Cleaning The City That Never Sleeps

DSNY

ANNUAL REPORT

2008

20A

TABLE OF CONTENTS

2008 DSNY Annual Report

MESSAGE FROM MAYOR MICHAEL R. BLOOMBERG 2
MESSAGE FROM THE COMMISSIONER 3

EXECUTIVE COMMITTEE 4
UNIFORMED CHIEFS 5

FACTOIDS & FOTOS 6

OFFICE OF THE FIRST DEPUTY COMMISSIONER 7
Bureau of Cleaning and Collection 8
Bureau Operations Office 15
Personnel Management Division 16
Enforcement Division 17
Division of Safety and Training 18
Bureau of Waste Disposal 21
Bureau of Waste Prevention, Reuse and Recycling 25

BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS . . .33
Office of Public Information 33
Office of Community Affairs 34

BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION 36
Bureau of Planning and Budget 36
Bureau of Information Technology 36
Operations Management Division 37
Labor Relations Office 37
Human Resources 38
Bureau of Fiscal Services 38
Medical Division 38
Work Experience Program (WEP) 38
Engineering Audits 39
Internal Audits 39

BUREAU OF LEGAL AFFAIRS 40

BUREAU OF LONG-TERM EXPORT 43

BUREAU OF SUPPORT SERVICES 45
Bureau of Motor Equipment 45
Bureau of Building Maintenance 47

BUREAU OF ENGINEERING 49

EXECUTIVE ASSISTANT TO THE COMMISSIONER 50
Permit and Inspection Unit 50
Environmental Police Unit 50

EQUAL EMPLOYMENT OPPORTUNITY OFFICE 51

Credits 52

Message from

Mayor MICHAEL R. BLOOMBERG

I would like to extend my gratitude to the Department of Sanitation for continuing to make New York City the cleanest it's been in nearly 35 years. The Department works tirelessly to keep our city clean each and every day, collecting 12,000 tons of refuse and recyclables daily, managing the export of solid waste, fighting litter, combating illegal dumping, and removing snow and ice from our more than 6,000 miles of streets during the winter months. No wonder they're called "New York's Strongest!"

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

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 2008. Since 1929, the Department - originally established as the Department of Street Cleaning - has had the responsibility of keeping New York City clean, healthy and safe, a challenge that we have continuously met.

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

Thank you.

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
Deputy Commissioner
Long Term Export

Rocco DiRico
Deputy 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

Philip Marino
Acting Chief
Bureau Operations

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 to 12 tons of refuse each. EZ-Pak trucks collect refuse that is stored in containers.

365 Salt Spreaders

The DSNY Salt Spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 162,185 tons of salt during the FY 2008 snow season alone.

450 Street Sweepers

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

298 Front-End Loaders

Throughout FY 2008, the DSNY Front-End Loaders transferred over 162,185 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.

190 Cut-Downs

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

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

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**

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.

CLEANING OPERATIONS

STREET CLEANING

The Department of Sanitation continues to strive to improve the cleanliness of the city by clearing litter and abandoned vehicles from city streets and cleaning vacant lots. In Fiscal Year 2008, 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 a daily average of 196 mechanical brooms to sweep approximately 6,000 miles of streets 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 254 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 a year, all 59 districts had implemented the program. All Borough Deputy Chiefs are responsible for monitoring the district's use of this booklet. Over time, all District 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.

SCORECARD CLEANLINESS RATINGS

For the fourth consecutive year, the annual Scorecard street cleanliness average surpassed 90.0 percent. In Fiscal Year 2008, the annual average of 95.7 was the highest performance index ever achieved since the Department began recording street cleaning data. The Fiscal Year 2008 average saw gains of 1.4 above the Fiscal Year 2007 average of 94.3. Also, for the first time, all districts rated 90% and above and all 234 sections throughout the city had street cleanliness ratings measure above 85%.

MECHANICAL BROOMS CLEAN NEW YORK CITY STREETS.

The Department attributes its strong performance and continued ascent in cleanliness ratings to sustained focus on problem areas through Operation N.I.C.E., improved communication with other city agencies, and prompt reporting and resolution of quality-of-life issues reported by New Yorkers through 3-1-1 for a healthier and cleaner city.

ADOPT-A-BASKET PROGRAM

The Adopt-A-Basket Program is a citywide initiative designed to promote and encourage community involvement in reducing street litter caused by overflowing litter baskets. As part of the agreement terms of the program, participants "adopt-a-basket" and bag refuse from problematic overflowing litter baskets with plastic liners supplied by the Department of Sanitation. The neatly bundled refuse is then left adjacent to the litter baskets and are scheduled for collection service by Department employees as needed. In Fiscal Year 2008, there were approximately 1,000 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. Sign changes are under way in Brooklyn 6 for the ninety-minute street cleaning rules.

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

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 a certain criteria, which vary according to the age and condition of the vehicle.

In Fiscal Year 2008, a total of 5,851 vehicles were removed by city-contracted vendors, which generated $1,086,000.22 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 non-passenger vehicles such as boats, trailers, clothing bins 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.)

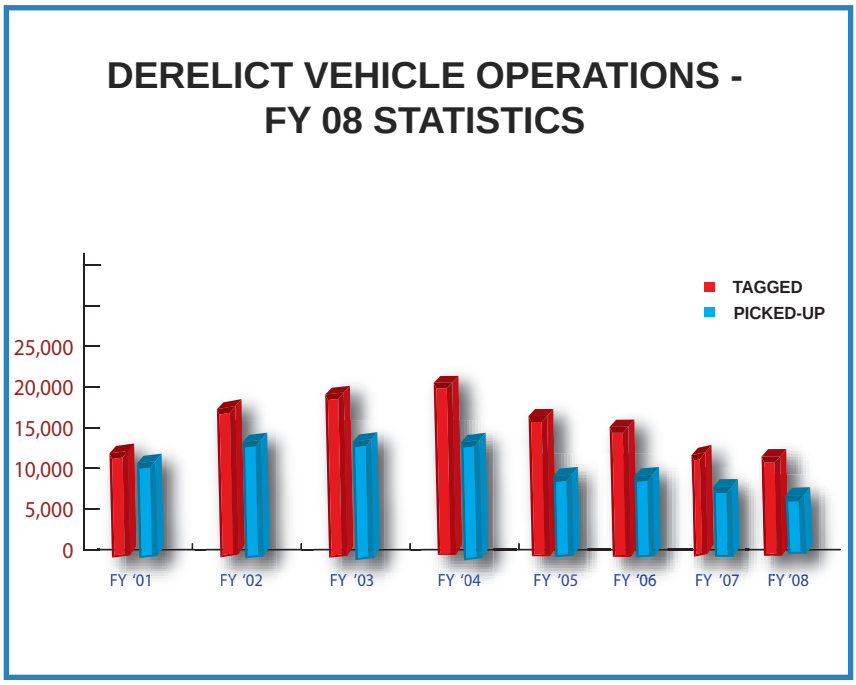
DERELICT VEHICLES.

DERELICT VEHICLE FISCAL YEAR 2008 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
MANHATTAN	388	271	70%	82	14
BRONX	1,472	956	65%	419	54
BROOKLYN NORTH & SOUTH	4,602	2,371	52%	1,378	603
QUEENS WEST & EAST	3,118	1,480	47%	1,195	367
STATEN ISLAND	493	237	48%	172	58
SUB TOTAL	10,073	5,315	53%	3,246	1,096
TRUCKS MANHATTAN & BRONX	80	44	55%	16	7

DSNY TOWED

TRUCKS BROOKLYN, QUEENS & SI	80	44	55%	16	7
CITY WIDE NON VEHICLES	1,553	356	23%	1,048	117
SUB TOTAL	1,983	536	27%	1,179	200
GRAND TOTAL	**12,056**	**5,851**	**49%**	**4,425**	**1,296**



	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%
FY '08	12,056	5,851	49%

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

The Department of Sanitation 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 Fiscal Year 2008, the Lot Cleaning Division applied for 349 access orders of which 292 or 84% were approved by a judge. Approximately 55% of these lots were cleaned by the owners, and the balance cleaned by DSNY work crews.

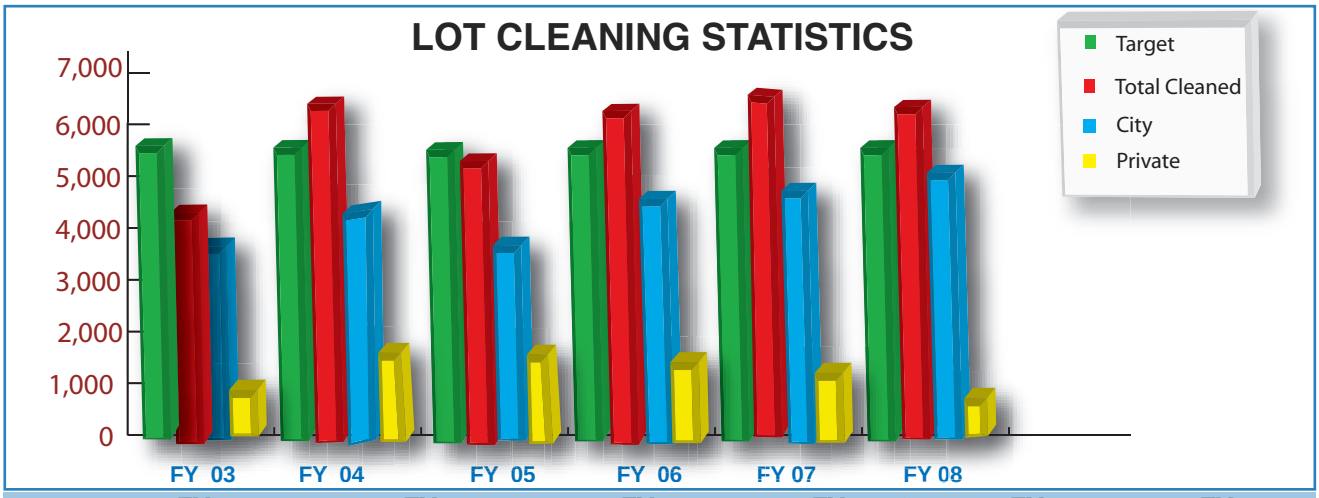
The Lot Cleaning Division has monthly cleaning schedules that are keyed to community boards based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs, and community board requests. In Fiscal Year 2008, 6,366 vacant lots were cleaned. Of this figure, 5,408 were city-owned and 958 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 which were faded and in need of refurbishing. At this time, a total of 3,315 stickers have been applied throughout the five Boroughs.

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

During periods deemed as snow emergencies by the City of New York and when a snow 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	FY 2008
Target	5,500	5,500	5,500	5,500	5,500	5,500
Cleaned	4,707	5,725	5,447	6,449	6,191	6,366
City	3,611	4,024	3,745	4,768	4,940	5,408
Private	1,096	1,701	1,702	1,681	1,251	958

COLLECTION

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

Each week, in Fiscal Year 2008, the Department assigned approximately 5,013 trucks to collect 51,248 tons of curbside residential refuse and scheduled 450 E-Z Pack and Roll-on/Roll-off containerized trucks to collect an additional 8,000 tons. The amount of refuse generated by the 8.2 million residents of New York City is subject to seasonal variations.

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

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

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 central location are now dispatched from seven depots. In addition, the roll-on/roll-off operation was converted from a two-worker to a one-worker function. The operator now receives an additional differential payment. 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 Sanitationman'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 successful in encouraging productivity and reducing relays.

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

CURBSIDE COLLECTION FORMS THE BACKBONE OF THE DEPARTMENT.

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

Waste Export - The Department fulfilled its commitment to closing the Fresh Kills Landfill in the spring of 2001. All residential and institutional refuse collected in New York City is brought to private vendors and incinerators with whom the Department has a contract. Two boroughs have already implemented their portion of the City's Solid Waste Management Plan (SWMP). In Staten Island, the Department constructed a transfer station that handles all refuse collected in that borough. It opened for Department trucks in November, 2006. The transfer station represented the first major step toward the City's long-term management of solid waste as outlined in the SWMP. In the Bronx, during August, 2007, the Department contracted with Waste Management to

stations and long term contracts with other disposal locations are moving forward.

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

Housing Authority Trucks - Each week, Department collection trucks are assigned to provide one additional refuse collection service above the regular district collection frequency to select New York City Housing Authority (N.Y.C.H.A.) developments that require it. Currently, an additional 17 trucks are assigned weekly for this purpose.

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

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

Asian Long Horned Beetle Infestation -
In November, 2004, the Department suspended the collection of firewood or wood from trees in the boroughs of Manhattan, Brooklyn and Queens. This included all firewood, woody debris from trees, shrubs and bushes, and includes all live, dead, cut or fallen branches greater than ½ inch in diameter. These steps were taken to prevent the spread of Asian Long Horned Beetle infestation outside of New York City. The beetles bore into and kill the trees that they infest. In July, 2007, the collection of organic wood was also suspended in the northwestern sections of Staten Island, as beetle infestation was discovered here. The Department of Parks and Recreation (DPR) is responsible for on site chipping and disposal of organic wood in the infected areas. Appointments for the chipping of wood by DPR can be made through 311 or their 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 and further reduce the need for raw materials to help the environment. The Department's recycling collection operation consists of several programs: curbside collection; containerized collection; Leaf, Spring Yard Waste, and Christmas Tree Collection; tire disposal; special waste sites; public space recycling receptacles and Chloro Fluorocarbon (C.F.C.) recovery.

