACCO and Department Bureaus in their dealings with the Mayor's Office of Contract Services, the City Comptroller and other City oversight offices.

During FY '07, BLA worked with the Bureau of Waste Disposal (which is responsible for closure of the Fresh Kills Landfill) in finalizing a new landfill gas (LFG) arrangement at Fresh Kills. BLA assisted in the preparation of an RFP and contract for a successor firm to operate and maintain the LFG facilities and fostered arrangements to sell the City-owned methane gas to a private energy utility for residential use. It also formalized the arrangements pursuant to which the Fresh Kills site may someday be used for a windmill farm to generate residential electricity. BLA is also negotiating with a public utility to ensure that electrical transmission lines are buried when the Fresh Kills property is ceded to the Parks Department for use as a recreational facility.

BLA contracts attorneys have prepared many license agreements, access agreements and Memoranda of Understanding on behalf of the Department's Office of Public Affairs and the Bureau of Support Services. BLA has prepared Sponsor Recognition Agreements that for the first time allowed private corporate sponsors to be acknowledged on Department equipment and assisted in the retention of an Anthropologist-in-Residence who will chronicle the Department's historical accomplishments.

II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS

Enforcement and DSNY Permitting

During FY '07, BLA attorneys continued to support Bureau of Enforcement agents and Permit and Inspection Unit officers in matters before the Environmental Control Board concerning summonses issued and truck impoundments for illegal dumping and improper operation of private solid waste transfer stations, and for Poster Law violations where large numbers of summonses were at issue. BLA attorneys successfully prosecuted hundreds of transfer station and illegal dumping violations, and thousands of Poster Law violations. BLA staff continued to support the DSNY's transfer station Permit and Inspection Unit by advising on the application of DSNY's new, more restrictive siting rules for transfer stations, and conducting environmental reviews of private transfer station applications for new or modified permits to operate, completing one during the year and working on approximately a dozen other applicant reviews. BLA staff also worked on the environmental review for a proposed fill material operation involving over 200 acres.

SWMP Implementation

BLA attorneys continued to support the Bureau of Waste Disposal, the Bureau of Long Term Export, and BWRRR in implementing components of the 2006 Solid Waste Management Plan (SWMP), including providing assistance in the preparation for New York State Environmental Justice meetings required for Marine Transfer Station permits and for associated permit hearings. DSNY served as co-lead agency with the Department of Small Business Services for the environmental review of the Sims Metal Materials Recycling Facility proposed to be constructed on a pier at the South Brooklyn Marine Terminal and to take metal, glass, plastic and paper recyclables collected by DSNY. BLA attorneys and City Planner met with stakeholders and oversaw the initial phases of the preparation of a study of the feasibility of mitigating community impacts from waste truck traffic in Brooklyn's Community District 1, in accordance with the SWMP.

Environmental Review and Approvals for DSNY Facilities

BLA staff worked closely with the Real Estate Division and with Department's consultants concerning the environmental review and Uniform Land Use Review Procedure (ULURP) applications for the siting of several DSNY facilities, including the 125th Street Salt Shed (approved in December 2006), the proposed "Green Garage" for Manhattan Districts 1/2/5 (Public Scoping Meeting held and Final Scope of Work for an Environmental Impact Statement (EIS) completed), which will enable DSNY to remove its garage and salt storage facilities from the Gansevoort Peninsula to

make way for the Hudson River Park; Draft EIS and ULURP application (under preparation); the proposed Brooklyn Districts 1/4 Salt Shed (ULURP application for site selection and environmental review substantially complete). BLA environmental counsel worked closely with the Law Department in an on-going administrative proceeding to support the Department's permit application for a New York State Department of Environmental Conservation permit for a leaf and yard waste composting site at Spring Creek Park in Brooklyn. BLA staff completed the environmental review and secured state permits for new temporary storage facilities for the storage of material excavated from the World Trade Center. BLA attorneys continued to provide regulatory advice to the interagency team developing the proposed Fresh Kills Park on the former Fresh Kills landfill in Staten Island. BLA staff worked with the Department of Parks and Recreation to complete the transfer of a parcel from DSNY jurisdiction for the creation of Owl Hollow Park in Staten Island, within the regulatory compliance boundary for the Fresh Kills Landfill that is undergoing final closure activities. DSNY counsel and City Planner continued to coordinate the Department's comments on the environmental review of actions proposed by other agencies and private applicants. DSNY environmental counsel also served as liaison with the Mayor's Office of Long Term Planning and Sustainability for the PlaNYC 2030 effort that envisions more environmentally sustainable city that will accommodate up to 1 million more people.

