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**2009
ANNUAL
REPORT**



DOING MORE



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Message from

Mayor MICHAEL R. BLOOMBERG



I would like to extend my gratitude to the Department of Sanitation for continuing to make New York City the cleanest it's been in nearly 36 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.

A handwritten signature in black ink that reads "Michael R. Bloomberg". The signature is written in a cursive style and is positioned below the main text of the message.

Michael R. Bloomberg

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 2009. Since 1929, the Department - originally established as the Department of Street Cleaning - has had the responsibility of keeping New York City clean, healthy and safe, a challenge that we have continuously met.

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

Thank you.

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





THE CITY OF NEW YORK
DEPARTMENT OF SANITATION
EXECUTIVE COMMITTEE



John J. Doherty
Commissioner



Bernard Sullivan
First Deputy Commissioner



Lorenzo Cipollina
Deputy Commissioner
Administration



Robert Orlin
Deputy Commissioner
Legal Affairs



Vito A. Turso
Deputy Commissioner
Public Information



Harry Szarpanski
Deputy Commissioner
Long Term Export



Danny Walsh
Chief of
Engineering



Fernando Camacho
Director
EEO



Thomas M. Milora
Executive Assistant
to the Commissioner



Rocco DiRico
Deputy Commissioner
Support Services





THE CITY OF NEW YORK
DEPARTMENT OF SANITATION



UNIFORMED CHIEFS



CHIEFS



Michael Mucci
Director
Waste Disposal



John Nucatola
Director
Cleaning & Collection

OTHER RANKING CHIEFS



Michael Bellew
Chief
Cleaning Operations



Peter McKeon
Chief
Collection Operations



Philip Marino
Chief
Bureau Operations



Alfred Ferguson
Director, Operations
Management Division



Steven Costas
Director, Personnel
Management Division



Steven Harbin
Chief
Safety & Training



Dennis Diggins
Deputy Director
Waste Disposal



FACTOIDS & FOTOS



2,235 Collection Trucks

DSNY Collection and EZ-Pak trucks collect 11,000 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 295,572 tons of salt during the FY 2009 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.



295 Front-End Loaders

Throughout FY 2009, the DSNY Front-End Loaders transferred over 295,572 tons of rock salt to salt spreaders. This equipment is also used to dump snow into the snow melters and during lot cleaning operations.



190 Cut-Downs

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



36 Snow Melters

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



OFFICE OF THE FIRST DEPUTY COMMISSIONER



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

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

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

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

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

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

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

FIAT conducts daily field inspections and internal audits.



BUREAU OF CLEANING AND COLLECTION

CLEANING OPERATIONS

STREET CLEANING

The Department of Sanitation continues to strive to improve the cleanliness of the city by clearing litter and abandoned vehicles from city streets and cleaning vacant lots. In Fiscal Year 2009, the Department, once again, focused on problem areas in each community board through our NICE program, while maintaining regular mechanical sweeping and basket service. Scheduling an average of 196 mechanical brooms to sweep approximately 6,300 miles of streets daily proves to be our most effective street cleaning operation. In addition, an average of 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 1 year, all 59 districts had implemented the program. All Borough Deputy Chiefs are responsible for monitoring the district's use of this booklet. Over time, all District Superintendent's will be scheduled to meet with the Director of the Bureau of Cleaning and Collection, and the Chief and Assistant Chief of Cleaning Operations to review program elements of the N.I.C.E. initiative and the effective use of the booklet as a managerial tool.

SCORECARD CLEANLINESS RATINGS

For the fifth consecutive year, the annual Scorecard street cleanliness average surpassed 90.0 percent. In FY 2009, the annual average of 95.8 was the highest performance index ever achieved since the Department began recording street cleaning data. The FY 2009 average saw gains of 0.1% above the FY 2008 average of 95.7. Also, all districts rated 90% and in addition, all of the city's 234 sections received average rating of 80% or better for the year.



MECHANICAL BROOMS CLEAN NEW YORK CITY STREETS.

The Department attributes its strong performance and continued ascent in cleanliness ratings to sustained focus on problem areas through Operation N.I.C.E., improved communication with other City agencies, and prompt reporting and resolution of quality-of-life issues reported by New Yorkers through 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 is scheduled for collection service by Department employees as needed. In FY 2009, there were approximately 944 litter baskets enrolled in the program.

NEW STREET CLEANING RULES

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



DSNY CLEANUP AT TIMES SQUARE FOR NEW YEAR'S FESTIVITIES.

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

In Fiscal Year 2009, a total of 4,896 vehicles were removed by City-contracted vendors, which have generated \$815,964.15 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.