Curbside and Containerized Programs - In Fiscal Year 2008, the Department assigned 1,872 curbside and 70 containerized trucks to collect approximately 11,800 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.

Leaf Collection - The Leaf Collection Program for 2008 has been suspended due to fiscal reductions in the Department's budget. During 2007, Leaf Collection had been scheduled in 37 of the Department's 59 districts. The participating districts were Bronx 7-12, Brooklyn North 2 and 5, and all of Brooklyn South, Queens West, Queens East, and Staten Island. Under the Leaf Program, fall leaves were collected separately and turned into high quality compost that was returned to city residents during fall and spring compost givebacks. During the 2007 Program, approximately 974 trucks collected 4,866 tons of leaves during the 4 weeks that began on Sunday, November 11 and continued up until Sunday, December 2, 2007. This was the first fall season, in which residents were required to place their leaves and yard waste into paper lawn and leaf bags or into unlined rigid containers, as mandated by Local Law 40. All leaves were brought to the Department's two compost sites: Soundview Park in the Bronx and Fresh Kills in Staten Island. The Spring Creek compost site has not yet received its permit from the New York State Department of Environmental Conservation.

Christmas Tree Collection - Citywide Christmas tree collection is also an important part of the Department's recycling program. In January 2008, approximately 160,250 discarded Christmas trees were

CHRISTMAS TREE COLLECTION

collected by dedicated tree trucks over a 12-work day period, January 3 through 16, 2008. Two (2) primary disposal sites were utilized: Fresh Kills and Wards Island. All trees delivered to Wards Island were chipped by the Department of Parks and Recreation. This joint agency partnership in processing trees proved to be extremely successful. In Fresh Kills a private company, under contract to the Department, chipped the trees.

Spring Yard Waste Program - The Department first collected spring yard waste for composting in 2007 as part of a pilot program in Staten Island districts 1, 2, and 3. In 2008, that program was continued in the same districts. Grass clippings, leaves, twigs, hedge cuttings and small branches were collected separately by dedicated trucks. Residents received 2 separate collections during the weeks of May 19-24, and June 2-7. As in the leaf program, Local Law 40 mandates the use of paper lawn and leaf bags or unlined rigid containers by residents for their Spring yard waste. 190 Trucks collected approximately 786 tons of yard waste this year.

Tire Disposal -The Department maintains four large tire depots: South Bronx at Halleck Street in the Bronx, Southwest at Bay Parkway in Brooklyn, Forbell Street, also in Brooklyn and Muldoon Avenue in Staten Island. Tires are removed from the depots by a vendor under contract to the City. The tires are brought to a resource recovery plant where they are converted into energy to produce electricity. In 2007, the Department collected and processed 53,332 abandoned tires.

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

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

Chloro Fluoro Carbon Removal Program - In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro Fluoro Carbon (C.F.C.) Gas (aka Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured before the mid 1990's. The United States Environmental Protection Agency, which determined that C.F.C.'s have 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 can call 311 or use the Department website for an appointment date for C.F.C. removal. On the appointment day, a Department trained and Federally-licensed Sanitation Worker will evacuate the C.F.C. gas from the appliance and place the gas into a special container. The collected C.F.C. gases are brought to a private vendor where they are recycled. The evacuated appliance is tagged with a special orange decal by the Sanitation Worker certifying the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck will collect the appliance on the scheduled recycling day; usually the next day. The Department is equipped with 43 vans and currently has 210 Sanitation Workers, 7 Supervisors and one Deputy Chief certified in C.F.C. evacuation. During FY 2008, Sanitation Workers processed 95,015 appliances.

Public Space Recycling - During 2007, the Department conducted a pilot project where bright green recycling receptacles for mixed paper and blue ones for metal, glass and plastic were placed out in 6 public parks and at both Staten Island ferry terminals in Manhattan and Staten Island. The goal of the pilot was to make it easier for the public to recycle as they go about their normal day. The program was expanded to several additional sites in 2008. A new expansion involving over 20 new locations for the public recycling receptacle program will be announced in the near future. New sites will be added in every borough.

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.

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 six storms hit New York City during the winter of Fiscal Year 2008, dropping a total of 13.75 inches of snow and ice to the metropolitan area. The first snowstorm came on December 2, 2007.

DSNY used over 162,185 tons of salt over the winter season which is stored in 38 salt storage locations and 264,743 gallons of calcium chloride that is stored in 41 storage locations.

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

In December 2007, the Department opened the doors to a new, state-of-the-art facility to house Brooklyn North 1, 4 and the Brooklyn North Borough.

Manhattan 5 also moved into a new temporary facility in July 2007. Brooklyn North 3 was relocated into a newly renovated facility.

The Department's Snapple program continues to be very successful. The Department held its fourth annual DSNY "Family Day" in August, which was partially funded by the Snapple Program and was a great success. The Department currently houses 96 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 on 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 162,185 tons of salt during the 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 NYC sewer connections after passing through filters to catch large debris.

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

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.

PERSONNEL MANAGEMENT DIVISION

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

PMD monitors the daily allocation of personnel for both uniform and civilian employees. PMD has implemented and continues to work to safeguard employee identity theft.

PMD coordinates the Department's fundraising efforts for various charitable organizations during the year.

During Fiscal Year 2008, the Department hired **758** Sanitation Workers, promoted **175** Sanitation Workers to Supervisor. Twenty-five Supervisors were also promoted to General Superintendent Level I.

The Department personnel breakdown by titles is:

Sanitation Workers	**6,466**
Supervisors	**1,030**
General Superintendents Level I	**152**
General Superintendents Level II & III	**74**
General Superintendents Level IV & above	**8**
Civilians (various titles)	**1,971**
TOTAL	**9,701**

COMMISSIONER DOHERTY PROMOTES BERNARD SULLIVAN TO DIRECTOR OF THE BUREAU OF CLEANING AND COLLECTION.

ENFORCEMENT DIVISION

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

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

In Fiscal Year 2008, the Enforcement Division issued 307,016 Notices of Violation ("NOVs"). Supervisors from the Department's Bureau of Cleaning and Collection issued an additional 175,279 NOVs for a grand total of 482,295 NOVs. In addition, Department personnel issued 234,181 parking summonses for violations of the alternate side and restricted parking regulations.

Residential routing hours are the 2 one-hour time periods that violations may be issued for dirty sidewalks and failure to clean 18" into the street. Beginning January 1, 2008, the residential routing rules were amended to include dirty area violations at all residential premises and vacant lots. This change contributed to a 24% decrease in violation issuance for those violations covered by the routing rules.

POSTING UNIT

There are twenty-four SEAs dedicated to enforcing illegal posting violations.
In Fiscal Year 2008, the Posting Unit issued 48,774 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 Fiscal Year 2008, over 5,000 NOVs were issued for these violations.

ILLEGAL DUMPING

The Illegal Dumping Task Force is comprised of an Inspector, seven Lieutenants and 31 SPOs. In Fiscal Year 2008, Task Force personnel impounded 112 vehicles and issued 234 NOVs for illegal dumping city-wide.

THEFT OF RECYCLING

In October 2007, Mayor Bloomberg signed Intro 582-A (Theft of Recyclables) into law. This new law amends NYC Administrative Code §16-118(7)(b) Unauthorized removal of refuse. Under the amended law, a person caught unlawfully removing recyclables from a commercial or residential property using a motor vehicle is liable for a fine of $2,000. This law also authorizes the department to impound vehicles used by persons caught removing recyclables and issue owners of those vehicles a similar fine.

Since October 2007, the Department has impounded 209 vehicles and issued 385 violations for the theft of recyclables and recovered over 100 tons of recyclable metal and paper.

The five most common violations, which represent 51 percent of the total for which NOVs were issued, are as follows:

Dirty Sidewalk	**54,184**
Dirty Area	**49,415**
Failure to Store	**48,357**
Illegal posting on public property	**48,774**
Recyclables mixed with Non-Recyclables	**44,224**

SANITATION ENFORCEMENT AGENT ENFORCING THE SANITATION CODE.

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. Computer Training classes are also conducted in conjunction with the Information and Technology Division.

In Fiscal Year 2008, over 5,047 Department employees participated in the programs offered by the Division of Safety & Training.

FISCAL YEAR 2008 ACCIDENT REDUCTION PROGRAM

The Department continues to monitor the Accident Reduction Program during calendar year 2008, 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 Fiscal Year 2008 Accident Reduction Program statistics indicate a 4 percent reduction in accidents Department-wide in comparison to Fiscal Year 2007.

SANITATION WORKERS LEARN HOW TO OPERATE EQUIPMENT SAFETY.

CRITICAL DRIVER PROGRAM

In Fiscal Year 2008, the Division of Safety and Training continued to monitor the license status of all Department of Sanitation employees. General Order 2008-14 specifically assigns the Division the responsibility to issue complaints, carry out suspensions, and place employees who lose their driving privileges into the status of leave without pay until they secure a valid license and/or job terminations.

DEFENSIVE DRIVING COURSE (DDC)

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

UNIFORM TRAINING FOR NEW-HIRES AND PROMOTIONS

In Fiscal Year 2008, 8 classes were given, with 490 employees attending the following:

New Sanitation Worker	***3 Classes, 325 hired***
New Supervisor	***3 Classes, 136 promoted***

New General Superintendent *2 Classes, 29 promoted*

Equipment Training at Floyd Bennett Training Center

In Fiscal Year 2008 a total of 165 classes combined were given in the following equipment training courses:

New Candidate CDL Class B Licensing . . . . . .16 classes, 427 candidates (prior to employment)

CDL Class A Permit Class . . .*3 classes, 49 employees*

CDL Class A License . . . . . *22 classes, 75 employees*

Large Wrecker & Car Carrier . . . . . .*18 classes, 67 employees*

CFC Removal Test-Prep . . . .*1 classes, 17 employees*

Mechanical Broom . . . . . .*43 classes, 464 employees*

EZ Pack . . . . . .*13 classes, 133 employees*

Front End Loader & Refresher .*44 classes, 590 employees*

Roll On / Roll Off . . . . . *5 classes, 18 employees*

TRUCK MEASURING UNIT

Each year the Truck Measuring Unit conducts classes for snow removal. They also measure all City-owned salt and sand piles for accurate stockpiling information and reordering. They are liaisons for the Fiscal Services Division and the Department's Private Carters Liaison Unit in which Department employees are trained to measure truck bodies to determine payment to private companies if they are utilized for snow removal. Another program the unit oversees is the inspection and measuring of trucks and containers of landscapers, for the Staten Island Compost site.

SNOW TRAINING

Each year, DST train's and re-trains Borough and District personnel on snow policies and procedures. In Fiscal Year 2008, a total of 978 employees participated in the following snow training classes:

Load and Dump Snow Removal: . . . . . *38 classes, 444 employees*

Truck Measuring for Snow Removal: . . . . . *4 classes, 83 employees*

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

Spreader/Plows – Supervisors . . .*8 classes, 119 employees*

Spreader/Plows – Sanitation Workers . . . . . *6 classes, 252 employees*

DCAS COMPUTER SKILLS TRAINING AND OTHER GENERAL COURSES.

During Fiscal Year 2008, 211 DSNY employees attended a total of 384 computers software and other general courses (i.e. management; procurement; auditing) sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel	***4 employee courses***
MS Access	***33 employee courses***
MS Word	***17 employee courses***
MS Outlook	***20 employee courses***
MS Power Point	***4 employee courses***
Project 2003	***6 employee courses***
Windows Vista	***1 employee courses***
E-Mails	***7 employee courses***
Windows Desktop	***3 employee courses***
MS Database	***2 employee courses***
Dreamweaver	***2 employee courses***
Java Script	***1 employee courses***
Total Computer courses attended 140	
Other general courses attended 244	
TOTAL COMPUTER COURSES ATTENDED. . 384	

MANAGEMENT SKILLS TRAINING

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

In Fiscal Year 2008, a total of 138 employees participated in the following five courses:

Supervisory Skills	***69 employees***
Leadership and Influence Skills	***28 employees***
Business Letter and Memo Writing Skills	***6 employees***
Time Management Skills	***10 employees***
Delegation Skills	***25 employees***

RIGHT-TO-KNOW TRAINING (RTK)

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

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

In Fiscal Year 2008, a total of 547 employees participated in RTK Core and Refresher training classes.

EEO and Workforce Diversity Training

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

In Fiscal Year 2008, a total of 772 employees participated in the following three courses:

EEO Training for New Employees (all titles) . . . . . .538 employees

EEO Training for New Supervisors . . .130 employees

EEO / Workforce Diversity: Refresher / Update . . . . . .104 employees

SANITATION WORKERS RECEIVE EXTENSIVE TRAINING ON HOW TO OPERATE MECHANICAL BROOMS. . .