Regulatory Compliance

DSNY attorneys continued to provide support to the Department's Bureau of Building Maintenance, Bureau of Motor Equipment, Bureau of Cleaning and Collection, and Bureau of Engineering with respect to environmental and regulatory requirements for constructing new facilities and for keeping facilities and operations in compliance with federal, state and local regulations. In cooperation with Law Department attorneys, BLA attorneys worked to resolve matters concerning fees and disposal of hazardous waste, such as contaminated soil and debris generated by facility construction and from incinerator demolition, recycling of waste fluorescent bulbs and computer monitors, the quality of stormwater discharge from DSNY parking lots, underground storage tanks, the remediation of wetland disturbed during a vacant lot cleanup, and the quality of effluent from a small sewage treatment plant serving a DSNY garage. BLA attorneys assisted the Department of Environmental Protection with its reporting to the City Council concerning the implementation of Local Law 39 of 2005, which requires 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. BLA attorneys advised the Department on the operational implications of new state and federal legislation and regulations, including controls on stormwater runoff, disposal of consumer-added mercury products, stricter standards for Ozone and jurisdiction over greenhouse gas emissions, household hazardous waste, and other matters.

III. LEGISLATIVE AND REGULATORY INITIATIVES

Composting of Yard Waste

On October 17, 2006, Mayor Bloomberg signed into law Local Law No. 40 requiring residents to place yard waste out for Department collection in paper bags or loosely in rigid containers. Beginning October 2008, the new law also requires landscapers and gardeners to collect and dispose of such yard waste at a permitted composting facility, provided that there is sufficient composting capacity in the city or at a facility within ten miles from the borough in which the yard waste was generated. If composting facilities with sufficient capacity do not exist, the yard waste may be disposed of at any appropriately permitted solid waste management facility.

As a result of Local Law No. 40, the Department amended its rules governing the collection of designated recyclable materials from residential buildings. The rule adds the term "yard waste" to the list of designated recyclable materials to be collected separately by the Department, and requires residents to use leak-proof, biodegradable paper bags, or unlined, rigid containers when placing yard waste out for seasonal curbside collection. The rule became effective on June 14, 2007.

Health Insurance Benefits Extended to Families of Deceased Uniformed Sanitation Workers

On May 1, 2007 Mayor Bloomberg signed into law Local Law No. 22. This new law extends health insurance benefits to the surviving spouse, domestic partner, and minor children of uniformed sanitation employees who die as the natural and proximate result of an accident or injury sustained while in the performance of their duty.

BUREAU OF LONG-TERM EXPORT

Bureau Responsibilities

The Bureau of Long-Term Export is responsible for developing the Department's long-term export facilities, and the City's Comprehensive Solid Waste Management Plan for the 2006-2025 planning period (SWMP) and supporting Final Environmental Impact Statement (FEIS).

The SWMP and FEIS required New York City Council and New York State Department of Environmental Conservation (NYSDEC) approvals. Having obtained these approvals, the Bureau is now responsible for implementing SWMP long-term export programs through the management of the construction of the four Converted MTSs, awarding of service contracts for the transport and disposal of waste from those facilities, as well as the awarding of service contracts for the private facilities that will transfer, transport and dispose of DSNY-managed waste pursuant to the SWMP.

Comprehensive Solid Waste Management Plan

The SWMP 1) provides for the management of all solid waste (including recyclables) that is generated in the city and collected by DSNY and other City agencies and the private sector, 2) meets the requirements of the State Environmental Conservation Law and 3) is supported by an environmental review.

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

The City Council adopted the SWMP and supporting environmental review on July 19, 2006. Mayor Bloomberg signed the legislation into law (Local Law 33 of 2006) on July 27, 2006 and the SWMP was submitted to the New York State Department of Environmental Conservation for its review and approval on that day. After a NYSDEC written request for updates and clarifications was received, a revised SWMP, dated September 2006, was submitted to NYSDEC. NYSDEC approved the SWMP in an October 27, 2006 letter.

Long -Term Export Program Implementation

Development of Converted Marine Transfer Stations

In FY 2007, the Bureau advanced the proposed development of the program for long-term waste export by barge and rail (long-term export plan) that includes state-of-the-art Marine Transfer Station (Converted MTS) facilities at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. The Converted MTSs would be DSNY-operated waste containerization facilities from which waste would be transported in container barges. The new MTSs would barge out containerized waste and replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill.