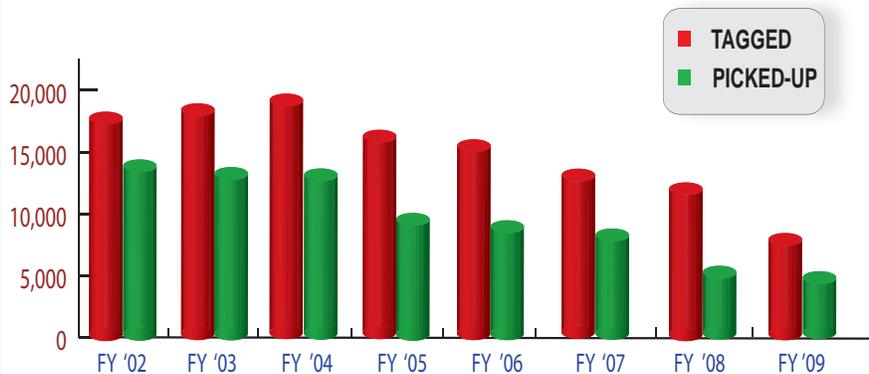
DERELICT VEHICLE FISCAL YEAR 2009 STATISTICS

	TAGGED	PICKED-UP	% PICKED-UP	*NOL	OWNER CLAIM
MANHATTAN	289	184	64%	72	15
BRONX	1,116	759	68%	293	24
BROOKLYN NORTH & SOUTH	3,486	1,832	53%	876	464
QUEENS WEST & EAST	2,621	1,524	58%	796	217
STATEN ISLAND	492	252	51%	125	44
SUB TOTAL	8,004	4,551	57%	2,162	764
TRUCKS MANHATTAN & BRONX	68	32	47%	14	7

DSNY TOWED

TRUCKS BROOKLYN, QUEENS & SI	317	32	36%	85	80
CITY WIDE NON VEHICLES	359	200	56%	86	37
SUB TOTAL	744	345	46%	185	124
GRAND TOTAL	8,748	4,896	56%	2,347	888

DERELICT VEHICLE OPERATIONS - FY 09 STATISTICS



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

LOT CLEANING DIVISION

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

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

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

In Fiscal Year 2009, the Lot Cleaning Division applied for 60 access orders:

- 37 percent or 22 were approved by a Judge.
- 64 percent or 14 of the 22 were cleaned by lot owners.
- The balance of 36 percent or 8 was cleaned by DSNY Lot Cleaning Crews. (SEE NOTE BELOW)

In September 2008, the Department of Health and Mental Hygiene decided that normal conditions conducive to Rat Harborage, without the presence of Active Rodent Signs (ARS) were insufficient to apply for court orders. Additionally, it was asked that all lot cleaning inspection

personnel be trained in ARS identification techniques. Furthermore, "Weeds"-only conditions were no longer considered a "Nuisance".

Finally, the courts now require personal service of lot owners who reside in the same health center district as their lots. All of the above contributed to an 87 percent cut back in access order submissions.

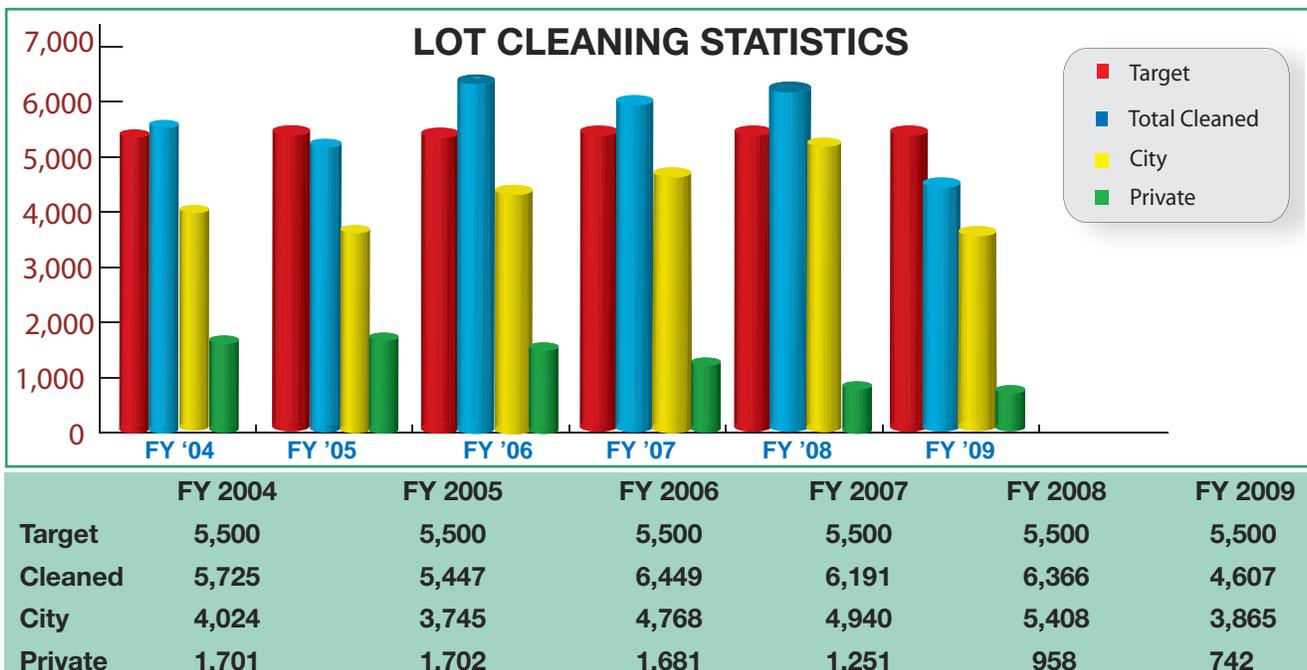
The Lot Cleaning Division has monthly cleaning schedules that are keyed to community boards based on the following priorities: health emergencies, preparatory cleaning for other CD-funded lot related programs, and community board requests. In FY 2009, 4,607 vacant lots were cleaned. Of this figure, 3,865 were City-owned and 742 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. In FY 2009, a combined total of 272 stickers were applied. Since the programs inception in FY2007, a total of 3,587 stickers have been applied throughout the five Boroughs.