. . . CUT - DOWNS . . .

. . . AND SALT SPREADERS.

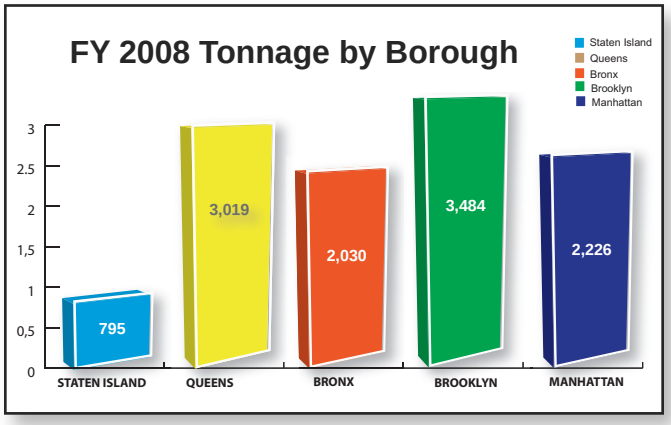
BUREAU OF WASTE DISPOSAL

The Bureau of Waste Disposal is responsible for the disposal of all municipal solid waste and recycling managed by the Department of Sanitation. The bureau consists of Solid Waste Management Engineering, The Export Contract Management Unit, Marine and Land Based Transfer Stations, and The Fresh Kills Landfill. With the closing of 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 using fill material obtained through the Inter-Agency cover program and Processed Dredge Material (PDM) received from various dredge projects throughout NY Harbor. During Fiscal Year 2008, the Department received 373,447 cu yds. of cover soil along with 139,810 cu yds. of road material for a total of 513,257 yds. We also received 449,384 cu yds. of PDM. The Bureau also operates a crushing and screening plant, which recycles road material, which is then utilized in the maintenance and construction of roads in the Landfill. The amount processed in Fiscal Year 2008 was 10,401 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 130,616.44 tons. This is broken down as follows: 97,724.83 tons from DSNY trucks and 32,891.81 tons collected from private vendors. All this material is transported to Visy Paper facility by barges.

EXPORT CONTRACT MANAGEMENT UNIT

In the Fiscal Year 2008, the Department of Sanitation exported 11,437 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 Borough of the Bronx and one (1) in Staten Island that is run by the D.S.N.Y. In near-by 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 of Sanitation utilizes.

The opening of the Staten Island Transfer Station (left) is the first step in the implementation of the Mayor's new Solid Waste Management Plan that requires that 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. During Fiscal Year 2008, we added the Bronx to the Mayor's new Solid Waste Management Plan. The Material is sent by rail from the Waste Management Harlem River Yard facility in the Bronx to the Atlantic Landfill in Virginia.

BWD – WASTE MANAGEMENT ENGINEERING – FY 2008

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 Fiscal Year 2008, closure design and construction advanced at the landfill's two largest

areas, Section 1/9 and 6/7. Post-closure operations continued at Section 2/8 and 3/4 where closure construction was completed in 1998. End use development for Fresh Kills Park moved ahead with issuance of a Draft Generic Environmental Impact Statement (DGEIS) for the proposed park and the initiation of park designs by the Department of Parks and Recreation (DPR).

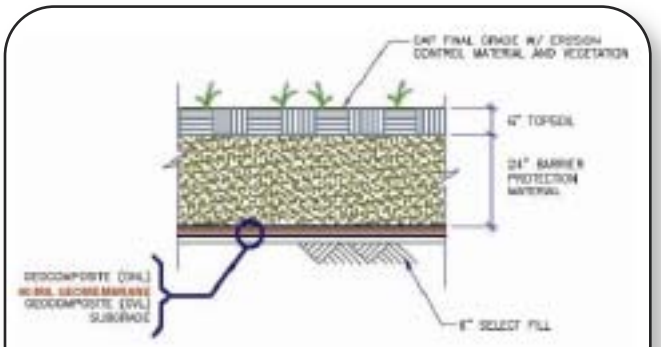
DRAWING OF THE FUTURE FRESH KILLS LANDFILL

At the end of Fiscal Year 2008, DSNY projected the closure and post-closure care cost of the Fresh Kills Landfill at more than $1.9 billion, with over $500,000 of work already completed.

Approximately $480,000,000 in closure construction work remains with the balance of the costs projected to be incurred through the post-closure care period for the landfill.

In Fiscal Year 2008, expenditures for Waste Management Engineering's programs grew to almost $65,000,000: approximately $55,000,000 for closure construction at Section 6/7 and approximately $10,000,000 for post-closure care, corrective measures, termination of operations and landfill gas purification operations. In addition, almost $18,000,000 of in-kind construction services were provided at Section 1/9 for final cover sub-base grading, and gross revenues for the sale of purified landfill gas amounted to approximately $12,000,000.

CLOSURE DESIGN AND CONSTRUCTION



FINAL COVER SECTION

Section 6/7

At the end of Fiscal Year 2006, a 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 structure to control erosion and storm water run-off and modifications to the landfill gas collection system. Following start-up activities and the procurement of long-lead items, the contract provided for the closure construction to be completed in four construction phases. Each phase is constructed sequentially, beginning with calendar year 2007 and continuing through 2008, 2009 and 2010 and is performed to complete all closure elements, including final cover, drainage and landfill gas control systems, allowing construction certification to be completed by the end of each calendar year. In Fiscal Year 2008, the contractor completed Phase 1 and approximately 50 percent of Phase 2 or almost 100 acres.

Section 1/9

Construction at Section 1/9 has focused on preparing the site for final cover construction with the work consisting principally of contouring and grading. More than 860,000 cubic yards of fill materials were placed for this work. The sources for the material were the Inter-Agency Cover Soil Program, which recycles excavated material from NYC construction projects and Processed Dredge Material (PDM).

Processed Dredge Material (PDM) must conform with a Beneficial Use Determination (BUD) received from the NYS Department of Environmental Conservation (NYSDEC). Under a Memorandum of Agreement with the NYC Economic Development Corporation, DSNY accepts material from maintenance dredging projects that conform to the BUD. During Fiscal Year 2008, Fresh Kills received PDM from dredged sediments originating from: Berths 8 and 10, Port Newark, NJ; Global Marine Terminal, Upper New York Bay; Berths 9A and 10, Buttermilk Channel, Brooklyn; Bayonne Cruise, Bayonne, NJ; George Washington Bridge, Hudson River, Chevron Terminal, NJ; Kinder Morgan, Perth Amboy, NJ, and the Intrepid Museum, Hudson River. Grading and contouring work at Section 1/9 continued to be restricted as a result of on-going 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. The organization represents families of individuals who perished on 9/11; they claim that the disposition of some portion of their family members' human remains at the Fresh Kills Landfill was improper and a violation of the survivors' due process rights. Pending the court's decision, DSNY continues to modify the grading and contouring plans to ensure that work will not be performed in the World Trade Center Materials Area while litigation is ongoing.

POST-CLOSURE CARE

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

monitoring, operation, maintenance and reporting of the environmental control systems at the landfill. These systems include leachate controls, landfill gas controls, final cover, storm water controls as well as groundwater, surface water and landfill gas monitoring. Post-closure care for Sections 2/8 and 3/4 completed its tenth year in Fiscal Year 2008. Post-closure care for Sections 1/9 and 6/7 will not commence until closure construction has been completed.

As part of the natural decomposition process in the landfill, organic matter in garbage is partially transformed into gases, i.e., landfill gas. The principal components of landfill gas are carbon dioxide and methane, also known as natural gas. As part of the landfill gas control system, DSNY collects these gases and purifies them. The purified methane gas is sold to National Grid for distribution to its customers on Staten Island. During Fiscal Year 2008, DSNY collected and purified more than 1,500,000 mm BTU's of landfill gas. Gross revenues from the sale of the gas exceeded $ 11,000,000. The control of landfill gases in this manner avoided the release of more than 800,000 tons of carbon dioxide equivalents of greenhouse gases to the environment.

END USE DEVELOPMENT

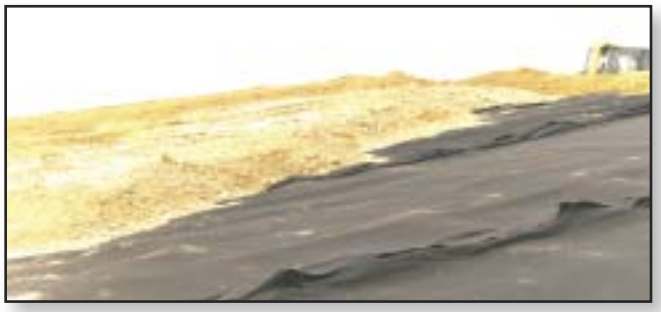
In Fiscal Year 2008, DSNY continued to coordinate the Fresh Kills' closure designs and post-closure care mandates with the End Use Master Plan to transform the 2,200-acre site to public parkland, as an enduring asset to Staten Island and the City of New York. Building on the existing expanse of open spaces, tidal marshes, creeks and other natural resources for the area, the Plan proposes to inter-connect the site with more than 40 miles of trails and pathways and a host of recreational, cultural and educational activities. The Plan outlines 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 throughout the park to provide access for users and visitors, and a roadway traverse through the park to provide critical transportation infrastructure to relieve traffic congestion on Staten Island.

Working with a Value Engineering Team organized by the Mayor's Office of Management and Budget, DSNY proposed adjustments to the planned roadway traverse design which, through better coordination of the roadway construction with the landfill's closure construction, will avoid many environmental impacts, expedite construction and save an estimated $100,000,000 in construction costs. These recommendations were unanimously adopted by the Value Engineering Team.

Early projects for the planned park include the roadway system, the integration of Schmul Park with a new 40-acre North Park adjacent to the Staten Island Travis neighborhood and a new southern entrance and parking area along Arthur Kill Road. As designs for these projects have advanced, DSNY has continued to analyze and provide technical reviews and constructive comments on the designs to avoid compromising the integrity of the landfill's environmental control and monitoring systems, and to ensure that changes to the end use of the site remain

PLACEMENT OF GEOMEMBRANE

EROSION CONTROL BLANKETS



BARRIER PROTECTION MATERIAL OVER GEOCOMPOSITE

SEEDED MEADOW

protective of the environment as well as public health and safety. As part of an inter-agency team that is led by the Department of Parks and Recreation, DSNY provided data, information, and technical reviews for the environmental review of the proposed plan. This past spring, the Draft Generic Environmental Impact Statement (DGEIS) for Freshkills Park was released for public review. DSNY has continued working with the inter-agency team to address public and reviewing agency questions to finalize the GEIS. With finalization of the GEIS planned for early 2009, construction of the initial projects is planned to commence during the spring and summer.

Section 6/7 Phase-2 Final Cover Construction

Final Cover Preparation

PDM Uploading

LFG Control and Purification Plant

Stockpiled Final Cover Soils

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 & OUTREACH

Materials Fulfillment

To further the City's recycling message, in Fiscal Year 2008, BWPRR distributed through mailings, tabling events, and site visits approximately 2.3 million pieces of recycling educational and promotional materials. This figure includes the following most popular items: over a half million (511,194) residential recycling decals; 359,868 recycling checklist flyers; 383,119 recycling checklist refrigerator magnets and stickers; 218,238 bookmarks; 147,958 coloring and comic books; 70,516 apartment building posters; 46,960 compost brochures; 44,733 school recycling signs; 40,630 school recycling decals; 30,309 apartment building recycling initiative brochures; 15,040 NYC Teachers RRResource DVDs; 14,562 school recycling guides/golden apple brochures; 6,933 master composter brochures; 7,300 commercial recycling handbooks; 5,434 recycling checklist mouse pads; and 3,013 NYC Teachers RRResource Kits (print version).

New fulfillment items that BWPRR developed in FY 2008 include the recycling information packet that is sent to all people who have moved to NYC or have changed addresses within the city, and also distributed as a general information resource. This packet includes information on all of BWPRR's various recycling, waste prevention, and composting programs and is regularly updated when changes occur.

Recycling Character Appearances

As a fun way to encourage New Yorkers to recycle more and waste less in FY 2008, BWPRR arranged for NYC's recycling bin and bags to appear at various venues throughout the city. The friendly recycling characters were joined by new recycling mascots that BWPRR produced: the brown leaf bag to promote composting and the gray waste prevention can to promote waste reduction. Where appropriate, character 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.

Venues where BWPRR recycling mascots appeared included some of BWPRR's electronics recycling events and compost giveback events, the 2007 Halloween Parade in the Village, the 2007 Macy's Thanksgiving Day Parade, the 2007 tree lighting at The Pond at Bryant Park, 2008 MulchFest locations in each borough, and various 2008 Earth Week events.