FY 2007 Converted MTS Program Highlights:

- A contract was awarded to URS- LiRo, a Joint Venture, for construction management services in connection with construction of the four proposed Converted MTSs.

- The submission of all final State environmental permit applications for the Converted MTSs was made to NYSDEC.

- By the end of FY '07, NYSDEC had issued Notices of Complete Application for both the East 91st Street and North Shore Converted MTSs

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- As part of the NYSDEC permit process, in April 2007, the Bureau held an Environmental Justice Informational Meeting for each Converted MTS host community. The meetings were required to be conducted as question-and-answer sessions on the projects and permits sought.

- Near final (90% level) designs for the Converted MTSs were completed in FY '07.

West 59th Street MTS

An RFP procurement was issued and proposals were received for the development and operation of the West 59th Street MTS as a commercial waste export facility. It is expected that the evaluation of proposals will be completed and a vendor selected for negotiations in October 2007.

Container Export by Barge and/or Rail from Private Facilities

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

A 20-year Service Contract for containerization, transport and disposal of DSNY-managed generated in the Bronx at the Harlem River Yards transfer station in the Bronx was awarded to Waste Management of New York, LLC at the end of FY '07. Contract negotiations for the Brooklyn and Queens procurements are ongoing and are expected to result in contract awards in FY 2008.

Mayoral Task Force

The Bureau continues to participate, along with other DSNY Bureaus and EDC, the Law Department, the Mayor's Office and the Office of Management and Budget, in a task force established by the Mayor to develop and implement SWMP projects. The Task Force met regularly throughout FY '07.

Staten Island Transfer Station

The Bureau managed the development of a new truck-to-container-to-rail transfer station facility constructed at a site in the Fresh Kills landfill for the containerization and export by rail of the DSNY-managed waste generated in Staten Island. In FY '07, the Staten Island Transfer Station (SITS) conducted shakedown activities and began operations in November 2006. Full scale operations and rail service began by April 2007.

The SITS is operated by DSNY's Bureau of Waste Disposal. Allied Waste Systems, Inc. operates the SITS railyard and provides container transport and waste disposal services pursuant to a 20-year Service Contract.

Also in FY '07, NYSDEC issued a renewal of the SITS Part 360 permit to operate and construct a solid waste management facility. A request for a 30-day modification to the Part 360 permit was also submitted to allow DSNY to implement revised procedures for low level radioactive waste handling and install a lidding station for use during conveyor outages.

The new Staten Island Transfer Station

BUREAU OF SUPPORT SERVICES

The Department of Sanitation is a large organization that requires internal support in order to perform its essential tasks. The Support Services division is composed of two organizations, the Bureau of Motor Equipment and the Bureau of Building Maintenance. The Bureau of Motor Equipment is responsible for providing the Department with the fleet vehicles that allow it to carry out all its functions. The Bureau of Building Management maintains structures and real property that serve as bases for the Department to operate out of.

The Support Services office is a focal point that coordinates the activities of these two bureaus. Support Services does not only operate to meet the current needs but works with all divisions of the Department to make sure future needs are met for vehicles, buildings, and transfer stations for trash disposal.

BUREAU OF MOTOR EQUIPMENT (BME)

The primary mission of the Department is moving trash to disposal sites. To accomplish this, along with many other DSNY missions, a fleet of almost 6,000 vehicles is required. BME provides a full service for the fleet, from design, research and development, to procurement, maintenance, repair and ultimate disposal.

The **Vehicle Acquisition and Warranty Division** (VAWD) has three sub-units: Engineering, New Equipment and Warranty. Engineering designs and publishes specifications that include all environmental, operational and safety features required by Department vehicles, so they meet both our demands and industry standards. The **New Equipment** section inspects vehicles as they are delivered from the equipment manufacturers to ensure they meet all design specification, comply with all legal requirements, such as New York State emission requirements and are ready to meet the challenges of being a part of our fleet. Once vehicles have been integrated into our system, the **Warranty** section ensures vehicles perform as intended and tracks any repairs performed by the manufacturers. They also analyze trends that might lead to future problems. New environmental friendly technologies introduced this year include pack-at-idle systems, which reduce fuel consumption and noise levels and LED lighting on vehicles, which reduces waste by cutting down on replacement parts.