Staff Outreach

In Fiscal Year 2008, BWPRR outreach staff (three specialists who service all five boroughs) handled approximately 600 requests for site visits from various residential buildings and institutions. To help people understand what item goes in which recycling bin, BWPRR produced a recycling game, where people place large magnets with illustrations of recyclable and non-recyclable items in the proper bin. The recycling game was used at tabling events so people could test their recycling knowledge. To draw more people to its recycling information tables, BWPRR also created new table skirts, banners, signs, and a promotional tent, all of which prominently feature the "recycle more, waste less!" message and BWPRR's friendly recycling characters.

Apartment Building Recycling Enforcement

Throughout Fiscal Year 2008, BWPRR sent out letters (under Commissioner's Doherty 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 the most negligent cases were told that they needed to set all waste materials (recycling and refuse) in clear bags so that

FIRST DEPUTY COMMISSIONER BIMONTE PROMOTING MULCHFEST 2008

DSNY could better monitor their recycling compliance. Once the buildings demonstrated consistent compliance, they were notified they could return to placing garbage in opaque bags.

APARTMENT BUILDING RECYCLING INITIATIVE

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

During Fiscal Year 2008, DSNY conducted eight ABRI training sessions with participants from 157 buildings. Another 18 building participants have signed up and have received a site visit, but have not yet been able to attend a training session. In total, ABRI has directly affected over 23,000 units of housing since its inception, and over 15,700 in FY 08 alone.

2008 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 Trash Masters! TeamUp to CleanUp honors neighborhood cleanup projects. From all entrants, NYC Compost Project staff select one school from each borough who has demonstrated outstanding composting programs to receive that borough's "Golden Shovel Award."

The Brooklyn School for Collaborative Studies solicited donations of wood pallets to build a compost bin, and learned how to compost their lunchroom waste. This applied learning project earned the middle school Citywide Winner in TrashMasters! Reduce & Reuse Challenge, and the Brooklyn Golden Shovel Award for master school composter.

✦ *Below is a list of all the Golden Apple and Golden Shovel winners.*

TrashMasters! Super Recyclers

Grade Division	Borough	Award	Prize	School
Elementary	**Brooklyn**	**Borough & Citywide Winner**	**$6,000**	**PS 15 Patrick F Daly**
Elementary	Brooklyn	Borough Runner-Up	$1,500	PS 230 Doris Cohen
Elementary	Manhattan	Borough Winner	$3,000	PS 40 Augustus Saint-Gaudens
Elementary	Manhattan	Borough Runner-Up	$1,500	St George School
Elementary	Staten Island	Borough Winner	$3,000	PS 8 Shirlee Solomon
Intermediate	**Manhattan**	**Borough & Citywide Winner**	**$6,000**	**IS 52 Inwood**
Intermediate	Manhattan	Borough Runner-Up	$1,500	MS 224 Manhattan East School
High School	Brooklyn	Honorable Mention	$750	E R Murrow High School
High School	**Manhattan**	**Borough & Citywide Winner**	**$6,000**	**Churchill School and Center**
High School	Manhattan	Borough Runner-Up	$1,500	Brearley School
High School	Manhattan	Honorable Mention	$750	HS for Environmental Studies

TrashMasters! Reduce & Reuse Challenge

Grade Division	Borough	Award	Prize	School
Elementary	Brooklyn	Borough Winner	$3,000	Saint Nicholas School
Elementary	Brooklyn	Borough Runner-Up	$1,500	PS 46 E C Blum
Elementary	Manhattan	Borough Winner **Manhattan Golden Shovel**	$4,000	PS 364 The Earth School
Elementary	**Queens**	**Borough & Citywide Winner** **Queens Golden Shovel**	**$7,000**	**PS 229 Emanuel Kaplan**
Elementary	Queens	Borough Runner-Up	$1,500	PS 205 Alexander Graham Bell
Elementary	Queens	Borough Honorable Mention	$750	PS 94 David Porter
Elementary	Staten Island	Borough Winner	$3,000	PS 8 Shirlee Solomon
Intermediate	**Brooklyn**	**Borough & Citywide Winner** **Brooklyn Golden Shovel**	**$7,000**	**Brooklyn School for Collaborative Studies**
Intermediate	Manhattan	Borough Winner	$3,000	PS 184 Shuang Wen
Intermediate	Staten Island	Borough Winner	$3,000	IS 72 P.O. Rocco Laurie
Intermediate	Staten Island	Borough Runner-Up	$1,500	IS 75 Frank D Paulo
High School	Bronx	**Bronx Golden Shovel** Bronx	$1,000	John F Kennedy High School
High School	Brooklyn	Borough Winner	$3,000	Roy Campanella OTC P721K
High School	Manhattan	Borough Winner	$3,000	HS for Environmental Studies
High School	**Queens**	**Borough & Citywide Winner**	**$6,000**	**P 233 Q @ 875**

TrashMasters! Team Up to Clean Up

Grade Division	Borough	Award	Prize	School
Elementary	Brooklyn	Borough Winner, NYRP Rose Award	$3,000	PS 15 Patrick F Daly
Elementary	**Queens**	**Borough & Citywide Winner**	**$6,000**	**PS 205 Alexander Graham Bell**
Elementary	Queens	Borough Runner-Up	$1,500	P 224 @ 26Q Rufus King
Intermediate	Brooklyn	Borough Winner	$3,000	East New York Family Academy
Intermediate	**Queens**	**Borough & Citywide Winner**	**$6,000**	**PS 47 Chris Galas**
High School	Brooklyn	Honorable Mention	$750	John Dewey High School
High School	Manhattan	Borough Winner	$3,000	HS for Environmental Studies
High School	Queens	Borough Winner	$3,000	Richmond Hill High School
High School	Queens	Borough Runner-Up	$1,500	Thomas Alva Edison High School
High School	**Staten Island**	**Borough & Citywide Winner**	**$6,000**	**St Joseph Hill Academy**
High School	Staten Island	Borough Runner-Up	$1,500	Tottenville High School

FALL 2007 ELECTRONICS RECYCLING & CLOTHING DONATION EVENTS

Over 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

Nearly 20,000 residents brought a total of 386 tons of electronics to e-recycling drop-off events throughout the five boroughs in FY08.

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

To better inform New Yorkers, 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 photographed with NYC's recycling mascots.

2008 "SPRING CLEANING" EVENTS

Over five weekends in March, April, and May 2008, BWPRR held its third annual "Spring Cleaning" Events. At these events, New York City residents could recycle unwanted electronics and donate clothing and linens to Goodwill Industries. In addition, two of the events were held at DSNY composting facilities where residents could also get free compost and buy discounted compost bins.

2008 SPRING CLEANING EVENT STATS:

- 12,167 NYC residents participated
- 207 tons (414,000 lbs) of electronics were collected for recycling
- 1,247 pounds of cell phones were collected to benefit survivors of domestic violence through a program of the Mayor's Office to Combat Domestic Violence
- Goodwill Industries received 92 tons (184,000 lbs) of donated clothing and linens
- Approximately 1,168 cubic yards of compost and 72 cubic yards of wood chips was given out

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

At four of the five events, BWPRR set up a recycling information table and photo backdrop so that passersby could take home free Polaroids of themselves photographed with NYC's recycling mascots.

LEGISLATIVE INITIATIVES

Rechargeable Battery Recycling Law

After the first year of implementing the rechargeable battery recycling law, as of December 31, 2007, New York City had 951 active collection sites and collected over 15 tons (31,000 lbs) of rechargeable batteries. In May, 2008 BWPRR sent letters and flyers designed specifically for retailers and manufacturers reminding them of NYC'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. Information about the law is posted on the NYC WasteLe$$ website at: **nyc.gov/wasteless/takeback**.

Plastic Bag Recycling Law

The NYC Plastic Carryout Bag and Film Plastic Recycling Law was signed into law on January 23, 2008. According to the law, stores that provide plastic carryout bags in NYC must accept plastic bags and other film for recycling, must sell reusable bags, and must print a recycling message on their bags. BWPRR worked with manufacturers, trade associations, and retailers to develop the law and the education surrounding the law. Information about the law is posted on the NYC WasteLe$$ website at: **nyc.gov/wasteless/takeback.**

Electronic Equipment Recycling and Reuse Act

The Electronic Equipment Recycling and Reuse Act was signed into law on April 1, 2008. According to the law, manufacturers of certain electronic products, including computers, televisions, printers, keyboards, mice, and portable digital music players must accept their products for recycling. In addition, it will be illegal to dispose of these products after July 1, 2010. BWPRR worked with manufacturers and trade associations to begin to develop rules associated with the law. Information about the law is posted on the NYC WasteLe$$ website at: **nyc.gov/wasteless/takeback.**

WASTE PREVENTION PROGRAMS

NYC Stuff Exchange Website

The NYC Stuff Exchange website **(nyc.gov/stuffexchange)** contains a comprehensive list of organizations and businesses in New York City

where residents can donate, buy, or sell gently used items that might otherwise be discarded as trash. The website contains a searchable database of more than 700 vendors that can be searched by zip code, borough/citywide, or vendor. In Fiscal Year 2008, over 125,000 searches were performed. 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 provided window stickers and postcards to all businesses and organizations listed on the site. In addition, the NYC Stuff Exchange is promoted within BWPRR's outreach material.

Materials Exchange Development Program

BWPRR is promoting reuse and strengthening NYC's reuse organizations through the NYC Materials Exchange Development Program (MEDP) **(www.nycmedp.org)**, a program managed through the Grove School of Engineering at The City College of New York (CCNY). In FY 2008, MEDP hosted a conference entitled "Overcoming Shared Challenges" where 44 attendees representing over 30 reuse organizations had the opportunity to discuss challenges, learn from best practice, and initiate cross-sector collaborations. In addition to the conference, MEDP provided capacity-building technical support to 42 individuals working within NYC's reuse sector. This support included the development and implementation of workshops, working group meetings, and a series of online reference guides. Additionally, MEDP created and executed a Masters level course at CCNY entitled "Engineering Aspects of Solid Waste, Reuse, and Recycling" and continues to manage the NY WasteMatch program.

NY WasteMatch

BWPRR is providing innovative reuse and recycling services through NY WasteMatch **(www.wastematch.org)**, a free materials exchange service targeting NYC's business sector. In FY 2008, NY WasteMatch continued to expand its scope (which originally targeted only industrial clients) and adapted to meet the growing needs of NYC's commercial, industrial, and nonprofit sectors. In addition to running an online exchange service, NY WasteMatch provides hands-on assistance including material-specific research and brokering, on-site assessments and recycling referrals. During FY 2008 NY WasteMatch diverted 327 tons (654,000 pounds) of reusable or recyclable materials from NYC's waste stream, saving participants $361,000 in avoided disposal and purchase costs.

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. Celebrating its 30th year, MFTA is a reuse program that supports the arts and cultural community. MFTA is now the largest supplier of art materials to NYC's public schools. In FY 2008, 1,429 corporate and individual donors made 2,357 donations, diverting 724 tons from the waste stream. The value of the redistributed materials, as estimated by the donors, totaled $7,040,459. With its partner organization, Friends of Materials for the Arts, MFTA follows a public/private partnership model that enables them to support a year-round educational program that trains participants how to make the most of materials found in the MFTA warehouse and how to teach about reuse and waste reduction. Through these classes, public school teachers throughout NYC are now incorporating the arts and these important environmental lessons into their classroom programming.

COMPOSTING

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 compostable brown paper lawn & 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 & leaf bags.

DSNY 2007 fall leaf collection occurred on Staten Island and certain districts in Brooklyn and the Bronx on November 10 and 24; and in

At the 2007 Compost Givebacks, paper lawn & leaf bag character reminds residents about new requirements to set out their fall leaves for collection in compostable paper bags.

Queens on December 17 and December 1. A total of 4,958 tons of leaves were collected and composted at the two DSNY composting sites (Soundview and Fresh Kills).

Compost Givebacks

In the fall of 2007 and spring of 2008, NYC residents and community groups were invited to get unlimited amounts of high-quality compost from the two operating DSNY composting sites: the Soundview Composting Site in the Bronx and the Fresh Kills Composting Site on Staten Island. The compost given away is made from the leaves that DSNY collects each fall from the city's 39 leaf collection districts. No compost was given out at the DSNY Spring Creek Compost Site near the Queens/Brooklyn border because this site lacks an operating permit from the NYS Department of Environmental Conservation.

During the fall 2007 events, BWPRR's blue and green recycling bin characters were on hand, along with the new leaf bag character 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 recycling reminders to compost and recycle.

At the spring 2008 givebacks, residents could also drop off used clothing for charitable donation, as well as recycle their unwanted electronics. The blue and green recycling bin characters livened up the events and were joined by the new gray can waste prevention character.

An estimated 17,668 people visited both the fall and spring compost giveback events. Approximately 2,200 cubic yards of compost was given away, and over 315 discounted home composting bins were sold (102 at the fall events and 213 in the spring).

MulchFest and Christmas Tree Recycling

BWPRR worked closely with the Department of Parks and Recreation to encourage New Yorkers to chip their Christmas trees at the various 2008 MulchFest locations held across the city. BWPRR designed and sent out mailers to over 30,000 people on the NYC Compost Project mailing list that noted the MulchFest locations in each borough and provided information on how to use mulch. BWPRR and Compost Project staff also distributed over 107,000 mailers to various Christmas tree vendors across the city. BWPRR's blue and green bin recycling characters made appearances at the most popular MulchFest events in each borough, and Compost Project staff set up information tables to promote home composting.