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

In the Central Repair Shop (CRS), any type and size repair can be done. Most major repairs, upgrades and modifications are usually done here as well as overflow work from Borough shops. CRS houses **Materials Management**, which is a centralized warehouse for inventorying and issuing automotive repair parts. The cornerstone of the fleet is reliability. All vehicles are serviced at regular intervals and tracked in a database that was developed within BME. Various management tools, such as oil sampling and a thorough analysis of the causes of breakdowns, have lead to the most comprehensive maintenance program in the industry, the result being a reliable, economical fleet. To ensure the other operating arms of the Department can perform their missions the **Field Operations** constantly monitors equipment availability to make sure the right vehicle is available at the right time and place.

Clean and Green

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

Clean Diesel Technology

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

BioDiesel

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

Highly trained mechanics keep Sanitation moving.

low sulfur diesel). DSNY is currently testing B20 BioDiesel on a captive fleet of vehicles.

Ethanol (E85)

Since 2000, DSNY continues to be the leader in New York City using ethanol (E85) fuel. E85 (85% ethanol and 15% gasoline) is a renewable alternative fuel made from domestically grown corn, which reduces tailpipe emissions and dependence on foreign oil. DSNY maintains a fleet of approximately 500 Flexible Fuel Vehicles and dispenses ethanol from six locations citywide.

Compressed Natural Gas (CNG)

Sanitation continues to operate, maintain and test a fleet of dedicated Compressed Natural Gas (CNG) refuse-collection trucks and street sweepers. In 2008, DSNY will put into service ten new CNG refuse-collection trucks and ten new CNG street sweepers. This purchase represents the latest advancement in heavy-duty CNG engines and technology. The CNG fleet size in 2008 will be twenty-six (26) collection trucks and twenty-nine (29) street sweepers.

Hybrid Vehicles

A number of automobile manufacturers today have developed hybrid propulsion systems that combine the power of an internal combustion engines and the torque of an electric motor to give birth to a new synergy that dramatically improves fuel economy and reduces tailpipe emissions, especially in urban duty cycles. DSNY currently operates over 250 light-duty fuel efficient, hybrid electric vehicles.

In 2004, DSNY joined a national Hybrid Refuse Truck Working Group. The goal of the Working Group is to accelerate the commercialization of hybrid drive system technologies in refuse trucks. Very soon, DSNY will be one of the first fleets in the country to test a pre-production hybrid refuse collection truck on New York City streets.

Hydrogen

DSNY has agreed to participate in a pilot project in which a hydrogen fuel cell will be used to power a fleet of experimental vehicles.

Contingency Planning

In order to support the Department's commitment to the public, Support Services has a full range of contingency plans in place. Plans include back-up electrical power plans. All critical locations are equipped with back-up generators that provide electrical service in the event of a disruption. The primary focus is to provide power for pumping fuel and communications equipment. Having these measures in place ensures the continuity of service during a power outage. An annual 'Mock Power Outage' tests the integrity of the plans put in place.

Perhaps the greatest contingency planning is for snow and ice conditions in the winter season. The Department maintains a fleet of 20 Snow Melters, 365 salt spreaders and a battery of specialized equipment, such as snow plows that attach to most of the truck fleet. The snow equipment must be upgraded and maintained year round and to ensure readiness when needed.

The mention of NYC streets invokes images of congestion. When it snows, there just isn't any room for snow! At one time, snow was plowed, piled, hauled away and dumped in one of the rivers. Along with the snow a large amount of 'street dirt' went into the river causing pollution. In order to eliminate pollution but still dispose of the accumulated snow, a fleet of twenty snow melters is now employed. The snow melters are large trailer mounted tanks with a large 'melter'. Once the snow is melted, the resulting water flows into the sewage system without the street dirt that has settled out in the tank. At the end of each shift, this material is cleaned out and disposed of properly.

PM 10 Street Sweepers

DSNY has voluntarily put into service a new generation of "Environmentally Friendly" mechanical sweepers designed to minimize and control the amount of "fine" airborne particles generated during the sweeping operation. These new street sweepers are PM10 certified by the California, South Coast Air Quality Management District. To comply with the PM10 certification, the

new sweepers employ a new type pick-up broom and drape with additional spray nozzles, gaskets and seals. One third of the current fleet and all future purchases will be PM 10 compliant.

CFC Collection Program

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

Material Management

In order to maintain the Department's fleet of 6,000 vehicles, a robust parts inventory and distribution system is in place. The Support Services Material Management division expediently and effectively distributes over twenty million dollars in repair parts each year. We are proud to be an environmentally-friendly organization and have created the following advances:

Support Services has tested and successfully implemented the use of water based, bio-remediation parts washing sinks. These units replaced solvent based units, which generated approximately 35 gallons of hazardous waste every four to six weeks. The new units utilize a water-based cleaner that never needs to be changed, in conjunction with bacteria that "eat" any residual waste oil and grease generated as the parts are cleaned. The only waste generated is a spent filter pad, which traps any particulate matter and provides fresh bacteria on a 6 to 8 week change period. These units significantly reduce the production of waste, utilize less toxic components and provide equal performance compared to the previous units.

Collection truck "up" for maintenance.

Support Services is involved with the New York City Green Cleaning Pilot Program Plan, required under Local Law 123. While the primary emphasis of the program is building (custodial) cleaning products, Materials Management is working to identify and test any products that might replace various chemicals, such as cleaners, solvents and adhesives, associated with automotive repair with greener products.

Support Services has successfully implemented filter recycling in all of the repair facilities. Metal canister engine and hydraulic oil filters are collected in each location and picked up by a vendor that processes them, sending the crushed steel and filter media to steel recyclers and any residual waste oil to oil recyclers.

Operating a motor vehicle fleet the size of the DSNY requires a lot of tires to sustain operations. In FY-07 9,467 tires were re-capped and used again. This is not only a cost-saving action, but reduces what is put into the waste stream.

A cut-down gets a fresh coat of paint and new decals.

BUREAU OF BUILDING MAINTENANCE (BBM)

To accomplish the mission of the Department there needs to be a home base. To the DSNY, home base consists of 200 facilities throughout the city including garages, section stations, repair shops, transfer stations, facilities at Fresh Kills and office buildings. BBM is tasked with providing routine maintenance and emergency structural repairs to this system. BBM has a staff of 175 employees composed of carpenters, electricians, plumbers, machinists, steamfitters and welders. BBM ensures the Department facilities remain in full compliance with all DEP and DEC regulations. BBM receives approximately 13,500 work requests a year.

Anti-Graffiti Program

To help make New York City look even better, BBM runs an anti-graffiti program in which community boards can request to have graffiti painted over. This program has two trucks equipped with a color matching and mixing computer that effectively paints over graffiti on buildings restoring the structures back to their original appearance. Last season, the anti-graffiti program used 2,016 gallons of paint to cover 424,431 square feet of graffiti on 690 locations citywide.

New York Power Authority

The New York Power Authority (NYPA) is a New York State government run operation that provides municipalities with their electrical services and helps manage the power grid. The DSNY is an active participant in the NYPA **Peak Load** program to reduce electrical consumption on the hottest days of summer with the highest electrical demands. In 2007, the DSNY received a check for over $86,000 as a result of savings on 'Peak Load' days for successfully reducing our power consumption by 14,048 kW during five Peak Load events. This program has been so successful that DSNY was elected to participate in the NYPA's **ENCOR** program. In addition to saving money for the City, this program benefits everyone by reducing the demand on the power grid. NYPA also completed the first 9 locations entered into the ENCOR program. This was a two-year, four million dollar project that included installing energy efficient lighting, electric motors, burners, boiler controls, and rapid roll doors, increasing the lighting level in the garages by 67 percent, making the facilities safer and providing a better working environment. This program is expected to reduce our annual electric usage by 3,885.6 kW, saving the department $43,500.00 annually.

BBM completes the maintenance and repairs of the Department's building inventory quickly and efficiently. Some examples of the major accomplishments in FY '07 are:

- New Enforcement Headquarters: renovation of the entire building we received from HPD. This renovation consisted of painting the entire facility, installing lifts, air compressors and piping, partitions, sinks, air conditioners, upgrading the electric and securing the facility.

- NOVAS computerized the entry of Department issued tickets and violations. To support this project, eight locations outfitted to accept the NOVAS equipment. This project consisted of designing and fabricating cabinets to accommodate the computer components, extensive electric, installing floors, partitions, windows, doors. West Farms Road required a trailer to be relocated from Fresh Kills to the Bronx.

- Q8/10- Installation of a Sanitation Worker lunch room on garage floor and relocation of the supervisor's office to the second floor: this job consisted of demolishing cement block walls and installing new walls, AC, walls, kitchen units, floors doors, ceilings and electric. Installation of additional exhaust fans through the roof: this job consisted of cutting through the roof, installing the new exhaust fans and supplying electricity to the units.