DSNY collected 144 loads of Christmas trees weighing 531 tons. The Department continues to share the operation of Christmas tree mulching with the Department of Parks and Recreation. DSNY collects all the trees curbside, and delivers the cleaner trees (without ornaments and lights) to its Fresh Kills Compost Site. DSNY then delivers the remaining trees to the Parks Department MulchFest chipping operations at Wards Island and Cunningham Park to be cleaned and chipped.

THE RECYCLING CHARACTERS HELP KICK OFF MULCH FEST AT ROCKEFELLER CENTER IN JANUARY 2008.

Spring Yard Waste Pilot (Staten Island Only)

As mandated in NYC's Solid Waste Management Plan, DSNY first collected spring yard waste on Staten Island in 2007 as part of a pilot program to evaluate the effectiveness of collecting this seasonal material for composting. In 2008, DSNY continued the pilot program, promoting the collection dates and set-out requirements to Staten Island residents through a borough-wide mailing, print ads, information tables, flyers and posters in local stores, presentations at community meetings, as well as door hangers placed on one-to-four family homes.

DSNY collected spring yard waste set out by Staten Island residents in paper bags (or unlined rigid containers) on their recycling collection day on alternate weeks over a four-week period at the end of May and beginning of June 2008. In the 2008 pilot, DSNY collected 766 tons or 3,064 cubic yards of spring yard waste and composted it at the Fresh Kills Compost Site. This is almost double the amount of material that was collected during the 2007 spring yard waste composting pilot (380 tons or 1520 cubic yards).

NYC Compost Project

BWPRR promotes compost education and outreach to NYC residents in the five boroughs through the NYC Compost Project **www.nyccompost.org**.

This Department-funded project is operated by staff at the

following organizations: The New York Botanical Garden in the Bronx, Brooklyn Botanic Garden, Lower East Side Ecology Center in Manhattan, Queens Botanical Garden, and Staten Island Botanical Garden (now the Snug Harbor Cultural Center and Botanical Garden).

In FY 2008, NYC Compost project activities included the following: answered 3,483 calls to the various Compost Project hotlines, responded to 2,797 compost-related emails, participated in 240 outreach events attended by approximately 39,200 residents, visited 103 NYC schools, held 184 workshops for 4,354 participants, completed Master Composter classes for 84 residents, and sold about 1,100 discounted home compost bins at times other than at the compost givebacks.

In addition to the work of paid Compost Project staff, people trained and certified as master composters conducted compost-related outreach and education in FY 2008 at 191 events that were attended by 13,395 people.

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

Landscaper Waste

Landscapers delivered approximately 9,224 tons of yard waste to the Fresh Kills compost facility. To encourage landscapers operating in NYC to use organic landscaping techniques and to deposit yard waste at the Fresh Kills compost facility, the NYC Compost Project hosted a professional landscaper conference in February 2008 at the Queens Botanical Garden. The conference was promoted through a mailing to professional landscapers in the five boroughs, as well as an ad in a professional landscaper magazine.

Food Waste Composting at Rikers Island

The model institutional in-vessel food waste composting facility at Rikers Island continues to operate smoothly, accepting cafeteria waste from ten jails, five days a week. In FY 2008, DSNY's Bureau of Cleaning and Collection collected approximately 4,345 tons of food from several Department of Corrections' jails and bakeries. Approximately 1,903 cubic yards of finished compost was distributed, mostly to the farm unit and landscaping programs on Rikers Island.

RESEARCH

Comprehensive Commercial Waste System Analysis and Study

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

The Goals of this Study will be to (1) Quantify Commercial Waste Generation by Sector and Geography; (2) Quantify Commercial Waste Composition by Sector and Geography; (3) Assess Commercial Recycling and other Diversion Activity; (4) Identify Areas in which Commercial Diversion Can Be Increased; (5) Map Commercial Waste Materials Flows; (6) Document and Assess Effect of Pricing on Diversion; and (7) Identify sector-based indicators that can be used to update generation and composition in the future. The Core deliverable of the Study will be integrated data from a wide range of existing sources, as well as that gathered through fieldwork into a Project Database capable of producing statistics necessary to evaluate the configuration of the Commercial Waste system on local Recycling law compliance, environmental impacts and other factors of interest to the City. After conclusion of the Contract Work, such a database must also be updatable on an annual basis by DSNY as new data are reported to and published in existing sources.

Pre-proposal conferences were held on February 20 and March 19, 2008. Two qualified Proposals were due on May 14, 2008. A winning proposal was tentatively selected on July 1, 2008. (Contract negotiations are currently underway. Due to budget constraints, it is not anticipated that work will begin immediately.)

Department of Environmental Protection Commercial Food Waste Disposal Study

Section 5.4 of the 2006 Solid Waste Management Plan calls upon the NYC Department of Environmental Protection (DEP) to work with DSNY and the NYC Economic Development Corporation (EDC) to undertake a study to model the impacts of limited-area use of commercial food waste disposal on DEP infrastructure and operations. Work on the project began in March 2007, with preliminary results presented by the Consultants to DEP, DSNY, and NYCEDC personnel in December 2007. DSNY's role was to advise on matters relating to the collection, sampling, and characterization of solid food waste, and to provide facilities for sorting, which took place at the dormant North Shore Marine Transfer Station in September and October, 2007. Between January and June 2008, DSNY provided commercial tonnage data and analysis to support the interpretation of results. The DEP

will be issuing Final Report for the Commercial Food Waste Disposal Study in December 2008.

RECYCLING CONTRACTS

Paper and Metal/Glass/Plastics Recycling

In FY 08 the Sims Group merged with Metal Management to form the largest metal recycler in North America, and completed two new facilities at the Visy Paper Mill on Staten Island (one to sort recyclables and another to manufacture corrugated boxes).

Several years of negotiations also neared completion on a forty-year contract between Sims and the City of New York. Sims Municipal Recycling of New York will manage the new contract and will be receiving all of the City's designated metal, glass, and plastic recyclables. Within five years, a sizeable portion of the City's paper will also go to Sims. When this happens, Sims will have constructed and will be operating the South Brooklyn Marine Terminal processing center in Red Hook.

FY 08 was also remarkable for record-high commodity prices. For example, Recovered Metal began FY 08 with a mill price of $239.73 per ton. In March 2008, Sims was being billed for that material at a ceiling price of $236.13 and, for the first time ever, DSNY began accruing its own credit balance, based on the difference between the mill price and the ceiling price. By June 2008, the mill price had risen to an incredible $519.49 per ton (but in just a few months it would be down to $221.88). The same would happen with plastic and paper prices, but the full effect would not be felt for several months owing to the mechanisms in BWPRR contracts for dealing with price fluctuations.

Special Waste

BWPRR continues to maintain five Self-Help Special Waste Drop-Off Sites (one in each borough) where NYC residents can drop off household and automotive batteries, motor oil, transmission fluid, fluorescent tubes and bulbs, latex paint, mercury thermometers and thermostats, and passenger car tires for proper disposal. Information on the Special Waste sites is posted on the NYC WasteLe$$ website at: **http://www.nyc.gov/html/nycwasteless/html/at_home/special_waste.shtml.** In Fiscal Year 2008, over 37 tons of material were collected from all five sites.

In FY 2008, BWPRR selected a vendor, Veolia ES Technical Solutions, LLC, to manage the City's Household Hazardous Waste program. This was part of a process that began in February 2007, when BWPRR released a Request for Proposal for a qualified vendor to staff and to dispose of any materials collected at Household Hazardous Waste Drop-Off Days, the City's five special waste sites, as well as any upcoming permanent Household Hazardous Waste Facilities.

THE DEPARTMENT'S COMMITTED TO PICKS UP METAL / GLASS / PLASTICS. . .

. . . PAPER. . .

. . . AND CARDBOARD AS PART OF ITS RECYCLING PROGRAM.

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; monitors the general public's perceptions of the Department's performance; and assists with public policy development. The Bureau also coordinates all DSNY special events, ceremonies, community outreach programs and is content editor for the Department's website.

OFFICE OF PUBLIC INFORMATION

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

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

The PIO collaborates with its counterparts in other City agencies on issues that impact the City and its residents. Furthermore, the Office functions as the Department's Ceremonial Unit, planning and developing events, such as awards ceremonies, funerals, and the annual Department-wide New York City's Strongest's "Billy Fund" Holiday Toy Drive. In Fiscal Year 2008, 2,000 '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 2008 were:

- ***Medal of Honor Awards Ceremonies at Borough of Manhattan Community College***
- ***Snow and Ice Storm Press Conferences***
- ***Renaming of Brooklyn North 4 and Brooklyn South 13 Garages***

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 2008, the CLU handled over 21,271 web site service requests and complaints filed by community residents. During the same period, CLU representatives processed more than 85,783 requests for recycling decals and DSNY literature, and sent out over 476,147 mailings. The CLU also handled over 11,500 specifically referred telephone calls and inquiries.

As part of an inter-agency effort to streamline the City's graffiti cleaning process, in the fall of 2008, several graffiti-related responsibilities were transferred from the Mayor's Office of Community Affairs to DSNY's Community Liaison Unit. These new responsibilities included: entering new waivers from building owners into the waiver database, updating the SIEBEL/311 system with new waivers, updating SIEBEL database to include sites cleaned, and handling certain graffiti-related phone inquiries forwarded from 311.

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 2008, the CCU responded to more than 1,113 letters and e-mail messages; processed more than 3,543 of the City's 311 system comment forms, which are forwarded to the appropriate Sanitation district, borough or bureau office for review and conducted follow up on approximately 304 that required further action.

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 2008, 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.

OCA's many door-to-door bilingual outreach efforts were conducted in various neighborhoods around the city where our officers handed out our Digests of Codes and education literature — in English, Chinese and Spanish — to local merchants. 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 (TUTCU) - Sanitation's first Golden Apple Award, created in 1978, is a yearly contest that encourages students to clean up and beautify their schools and neighborhoods. **The Rose Award** is an annual recognition presented by the New York Restoration Project (NYRP) - founded and chaired by singer/entertainer Bette Midler - to a selected Team Up To Clean Up Beautification project.

The 2008 Rose Award and TUTCU Citywide and Brooklyn Borough winner was PS 15 Patrick F. Day School, in Brooklyn. Through their winning project, "Working Together We Can Clean Up Our World," PS 15 students transformed a dreary and lifeless courtyard that had been neglected for years into a bird sanctuary that won certification from the National Wildlife Federation and is now the centerpiece of their school. Students also helped create a peace garden and hope to start two new groups to work in the community.

✦ 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 *Sponsor-A-Basket Program);* flusher services in response to odor complaints; extra litter basket services; and equipment. During fiscal year 2008, 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 PROJECTS

During fiscal year 2008, OCA handled the following projects:

✦ *Graffiti Removal*

OCA has been representing the Department at an inter-agency task force to redesign the City's graffiti cleaning process. The task force, chaired by the Mayor's Office of Operations, included the Department of Sanitation, the Police Department, the Department of Information Technology & Telecommunications (DoITT), the Customer Service Center (311) and the Mayor's Community Affairs Unit. The task force met regularly through 2008 to review and revise operational, legal, technological and communication issues related to the graffiti removal process.

GRAFFITI REMOVAL IN MANHATTAN

In Fiscal Year 2008, the Department of Sanitation Graffiti Unit completed 770 power washing waivers for a total of 361,951 square feet cleaned and 953 paint waivers for a total of 596,015 square feet painted.

✦ *Keep New York City Beautiful*

Keep America Beautiful (KAB) recognized the Department of Sanitation with its *Great American Cleanup 2008 Recognition Award.* The DNSY, which chairs the KAB affiliate *Keep New York City Beautiful Coalition,* was presented with the award for its continued support, and involvement in the April 22, 2008, multi-media electronic billboard kickoff event of *KAB's Great Cleanup™.* At this event, Sanitation Commissioner Doherty mentioned some of the extraordinary accomplishments achieved by the coalition members in keeping the Big Apple clean and beautiful.

✦ *Mayor's Urban Beautification Project*

The Mayor's Urban Beautification Committee, of which DNSY is a member, conducted a beautification effort in Bedford-Stuyvesant, Brooklyn. OCA coordinated the Department's involvement in this effort, which included the cleaning of vacant lots, removal of illegal posters and the replacement of some worn out DSNY litter baskets with brand new baskets

✦ *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 18, 2007, 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 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, revenue projections 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 2008, the Bureau performed numerous financial projections resulting in additional funding increases for motor vehicle parts, energy efficient projects, additional litter basket service, and outreach funding for the Spring Yard Waste Pilot Program on Staten Island.