- CRS replacement of all main water control valves entering the building domestic, standpipe and sprinkler.

- Greenpoint Warehouse facility graded the grounds around the warehouse to accommodate the new temporary storage structures.

- M6- Swing space: renovations to accommodate the people from M8 A. This job consisted of installing sheetrock, floors, painting, relocating electric and securing the area.

- Swann Street- temporary repairs to the roof until engineering can replace the entire roof. This job consisted of ripping the roofing, sheeting, rotten beams and replacing with new material.

- BK11 set up locker room trailer. This job consisted of replacing the plywood and tile floor in the entire trailer, setting the trailer and installing steps.

- 346 Broadway payroll and computer area expansion. This job consisted of removing walls, installing walls, ceilings, floors, doors, and painting the entire tenth floor.

- Evaluations are being conducted into blending renewable bio-fuels into heating oil, in an effort to reduce dependency on petroleum – based products.

- Many locations are being fitted LED exit signs and new florescent fixtures that consume less electricity.

DSNY'S CENTRAL REPAIR SHOP

As the name implies, the Department's Central Repair Shop (CRS), located in Queens, is the primary repair, maintenance, upgrade, and modification facility for all DSNY vehicles. Highly trained automotive technicians and welders ensure that the Department's fleet runs reliably and effectively.

CENTRAL REPAIR SHOP

CRS is as long as the Empire State Building is tall.

BUREAU OF ENGINEERING

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

The Bureau is working on a major program to build new garages at existing and new sites over the next ten years. These new garages will replace rental garage facilities, which are inadequate to accommodate the increased equipment and personnel needs to accommodate increased demand for sanitation services.

Design consultants are proceeding with the design of three new garages Brooklyn 3, Manhattan 1/2/5 and Manhattan 6/8/8A..

New garages that are being constructed are:

1. Brooklyn 1 & 4 garages to be completed fall of 2007.

2. Manhattan 4/4A/7 garage is expected to be completed winter, 2008

3. Queens 14 garage is expected to be completed summer, 2008

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

Queens 14 Garage

Brooklyn 1 & 4 Garages

Future Manhattan District 4 Garage

OFFICE OF EXECUTIVE ASSISTANT TO THE COMMISSIONER

PERMIT AND INSPECTION UNIT

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

Fill Material Operations (FMOs)

FMOs consist of the grading, leveling, surcharging, compacting of fill materials for the purpose of land alterations and improvement. The PIU issues permits and conducts regular inspections of FMOs to ensure that fill materials and not solid waste destined for disposal at a licensed landfill, are used to grade and fill lands within New York City. Additionally, the PIU plays a critical role in identifying and closing illegal dumping sites.

Through the Permit and Inspection Units rigorous enforcement efforts, the numbers of permitted transfer stations have declined from 96 facilities in 1996, to 54 permitted facilities in 2007.

In Fiscal Year 2007, the PIU conducted over 5,600 inspections of solid waste transfer stations, Intermodal facilities and FMOs. The Unit issued over 5,600 Notices of Violation and impounded 68 illegal vehicles for illegal dumping and operating transfer stations and FMOs without the required permit. Summonses issued to transfer stations have penalties ranging from $2,500 to $10,000 and are adjudicated by the New York City Environmental Control Board.

ENVIRONMENTAL POLICE UNIT

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

The Unit consists of 2 Lieutenants, 7 Officers, and 1 Industrial Hygienist. (One of our Officers is assigned to the Office of Emergency Management as an Interagency Coordinator). In FY 2007, the Unit responded to 826 emergency incidents, conducted 615 inspections, and opened 16 new asbestos and regulated medical waste cases. Furthermore, the Unit responded to numerous incidents regarding low-level radioactive waste, which includes sorting and segregation operations, route inspections, collection stops, and transportation of radioactive loads from private transfer stations to Department licensed storage sites.