In Fiscal Year 2008, the Department achieved 132 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 commitment of the following projects: the awarding of contracts to purchase 211 collection trucks, 89 mechanical brooms; 30 salt spreaders; 16 snow melters, 13 roll off container trucks, 47 medium and 11 large front end loaders; to construct the West 55th Street Salt Enclosure and the 125th Street Salt Enclosure and to rehabilitate three existing salt domes; to replace 8 boilers at four garages; to replace HVAC equipment at three garages; to replace the fire alarm system at the Central Repair Shop; and to replace the roof at two garages. In addition, the Bureau procured funds for the Channel 16 Radio System, for the GPS pilot project, and for the dredging of the 59th Street MTS.

BUREAU OF INFORMATION TECHNOLOGY

The Bureau of Information Technology (BIT) has embarked on the upgrading of DSNY's computing and telecommunications infrastructure, as well as its underlying technology team. This $75million multi-year effort, known as the New Technology Initiative (NTI), is in the process of replacing 25+ year old technology applications and upgrading its infrastructure to support the growing use of web-based information systems. This will enhance computer based business intelligence and decision support services, as well as improve the overall information delivery process by offering real time data to our operating units. Throughout this already efficient agency, NTI will offer solutions that will further enhance Sanitation's capabilities in its day-to-day operations and emergency situations. Efforts include:

- SMART – Sanitation Management Analysis Report and Tracking – The agency-wide enterprise solution that will replace the variety of manual procedures and aging systems currently in use, (e.g. SCAN). The RFP is out and we plan to have a vendor selected by the end of the calendar year.
- 311 Complaints – DSNY is developing real time connectivity with a variety of citywide services. Chlorofluorocarbon (CFC) removal calls are now captured directly by 311's Siebel system, and DSNY provides automated updates on the status of these requests. We are expanding this connectivity to encompass all forms for complaints from graffiti to missed collections in order to more accurately track, report, and resolve these issues when presented to our agency.
- CPR – DSNY is leading the City agencies in providing performance statistics to the Mayor's Office. The next step is to fully automate this process by directly integrating DSNY and City-Wide system.
- GPS/AVL – Part of the Mayor's mandate to track the entire City's rolling assets. DSNY has installed 50 vehicles in Community District 8 with these devices, which allow monitoring of engine status, position of the vehicle on its route and activity. This allows for enhanced resource optimization, and better emergency response.
- NOVAS – A system of ruggedized handheld mobile computers used for the preparation, issuance, processing and management of information, regarding ticket activity. Over 350 officers are using these automated devices and we are exploring the possibility of expansion to 600 supervisors as we expand automation services to the field.
- Station Island Transfer Station – Modernized the scale house to automatically identify trucks and weigh vehicles. Automation of truck identification and weight of waste collected has been expanded to our vendor community.
- 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. Our new Queens-based computing center is planned to be in operation this year.
- 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.
- Unification and consolidation of computer technical resources within DSNY into one efficient unit is nearing completion. By centralizing this function, DSNY will derive significant benefits and increase effectiveness by leveraging technology expertise throughout the agency.
- NTI is a key initiative that will allow DSNY to take full

advantage of the exponential expansion of computing power that has occurred over recent years. As we put these solutions in place, we work closely with the agency's bureaus to make sure that operational changes are considered and mutually agreed upon. This governance model is being expanded to formally allow executive management to prioritize and approve change in an organized structured manner. BIT is developing a program management office in concert with other city agencies to make this an efficient and well monitored means of delivering the right technology, at the right cost and at the right time.

OPERATIONS MANAGEMENT DIVISION

The Operations Management Division (OMD), a division of the Bureau of Financial Management and Administration, provides statistical review and analysis for evaluating the Department's managerial and operational performance. OMD compiles and validates data from several sources, including the SCAN system, data gathered from field surveys and house counts. OMD communicates performance results to the field and assists field managers to administer their performance targets. The Executive Reports are designed to provide insight into organizational performance and help strategize future initiatives. In addition, the division prepares departmental forms and offers reprographic services. A brief description of current projects is highlighted below:

- Redline/Blueline Report – OMD has done extensive research on the methodology of the Personal Planning Model (Redline/Blueline Report) in order to streamline, enhance and automate the process of planning and reconciliation.
- Report greening initiative – OMD stopped sending out printed reports; instead, reports are converted into a PDF format and then emailed out.
- OMD's GIS team completed a set of maps showing the relationships of Sanitation Districts with City Council, State Assembly, State Senate and Congressional districts; digitized the locations of over 25,000 litter baskets based on surveys by field staff; continued providing requested map design and printing.
- OMD continued expanding the use of Oracle Business Intelligence (previously "Siebel") software platform to assist managers and analysts in retrieving and viewing operations data more quickly and flexibly. This approach was instrumental in assisting field managers to reduce 311 Missed Collection Complaints by 14% from 29,121 in Fiscal Year 2007 to 25,033 in Fiscal Year 2008.
- OMD is the Department's Webmaster and this year, in addition to posting many press releases and documents related to DSNY's construction of Transfer Stations and Garages, it coordinated a reorganization of the web pages, which explain the Long Term Waste Management Plan.
- OMD manages a 5-year $7.5 million consultant contract, which provides support to the Department in developing action plans to improve compliance with environmental laws and regulations
- NYC Department of Sanitation Public Recycling Program has continued throughout the year and has been slated for expansion to include approximately 33 more sites in late 2008.
- DSNY lead by the Operations Management Division has developed a comprehensive GPS/AVL Pilot Program in Queens East 8. This includes a custom designed Graphic User Interface developed by the Department to specifically suit our needs which makes the system more "user friendly". Expansion by DoITT has already begun and currently includes 9 Lot Cleaning and 1 Manhattan 1 Vehicle as part of their citywide Pilot Program.
- DSNY, with the expertise of our OAU Division, has redeveloped the mechanical broom routes and regulations to accommodate Brooklyn Community Board's request for the reduction in service from 2 times a week to 1 time a week service. Currently moving forward to Brooklyn South 6 and Bronx 8.
- The DSNY Graphics and Reproduction Division completed approximately 1,500 "jobs" in Fiscal Year 2008 for a total of 9,350,755 impressions.
- The OMD has created a "Rapid Response" tracking system to monitor early snow complaints during snow events. This system will be used in conjunction with GPS/AVL and DOT Camera Sites.
- DSNY is rapidly expanding technology to field locations. We have introduced many additional computers, both laptop and personal, citywide and continue to expand further.

THE LABOR RELATIONS OFFICE

The Labor Relations Office represents the Department in the various matters related to the thirty-six unions representing Department employees. This includes collective bargaining, grievances from Step II to arbitration, Improper Practice cases and Labor/ Management meetings. The Office is also responsible for advising Department Officials on union 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 such as City-Time.

During Fiscal Year 2008, The Office of Labor Relations 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 Workers, Supervisors and Sanitation Chiefs, District Council 37 AFSCME and it's Locals , the Auto Trades and other bargaining units. The Office also represented the Department in a number of critical arbitrations and other proceedings, such as Improper Practice cases, 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 assisted in the resolution of union related litigation in State and Federal courts.

BUREAU OF HUMAN RESOURCES

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

During Fiscal Year 2008, over 1,200 Sanitation Worker candidates appeared at the office of Human Resources for pre-employment orientation sessions, and 379 were appointed during this period. There were 136 Sanitation Workers promoted to Supervisor, and 29 Supervisors promoted to General Superintendent level 1. A total of 450 uniformed employees separated from services. The staff of Human Resources processed their paperwork, their final paycheck and other payments, and their health benefit continuation/cancellation.

During the snow season, the Bureau of Human Resources appointed 296 snow laborers whose payment was completed in a timely manner.

BUREAU OF 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 related 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 Fiscal Year 2008, over 48,000 invoices were paid, an increase of nearly 8% from the previous year. These resulted in payments of more than $704 million. Despite this large increase, the Bureau continued its outstanding record for making payments within the deadlines set forth by the Procurement Policy Board, while continuing to incur 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.

In order to insure the availability of funds for the above purchases, 717 budget modifications were prepared, representing an increase of 13% from Fiscal Year 2007.

As the depository of all Agency revenue, $33.3 million was collected during Fiscal Year 2008.

To better serve the public sector, the Agency began accepting credit cards as a way for collecting certain designated revenues with the idea of expanding its use in the future.

MEDICAL DIVISION

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

During Fiscal Year 2008:

- The clinic had 20,748 visits.
- Supervised Sick Leave made 28,612 home checks as well as 61,176 telephone checks and wrote 1,863 complaints.
- The Employees Assistance Unit had 1,631 visits for a variety of reasons including substance use, psychological, stress, financial and marital problems.
- The Drug and Alcohol Testing Unit conducted 7,431 tests which includes tests for 9 mayoral agencies.
- The LODI Billing Unit processed over 10,000 medical bills paying out $1.9 million (billed $3.3 million) for 1,763 work related injuries.

WEP OFFICE

The WEP office is responsible for providing the Department with support services in the areas of Clerical, Custodial and Street Cleaners, utilizing several programs, such as the Work Experience, Job Training Participant (JTP), Senior Aide, and Summer Youth. The Human Resources Administration referred 6,575 clients. Approximately 2,613 WEP participants were processed and assigned to DSNY worksites citywide. Through the Grant Diversion Program, 69 JTP's were processed and/or hired this year to provide cleaning services in DSNY facilities. The first group of JTP's left the agency due to program completion; as a result an additional 23 JTP's will be processed in order to reach full operational capacity of 70 workers.

The WEP office embarked upon a new citywide Automated WEP Attendance initiative. The WEP Online Timekeeping (WOT) system allows for the capturing of

daily attendance and enables the Department to meet the Human Resources Administration's full participation reporting deadlines. The WEP Office ensures program's compliance through Field Audits, Supervisory/Client Training and Participants' follow-ups.

BUREAU OF ENGINEERING AUDIT

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 compliance with require-ments for participation by local, small and minority-owned businesses. During Fiscal Year 2008, the dollar values of the payments audited exceeded $550 million dollars of which $300 million were for the Export of waste management. This dollar value also includes the Long Term Export of DSNY's managed waste exported through the Staten Island Transfer Station commenced in November 2006, and the Waste Management Bronx Project commenced July 2007.

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 Bureau acts as liaison to outside oversight agencies which perform audits of the Department; prepares for the Commissioner responses to their findings; reviews and compiles the Comptroller's Directive 1 Evaluation of Internal Controls and updates of Executive Order 105 – DOI Anti-Corruption Program; performs 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 Fiscal Year 2008:

1. Reviewed invoices from, and payments to, Allied Waste Systems for the export of solid waste from the SI Transfer Station, as well as the tracking of leased equipment;
2. Performed audits of all the Department's inventory storerooms;
3. Compiled and reviewed the responses from various units for the Comptroller's Directive 1 Evaluation of Internal Controls, and for Executive Order 105 DOI Anti-Corruption update;
4. Performed audits of the Computer Equipment Tracking System at selected locations;
5. Prepared responses for the Commissioner for various audits performed by the City and State Comptroller's offices;
6. Audited the DSC Pension fund.
7. Audited the petty cash fund at Fiscal Services.
8. Overhead audit of Greeley and Hansen.

THE BUREAU RECEIVED THE "BEST WIRELESS PROJECT" AWARD FOR THE SAVANT APPLICATION.

I. CONTRACT INITIATIVES

In Fiscal Year 2008, BLA Contract Unit attorneys worked with the Bureau of Waste Disposal (which is responsible for the closure of the Fresh Kills Landfill) in finalizing the landfill gas ("LFG") and other closure arrangements at Fresh Kills. BLA assisted in the preparation of the 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 assisted with the arrangements pursuant to which the Fresh Kills site may someday become the largest park in the City. In support of that endeavor, BLA negotiated with a public utility to ensure that electrical transmission lines are buried when the Fresh Kills property is ceded to the Parks Department for use as a recreational facility.

BLA contracts unit attorneys also prepared many license agreements, access agreements and Memoranda of Understanding on behalf of the Department's Bureau of Public Information and Community Affairs and the Bureau of Support Services. It is currently negotiating the terms of licenses with energy companies, which will allow for the installation of a hydrogen fueling facility on DSNY property as well as with automobile companies, which will provide the Department with several hydrogen fueled vehicles to test as part of the pilot project. BLA has prepared Sponsor Recognition Agreements that 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.

In Fiscal Year 2008, BLA also worked with the City Corporation Counsel and the Mayor's Office of Contract Services to implement changes in the City's Construction Contract, including new or revised procedures involving the Wicks Law, the City's Minority and Women Business Enterprise program and the Apprenticeship program. The contract attorneys continue to revise and update various consultant contracts and provided the bureaus with a new form of contract to be used for Small purchases and Open market orders. It has also prepared contract documents needed to consummate revenue-generating arrangements derived from such diverse sources as Derelict Vehicles, Recovered Waste Oil, as well as recyclables.

LONG TERM EXPORT PROJECTS

In FY 2008, BLA continued to work closely with the operating bureaus to implement the Department's Solid Waste Management Plan (SWMP) through long term contractual arrangements. As part of this implementation, BLA attorneys continue to actively participate in the negotiation and preparation of complex twenty-year contracts for the management, containerization, transport and disposal of MSW generated within the Brooklyn, Queens and Bronx waste sheds.

Following the completion of 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 last year, these efforts were expanded in 2008 to include completion of a similar long term arrangement for Brooklyn, and negotiation of such an arrangement for the Queens MSW. BLA Contract Unit attorneys 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 West 59th Street Marine Transfer Station. Also, in 2008, BLA Contract Unit attorneys reviewed, revised and have shepherded the first two solicitation documents (IFB) the Department will issue to obtain the contractors required to construct the North Shore and Hamilton Avenue Marine Transfer Stations.

In addition, BLA attorneys are participating in the drafting and 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 the City Corporation Counsel's Office to prepare the necessary ground lease, funding document and services agreement.

OFFICE OF THE AGENCY CHIEF CONTRACTING OFFICER

The Agency Chief Contracting Office (ACCO) within BLA works closely with the Contracts Unit. The ACCO's office oversees and manages all of the procurement and contracting activities of DSNY in accordance with the Procurement Policy Board Rules and the New York City Charter. In Fiscal Year 2008, the ACCO administered approximately 2,300 procurements of formal contracts and small purchases of the agency. The ACCO managed and worked on the registration of procurements in the areas of construction and other professional services, the purchasing of goods from capital equipment to supplies, and the long-term export of DSNY-managed waste.

Since the inception of the Minority and Women Owned Business Enterprise Program in 2006, the ACCO's office

has made it a priority to promote business relations within the minority and women business community.

The ACCO's office is also responsible for helping to ensure contractor compliance with Prevailing Wage and Prevailing Supplements set forth under local law. Pursuant to new procedural requirements imposed by Executive Order No. 73 and the Mayor's Office of Contract Services, the ACCO's office obtains proof from DSNY's vendors that such vendor is complying with legal requirements governing wage payments to the contractor's employees, and job classification of various trade employees under the construction contracts.

II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS

ENFORCEMENT AND DSNY PERMITTING

In Fiscal Year 2008, BLA attorneys continued to support the Enforcement Division's agents and Permit and Inspection Unit officers in matters before the Environmental Control Board involving summonses issued and truck impoundments for illegal dumping and improper operation of private solid waste transfer stations, and 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 involving advertisements attached to City property such as lamp posts and street signs. BLA staff continued to support the DSNY's transfer station Permit and Inspection Unit by advising on the application of DSNY's recent, more restrictive operating 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.

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 SWMP, including providing assistance to the Law Department in drafting legal papers for adjudicatory hearings to obtain Marine Transfer Station permits from the New York State Department of Environmental Conservation. DSNY served as co-lead agency with the Department of Small Business Services in completing an Environmental Assessment Statement for the Sims Metal Materials Recycling Facility to be constructed on a pier at the South Brooklyn Marine Terminal, and for the associated long-term contract with DSNY for the facility to take metal, glass, plastic and paper recyclables collected by DSNY and delivered mainly by barge. DSNY completed the environmental review for short-term contracts with private facilities to take DSNY deliveries of waste from portions of Brooklyn. BLA attorneys met with stakeholders and received comments on DSNY's draft study proposing certain measures to mitigate community impacts from waste truck traffic in Brooklyn's Community District 1, and began similar studies for portions of the South Bronx and Jamaica, Queens, in accordance with the SWMP.

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

ENVIRONMENTAL REVIEW AND APPROVALS FOR DSNY FACILITIES

In Fiscal Year 2008, BLA staff worked closely with the Real Estate Division and with Department's consultants to advance the environmental review and Uniform Land Use Review Procedure (ULURP) applications to the City Planning Commission for the siting of certain DSNY facilities. One such facility is the proposed Garage and Salt Shed for Manhattan Districts 1/2/5 that will enable DSNY to relocate its garage and salt storage facilities from the Gansevoort Peninsula to make way for the Hudson River Park. A Draft Environmental Impact Statement for this project was filed and circulated for public comment, and the ULURP application has been certified as complete. Additionally, the Environmental Assessment Statement was completed, and the ULURP application for site selection is substantially complete for the proposed Brooklyn Districts 1 and 4 Salt Shed.

BLA environmental counsel also worked closely with the Law Department in an on-going administrative proceeding to support DSNY'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 continued to provide regulatory advice to the interagency team developing the proposed Fresh Kills Park on the former Fresh Kills landfill in Staten Island, and commented on the Preliminary Draft Environmental Impact Statement subsequently released for this project. DSNY counsel and City Planner continued to coordinate DSNY's comments on the environmental review of actions proposed by other agencies and private applicants.

REGULATORY COMPLIANCE

BLA 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 the quality of stormwater discharge from DSNY parking lots, underground storage tanks regulatory compliance, and other matters. 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 local, state and federal legislation and regulations.

III. LEGISLATIVE AND REGULATORY INITIATIVES

PLASTIC CARRY-OUT BAG RECYCLING PROGRAM

On January 23, 2008, the Mayor signed into law Local Law 1 of 2008 requiring many of the city's retailers to establish an in-store recycling program for accepting post-consumer, uncontaminated plastic carry-out bags from consumers, regardless of whether the consumer has made any purchase. Among other provisions of Local Law 1 of 2008, retailers must maintain records evidencing the weight of plastic bags it accepts annually for recycling, and report this information to the Department. BLA Intergovernmental Unit attorneys are currently working with the City's Corporation Counsel to draft regulations governing reporting requirements of plastic bag manufacturers.

ELECTRONIC WASTE

On April 1, 2008, Mayor Bloomberg signed into law Local Law 13 of 2008 - the City's "electronic waste management bill" that was negotiated between BLA Intergovernmental attorneys, the Administration, and the City Council. Local Law 13 contains comprehensive provisions for the collection, handling, recycling and reuse of electronic waste in New York City by manufacturers of such e-waste. It also directs DSNY to promulgate rules to effectuate the implementation of the new law.

Pursuant to Local Law 13 of 2008, BLA published proposed rules governing electronic equipment collection, handling, recycling and reuse in the City Record on September 16, 2008. Among other provisions, the proposed rules set a standard for convenient collection of electronic waste in New York City, and establish procedures for a manufacturer to submit an electronic waste management plan to the Department. BLA attorneys held a public hearing on October 21, 2008 to receive oral comments on these rules, and continued to accept written comments from the public through October 31, 2008.

LAWN LITTER

To address the littering problem associated with the distribution of advertisements to private residences, while preserving the privacy of persons who do not wish to be solicited at their homes or apartments, the Governor signed into law Chapter 3 of the Laws of 2008 on January 28, 2008. This new law, together with Chapter 585 of the Laws of 2007, amends Section 397-a of the New York State General Business Law by making it unlawful for any person to distribute unwanted advertisements on private property if the owner posts a sign in accordance with the law indicating his or her desire not to receive such materials. Pursuant to Chapter 3 of the Laws of 2008, on February 20, 2008, Mayor Michael Bloomberg designated DSNY to locally enforce the lawn litter law in the City, and to promulgate rules necessary to enforce the new state law.

BLA Intergovernmental attorneys drafted rules and held a public hearing to accept oral comments from the public on June 3, 2008. After reviewing and considering comments received from the public and incorporating some revisions, BLA Intergovernmental attorneys published DSNY's final rule on July 2, 2008, which took effect on August 2, 2008, governing the procedures for owners of one, two and three-family dwellings, and multiple dwellings, to inform DSNY of any violation that has occurred at the owner's property allowing DSNY to take appropriate enforcement action against the responsible party.

AMENDMENTS TO NEW YORK STATE HUDSON RIVER PARK ACT

On September 25, 2008, Governor Paterson signed into law DSNY's state program bill drafted by BLA Intergovernmental attorneys amending the Hudson River Park Act. The new law, Chapter 596 of the Laws of 2008, conditionally authorizes the construction and operation of a DSNY water-dependent marine transfer station for the purpose of processing recyclables generated in the County of New York. This authorization takes effect when the City of New York has entered into a Memorandum of Understanding with the Governor, the Mayor, the temporary president of the Senate and the Assembly Speaker to identify: (1) the sum of money that the City and State of New York will dedicate for the purpose of implementing certain eligible projects to acquire land within and for inclusion in the Hudson River Park; and (2) a list of such eligible projects. This sum of money will supplement funds already appropriated or budgeted for the Hudson River Park purposes. In addition, the authorization is subject to the requirement that the NYS Office of Parks, Recreation and Historic Preservation, and the City of New York, as co-lead agencies, complete a supplemental environmental impact statement on the construction and operation of DSNY's MTS facility for processing recyclables.

BUREAU OF LONG TERM EXPORT

BUREAU RESPONSIBILITIES

The Bureau of Long Term Export is responsible to develop DSNY 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 to implement SWMP long-term export programs through the management of the construction of the four Converted MTSs, award of service contracts or agreements for the transport and disposal of waste from those facilities, as well as the award 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.

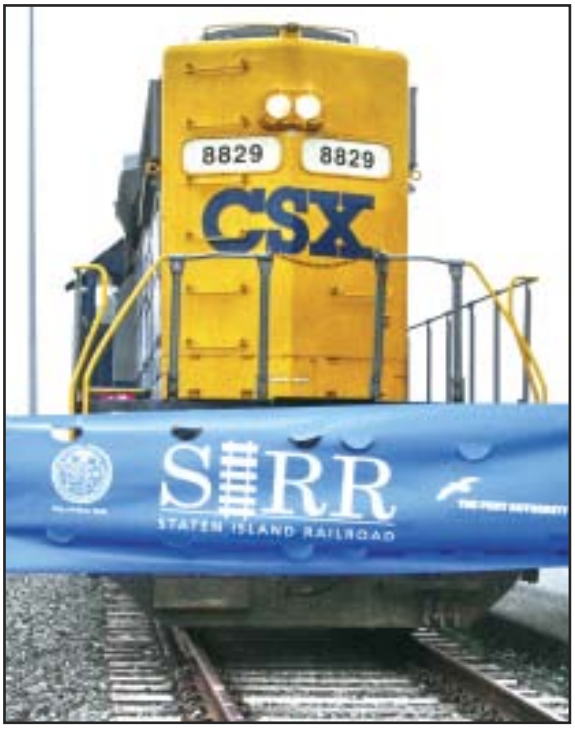
In FY 2005 (October 2004), the Bureau issued a draft SWMP and draft and final State and City environmental review documents. The SWMP, prepared by the Bureau of Long Term Export and its consultants, with the assistance of other DSNY Bureaus and staff of the City of New York Economic Development Corporation (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 SWMP FEIS was issued on April 1, 2005; an FEIS Findings Statement was issued in February 2006. The Uniform Land Use Review Procedure applications for the Converted MTSs passed the City Council in June 2005.

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

Long - Term Export Program Implementation

Development of Converted Marine Transfer Stations

In Fiscal Year 2008, 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 Converted Marine Transfer Station (MTS) facilities at the sites of four existing MTSs located in Brooklyn, Manhattan and Queens. The proposed 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.

Fiscal Year 2008 MTS Program Highlights:

- At a City Hall kickoff meeting, a Community Advisory Group was established for each MTS host community.
- Final or draft NYSDEC Part 360 Solid Waste permits were issued for all four MTSs. North Shore and Hamilton Avenue MTSs were issued final permits; draft permits were issued for Southwest Brooklyn and East 91st Street MTSs.
- Permit proceedings began for the Southwest Brooklyn and East 91st Street MTSs; a Legislative Hearing and Issues Conference were held in each proceeding.
- Briefs and reply briefs were submitted by all parties in the Southwest Brooklyn MTS proceeding.
- After the submission of briefs by the parties and petitioners, the East 91st Street MTS Administrative Law Judge issued rulings, which held that there were no issues raised for adjudication, but that DSNY had not demonstrated that it could meet the NYSDEC noise standard; rulings were appealed by petitioners and

THE NEW STATEN ISLAND TRANSFER STATION

and DSNY was to submit a noise analysis for the MTS.

- A United States Army Corps of Engineers (USACE) permit was issued for Hamilton MTS and an application was submitted for a USACE permit for North Shore MTS.
- Final designs for the Converted MTSs were completed.
- Final specifications and bid booklets for North Shore MTS construction were submitted for Law Department approval.

West 59th Street MTS

A vendor, the Sims Group, was selected for negotiations in connection with an RFP procurement issued in FY 07. The RFP sought a vendor to operate the West 59th Street MTS as a commercial waste export facility. Negotiations with the Sims Group are underway. Preparations are being made for the conduct of an environmental review of the project.

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.

Having already awarded a 20-year Service Contract for Bronx DSNY-managed waste, the Bureau finalized a long-term Service Contract in Fiscal Year 2008 for the use of the Varick Avenue Transfer Station in Brooklyn Community District (CD) 1 for the containerization, transportation and disposal of DSNY-managed waste from Brooklyn CDs 1, 3, 4, and 5. Awarded to Waste Management of New York, LLC, the Service Contract provides that service begin in March 2009. Contract negotiations for the containerization, transportation and disposal of the waste generated by Queens CDs 1 – 6 is ongoing and is expected to result in a contract award in Fiscal Year 2009.