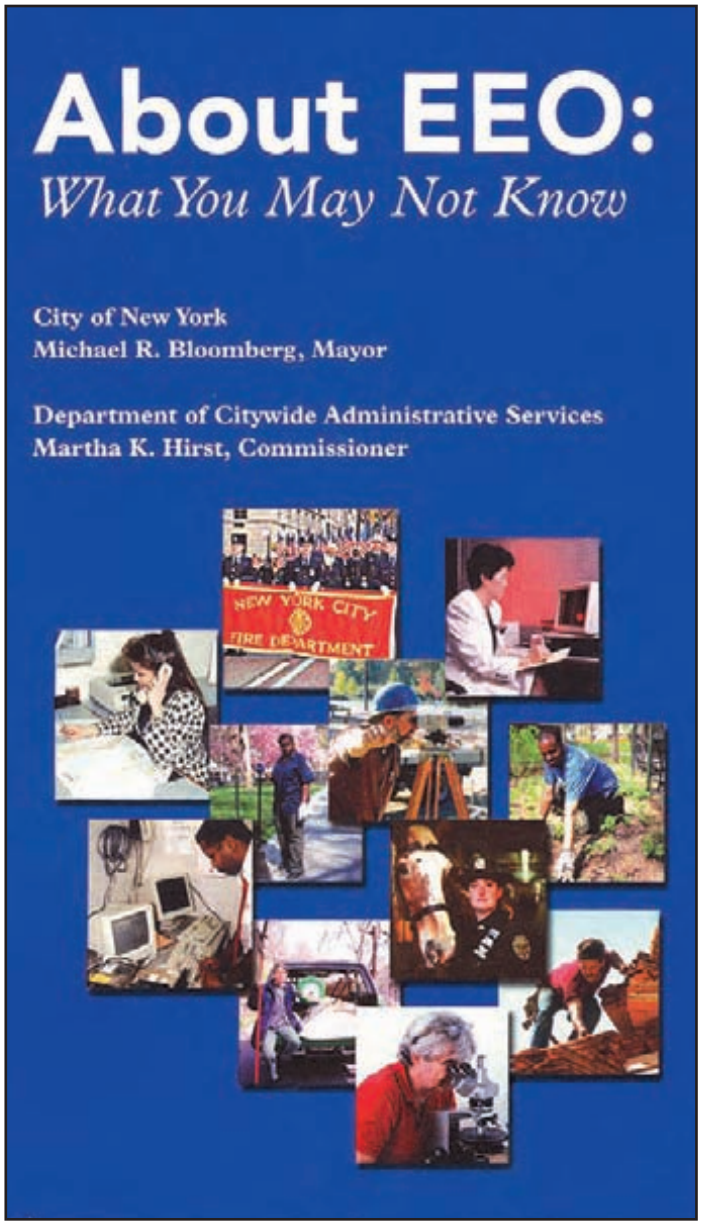
In the past year, the Unit has devoted a large percentage of its time and dedicated much manpower to combat the rising issues of low-level radioactive waste, including investigations of sources of low-level radioactive waste and working with local authorities for the proper disposal of non-medical related isotopes.

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

EPU Officers take every precaution when dealing with hazardous waste.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The Equal Employment Opportunity Office's mission is to develop the Department's EEO Program in compliance with the citywide EEO Policy, and to monitor the implementation of this program by the Department's managers and supervisors. The EEO Office's objective is to accomplish its mission through the training of managers and supervisors as to their responsibility to promote and implement the Citywide EEO Policy, thereby maintaining a professional work environment.



It is in a professional work environment where every employee understands their responsibility to adhere and promote equality of opportunity that a forum for resolving disputes and misunderstandings can exist. It is this environment that the EEO Office works diligently to foster. The EEO office serves as a place where employees can have their questions concerning their EEO rights addressed, and a place where managers and supervisors can obtain guidance in dealing with employee EEO disputes and misunderstandings.

The Department has recognized over the years that the goal of a balanced workforce requires a concerted effort on the part of the Department to recruit from a diverse applicant pool. While the Department acknowledges that it has not yet achieved its goal of a balanced workforce to its satisfaction, the DSNY is proud that today females and minorities make up 44% of our workforce, up from the 24% which it was in 1985. In addition, the Department is proud that among its uniformed ranks there are 30 female supervisors and 281 male minority supervisors. In addition, there are 12 African- American and Hispanic General Superintendents, two of whom are females. These noteworthy accomplishments are the results of a commitment to a policy of equality of opportunity.

The success of the Department's EEO Program is a result of the ardent support for this program by the DSNY Commissioner and the entire Department's executive management. It is the policy of zero tolerance towards discrimination that has brought about a work environment where equality of opportunity for all is the norm and not the exception.

Equality of opportunity is the Department of Sanitation's stated goal and we will keep building on the success achieved, yet we are ever mindful that equality of opportunity requires constant attention. Any employee or applicant who believes that they have an EEO concern can contact the EEO Office at 137 Centre Street, Room 505, New York, N.Y. 10013. The telephone number of the EEO Office is (917) 237-5214 and you can reach an EEO professional Monday through Friday between the hours of 6:30 am to 4:00 pm.