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 Fiscal Year 2008.

Staten Island Transfer Station

Having been designed and constructed under Bureau management, the Staten Island Transfer (SITS) is operated by the Bureau of Waste Disposal. SITS operations began in November 2006 and full-scale rail operations began in April 2007. Allied Waste Systems, Inc. operates the SITS rail yard and provides container transport and waste disposal of all of Staten Island's DSNY-managed waste pursuant to a 20-year Service Contract.

In Fiscal Year 2008, NYSDEC granted a request for a 30-day modification to the Part 360 permit to allow DSNY to implement revised procedures for low level radioactive waste handling and install a lidding station for use during conveyor outages. The lidding station is located in the SITS rail yard.

BUREAU OF SUPPORT SERVICES

The Support Services division of the Department of Sanitation provides the internal support required for the Department to perform its essential tasks. The Support Services division is composed of two organizations, the Bureau of Motor Equipment and the Bureau of Building Maintenance. The 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 estate 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 the 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 six-thousand vehicles is required. BME provides a full service for the fleet, from design, research and development, to procurement, maintenance, repair and ultimate disposal.

The **Vehicle Acquisition and Warranty Division** (VAWD) has three sub-units; Engineering, New Equipment and Warranty. **Engineering** designs and publishes specifications that include all environmental, operational and safety features required by Department vehicles so they meet both DSNY requirements and industry standards. The **New Equipment** section inspects vehicles as they are delivered from the equipment manufacturers to ensure they meet all design specifications, 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. It also analyzes trends to identify problems for fleet campaigns and reports back to the Engineering section for them to find solutions to incorporate into future specifications, thus constantly improving the fleet. New environmentally friendly technologies being used in new equipment include pack-at-idle systems, which reduce fuel consumption, and complies with NYC noise levels. LED lighting on vehicles reduces waste by cutting down on replacement parts. VAW is working with heavy-duty vehicle vendors to pioneer full 6-wheel disc braking systems in large fleet applications. This is projected to provide the Department with improved stopping ability, lower brake noise levels and enable our vehicles to be equipped with all wheel-traction control, which will greatly improve road handling and safety.

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 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 accomplished, including major repairs, upgrades and modifications, as well as overflow work from Borough shops. The cornerstone of the fleet is reliability. All vehicles receive periodic maintenance at regular intervals and are 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 is a reliable, economical fleet. To ensure that other operating arms of the Department can perform their missions, **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 as well. 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. Additional methods of reducing the Departments carbon footprint are being actively pursued.

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 half of the DSNY Heavy-Duty fleet is currently equipped with various advanced diesel exhaust after-treatment technology, which includes on and off-highway equipment.

BioDiesel

In August of 2006, DSNY joined the growing number of U.S. fleets using BioDiesel fuel. BioDiesel is a renewable,

HIGHLY TRAINED MECHANICS . . .

. . . KEEP SANITATION MOVING.

alternative fuel made from domestically grown soy beans, which reduces our energy dependence and is environmentally friendly. The entire DSNY diesel fleet currently operates on B5 BioDiesel (5% BioDiesel + 95% ultra-low sulfur diesel). DSNY is currently testing B20 BioDiesel on a captive fleet of vehicles.

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 Fiscal Year 2009, DSNY plans to put into service 10 new CNG refuse-collection trucks and ten new CNG street sweepers. This purchase represents the latest advancements in heavy-duty CNG engines and technology. DSNY's CNG fleet size will consist of twenty-six (26) collection trucks and twenty-five (25) street sweepers.

Hybrid Vehicles

A number of automobile manufacturers today have developed hybrid propulsion systems that combine the power of an internal combustion engine 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. The Department is currently "In Contract" with several vendors to provide hybrid class 8 collection truck vehicles in both electric and hydraulic versions. VAW/NE is also waiting delivery on a hybrid rack/utility vehicle, and is actively investigating hybrid medium-duty vehicles, as well as hybrid street sweepers.

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.

No electricity - no problem! 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. Support services maintains a fleet of 20 - 90 ton/hr Snow Melters, 370 salt spreaders and a battery of specialized equipment, such as snow plows that attach to most of the truck fleet. 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. In Fiscal Year 2008, DSNY initiated the process to increase the snow melter fleet size by 9 60 ton/hr units and 7 135 ton/hour units,

COLLECTION TRUCK "UP" FOR MAINTENANCE

GRAFFITI CLEAN-UP TRUCK

efficiency. The snow equipment is upgraded annually and maintained year round to ensure readiness when needed.

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. Two thirds 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 six-thousand 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.

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 which might replace various chemicals, such as cleaners, solvents and adhesives, associated with automotive repair with greener products.

Support Services has successfully implemented filter recycling in all of the repair facilities. Metal canister engine and hydraulic oil filters are 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 Fiscal Year 2008,10,683 tires were re-capped and used again. This is not only a cost-saving action, but reduces what is put into the waste stream.

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 179 employees composed of carpenters, electricians, plumbers, machinists, steamfitters and welders. BBM

in full compliance with all DEP and DEC regulations. BBM receives approximately 13,500 work requests a year..

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 2008, the DSNY received a check for over $80,000 as a result of savings on 'Peak Load' days for successfully reducing our power consumption during four Peak Load events. This program has been so successful that DSNY has elected to participate in the NYPA's **ENCOR** program. The ENCOR program creates energy savings by installation of energy efficient lighting, electric motors, burners, boiler controls, and rapid roll doors. This results in a safer, improved working environment that uses less electricity.

SUPPORT SERVICES VEHICLE

B.B.M. Major Accomplishments

BBM completes maintenances and repairs on the Department's building inventory quickly and efficiently. Some examples of the major accomplishments in FY08 are:

- E.O. 109 (Carbon Reduction). B.B.M. changed 285 exit signs to energy-saving LED type in various locations citywide. 101 High Intensity discharge fixtures were changed to more efficient energy-saving metal halide fixtures. This translates to kilowatt hrs saved per year and a carbon footprint reduction of approx. 211,250 lbs. or 105 tons of carbon.
- Fabric Structures (tents). B.B.M. oversaw the construction of (3) 100 ft. x 100 ft. temporary fabric structures at the Fresh Kills land clean compound to house material recovered from the WTC site.
- Greenpoint Warehouse Tents. B.B.M. Oversaw the construction of (2) tents at the warehouse site for additional storage.
- C.R.S. Computer Room. B.B.M. has totally converted and reconstructed the CRS 6th floor classroom into an I.T. computer office with new floors, ceiling, power, partitions, and lighting. Converted old existing I.T. office to a server room involving major electric work (new 480 volt service), new floor, walls and A/C.
- Calcium Chloride Tanks. B.B.M., working in conjuction with B.C.C. Operations oversaw the installation of 11 new CACL tanks with B.B.M. solely responsible for wiring and electrical hook-up.
- Encore Program. The Cioffe Boro shop was completed and the Queens North Boro Repair Shop Facilities was started in Fiscal Year 2008.
- Model Districts. Seven (7) model districts (one per zone), MN03, BK01/BK04, BX06, Q01, Q07, BK11 and SI02, have been brought into compliance to meet all oversight agency requirements.
- Solar Projects. B.B.M. submitted (2) sites to DCAS for evaluation to be outfitted for Solar power.
- SI Transfer Station. New above-ground drain lines for pit 1, 2 and 3 were installed to replace original underground pipes that had collapsed. New wear plates under platen were installed on both compactors. Temporary wash down lines in pit 1 and 2 were installed. Water main break by mechanics area was installed.
- CRS Waste Oil Lines. Waste oil drain lines for entire CRS complex were repaired to bring into compliance with D.E.C.
- BX-8. Six (6) large exhaust fans were installed in garage to alleviate smoke and exhaust fume conditions.
- M-12. Eleven (11) new modine steam heaters were installed on garage floor

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 infra structure 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 increased personnel needs and demand for sanitation services.

Design consultants are proceeding with the design of new Manhattan 6/8/8A garage and Manhattan 1/2/5 garage.

The new garages, which have been designed and are in construction are:

- Manhattan 4/.4A/7 garage is expected to be completed summer, 2009.
- Queens 14 garage is expected to be completed summer, 2009.

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

BROOKLYN 1 & 4 GARAGES

QUEENS 14 GARAGE

FUTURE MANHATTAN DISTRICT 4/4A/7 GARAGE

Permit and Inspection Unit

The Permit and Inspection Unit (P.I.U) 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 P.I.U 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 (FMO'S)

FMO's 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 FMO's to ensure that fill materials, and not solid waste destined for disposal at a licensed land fill, 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 55 permitted facilities in 2008.

In Fiscal Year 2008, the PIU conducted over 5,500 inspections of solid waste transfer stations, Intermodal facilities and FMO's. The Unit issued over 6,100 Notices of Violation and impounded 60 illegal vehicles for illegal dumping and operating transfer stations and FMO's 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 two Lieutenants, seven Officers, and one Industrial Hygienist. (One of our Officers is assigned to the Office of Emergency Management as an Interagency Coordinator). In Fiscal Year 2008, the Unit responded to 616 emergency incidents, conducted 496 inspections, and opened 8 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 many officer hours to combat the rising issues of low-level radioactive waste, including investigations of sources of low-level radioactive waste and working with local authorities for the proper disposal of non-medical related isotopes.

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 Sanitation's managers and supervisors. The EEO Office strives to accomplish its mission through training of its managers and supervisors and impressing upon them their responsibility to promote and implement the Citywide EEO Policy. By doing this, the Department of Sanitation will achieve its goal of maintaining a professional and diverse workforce.

DSNY strives for a professional work environment where all employees understand their responsibility to adhere to the guidelines of the citywide EEO Policy and to ensure equality of opportunity. This kind of environment has been promoted by the Sanitation Commissioner as a management imperative, and as such, a successful forum for resolving disputes and misunderstandings has been established. An environment, where EEO is viewed as an integral priority of the organization by its agency head, has contributed to making DSNY one of the best managed Mayoral agencies in the City.

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

During Fiscal Year 2008, the number of actual discrimination complaints filed against the Department of Sanitation was very few. However, EEO was actively involved in counseling numerous individuals who contacted the EEO Office. Very few of those situations which were brought to EEO rose to the level of establishing a basis for illegal discrimination. Some involved misunderstandings and/or anger and an inability to communicate in a positive way; other situations involved labor or union issues, and still others demonstrated personality clashes between co-workers and their supervisors. EEO was able to counsel, mediate, or resolve most issues and in some instances refer individuals to the appropriate forum for their complaint.

However, in those few situations where possible discrimination was indicated, EEO, with the express endorsement of the Commissioner of Sanitation, undertook full EEO investigations. Internal EEO investigations addressed the situation immediately and appropriately. Very few external complaints have been filed during FY 08, but when required, EEO worked closely with the DSNY Legal Bureau to prepare comprehensive responses to the external human rights agencies.

FROM LEFT TO RIGHT: EMILY AULET, CLERICAL ASSOCIATE II; FERNANDO CAMACHO, DIRECTOR, EEO; TERESA NEAL, DEPUTY DIRECTOR, EEO; AND EDUARDO CAMARANO, INVESTIGATOR.

The undeniable success of the Department's EEO Program is a result of the ardent support for this program by the DSNY Commissioner and the entire Department's executive management. While a perfect work environment has not yet been attained, it is the policy of zero tolerance towards discrimination that has brought about a work environment where equality of opportunity for all is the norm and not the exception. Equality of opportunity is the Department of Sanitation's stated goal and the agency will keep building on the already achieved successes; yet DSNY is ever mindful that equality of opportunity requires constant and unfailing dedication.

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

New York City Department of Sanitation

DSNY Headquarters
125 Worth Street, New York, N.Y. 10013

Address Written Correspondence to
DSNY Central Correspondence Unit
137 Centre Street, New York, N.Y. 10013

DSNY Telephone Information
Community Liaison Unit
1 (646) 885-DSNY
NYC Citizen's Service Center
311

DSNY Website
www.nyc.gov/sanitation

Credits

EDITOR-IN-CHIEF
Vito A. Turso,
Deputy Commissioner
Bureau of Public Information and Community Affairs

EDITOR
Matthew LiPani,
Assistant Director
Bureau of Public Information and Community Affairs

PROJECT COORDINATOR
Deputy Chief Keith W. Mellis,
Executive Officer
Bureau of Public Information and Community Affairs

EDITORIAL SUPPORT
Ana M. Lafe,
Director of Special Projects
Bureau of Public Information and Community Affairs

PRODUCTION
Louis Seeley,
Supervisor
Reprographics

GRAPHICS/LAYOUT
Wayne R. Carter
Yelena Lyutina
Reprographics

PHOTOGRAPHY
Michael Anton

PRINTING
New York City Department of Health
and Mental Hygiene Reproduction Unit

DAY-183
M.4A
KEEP
NEW YORK CITY
CLEAN
DON'T
LITTER
NO STEP
NO STEP

CITY OF NEW YORK

DEPARTMENT OF SANITATION

Michael R. Bloomberg
Mayor

John J. Doherty
Commissioner