MIERLE UKELES, DSNY'S ARTIST-IN-RESIDENCE

Mierle Laderman Ukeles is not only the Department's official Artist-in-Residence, she is also the Percent for Art Artist of Fresh Kills, the former landfill that is being converted into a 2,000-acre park on Staten Island. One of her most intriguing performance artworks was her *Touch Sanitation*, where from 1977 through 1980, she shook the hand of each and every Sanitation Worker within the Department and said, "Thank you for keeping New York City alive."

Her other famous performance artwork of art was the "Social Mirror," a public sculpture in which a refuse collection truck was completely outfitted with mirrors. As a moving work of art, the "Social Mirror" has been featured in various parades and art exhibits, most recently at the world renowned 2007 International Armory Art Fair in Manhattan.

As the Percent for Art Artist of Fresh Kills, she has completed Phase II "Conceptual Design" and is moving ahead to the Phase III "Schematic Design". Ms. Ukeles is also currently working with Dr. Robin Nagle, the DSNY's official Anthropologist-in-Residence, on a snow operations 'media wall' at the DSNY's new West 55th Street Salt Shed.

Above: the "Social Mirror" at one of many parades.

**Bottom Left, from left to right:
Mayor Bloomerg, Mierle L. Ukeles, and
Commissioner Doherty at the
2007 International Armory Fair.**

DSNY MUSEUM

Anthropologist-in-Residence Gets Ball Rolling

In May of 2007, the Department took the first steps toward creating an official DSNY Museum. Under the guidance of Vito A. Turso, Deputy Commissioner for Public Information and Community Affairs, a project co-sponsored by the DSNY and New York University (NYU) started the process of organizing archival material, cataloguing historical documents, and collecting oral histories.

The DSNY Museum is a long time coming. Until now, Sanitation was the only uniformed force in New York City without its own museum. It will be the only one to have started from a classroom. Two NYU anthropologists, Haidy Geismar and Robin Nagle, designed a course to teach students how to start a museum, using the DSNY as their case study. Geismar, who was trained at University College, London, is an expert on museum organization, while Nagle, a native New Yorker, is the DSNY's official, unsalaried anthropologist-in-residence. A professor at NYU, Nagle was on the job as a Sanitation Worker in 2004 and 2005. She was assigned to the Bronx 6A District Garage, where she became mechanical broom qualified. She has plowed snow, 'loaded out' trucks, and wielded a hand broom for special event clean ups, including Times Square after New Year's Eve. She's finishing a book about the DSNY, called Picking Up, due out next year from Farrar, Straus & Giroux.

To begin the DSNY Museum, a dozen students, a graduate assistant, and the two professors studied Sanitation history, digitized and catalogued hundreds of images and documents, interviewed current and retired DSNY personnel, and curated an exhibit as a showcase for their work and as a preview of the larger museum. Class participants also created a blog to share their work with each other as the semester progressed.

The exhibit, which ran for four weeks, opened on December 12, 2007, in the Derelict Vehicle Operations conference room on West 20th Street. It included panels with text and images explaining the nature of the Department's work, its history, the social side of the job, its response to the September 11th attacks, the many landfilling practices that have shaped the city's geography, and the power of trash to transform. A computer station allowed exhibit visitors to look at videos about the Department's history and its work today, as well as a slideshow highlighting images and the archiving process from the digitized catalogue that the students created. A CD let visitors hear selections from the oral histories, and they could also listen to Christmas carols played by the original DSNY band.

Three mannequins sported old uniforms. Pan scrapers and old brooms hung from the walls, while a refurbished can-on-wheels (can carrier) held old shovels. A wall of lockers along the back of the space showcased contemporary uniforms and photographs of DSNY personnel on the job today. A scale replica of a tugboat and barge, complete with lighting to reveal the inner workings of the tugboat, was a favorite, as were two display cases featuring memorabilia, archival documents, photographs, incinerator boots, and even a White Wings pith helmet from the 1890s.

The exhibit represented many hours of work and the sharing of many forms of knowledge and labor, but it was merely a preview for grander plans that are in the works. In founding a proper DSNY Museum, many challenges remain. Once non-profit status has been established, a permanent space must be found and money raised, for starters. But the exhibit, a resounding success, signaled to the world that the DSNY is claiming its rightful place in the larger story of the city's history.

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