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

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

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



REFUSE / RECYCLING OPERATIONS

COLLECTION

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

Each week, in Fiscal Year 2009, the Department assigned approximately 4,992 trucks to collect 49,535 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 collective bargaining agreement with the Uniformed Sanitation man's Association, Sanitation workers who offload their regular refuse collection trucks on shift, after the completion of their routes, receive a differential payment. The program has been extremely successful in encouraging productivity and reducing relays.

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

- Commercial locations can no longer store dumpsters or containers on their sidewalks.
- Commercial locations must place refuse out for collection one (1) hour before closing, if their private carter picks up after they are closed at night. If the private carter collects from the location during the day, the refuse must be placed out within two (2)



CURBSIDE COLLECTION FORMS THE BACKBONE OF THE DEPARTMENT.

hours of the actual collection.

- Commercial locations must keep their dumpster or container either inside or at the rear of their premises.
- Commercial locations cannot leave refuse out over the weekend.
- Commercial locations with overnight collection will be allowed one (1) hour from the time a responsible person is on the premises, for the removal and storage of containers before a summons will be issued.

Waste Export - The Department fulfilled its commitment to closing the Fresh Kills Landfill in the spring of 2001. All residential and institutional refuse collected in New York City is brought to private vendors and incinerators with whom the Department has a contract. Three boroughs have implemented all or part of their portion of the City's Solid Waste Management Plan (SWMP). In Staten Island, the Department constructed a transfer station that handles all refuse collected in that borough. It opened for Department trucks in November, 2006. The transfer station represented the first major step toward the City's long-term management of solid waste as outlined in the SWMP. In the Bronx, during August, 2007, the Department contracted with Waste Management to deliver all refuse collected in the borough to the Harlem River Yard facility where it will be transported via rail to the final disposal points. On March 2, 2009, the next phase of the long term plan began involving the Waste Management Varick Street facility. Department refuse from districts Brooklyn North 1, 3, 4, and 5, under a contract with Waste Management, also travel by rail to final disposal locations. Other parts of the SWMP involving the marine transfer stations and long term contracts with other disposal locations are moving forward.

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

service on the 4 p.m. to 12 midnight shift. Paper is collected three (3) days per week and metal, glass and plastic recyclables are collected two (2) days per week. A total of 29 School Trucks are assigned each night during the school year. Summer service is also provided.

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

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

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

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

Refuse Truck Reduction Program - In an effort to reduce Department collection costs, a program began this year with certain districts, through the Labor-Management setting, agreeing to adjust their truck assignment targets and reduce the amount of refuse

trucks that they utilize on a monthly basis. 27 Districts to date, have reduced their truck usage.

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 FY 2009, the Department assigned 1,883 curbside collection trucks to collect approximately 10,600 tons of recyclables each week. In addition, approximately 80 containerized collection trucks collected approximately 500 tons weekly. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogues, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. The metal/glass/plastic collection trucks collect aluminum products, metal cans, wire hangers, large metal appliances such as refrigerators, stoves and other household products that are substantially metal. Plastic bottles, jugs and beverage cartons are also collected by metal/glass/plastic trucks.

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

Leaf Collection - The Leaf Collection Program for 2009, as in 2008, has been suspended due to fiscal reductions in the Department's budget. During the years prior, separate curbside leaf collection had been scheduled in 37 of the Department's 59 districts. The participating districts were Bronx 7-12, Brooklyn North 2 and 5, and all of Brooklyn South, Queens West, Queens East, and Staten Island. The Department is hopeful in resuming this important program when the budget picture improves. Under the Leaf Program, fall leaves were collected separately and turned into high quality compost that was returned to city residents during fall and spring compost giveaways. The Department had two operating compost sites, Soundview Park in the Bronx and Fresh Kills in Staten Island, with a third site, the Spring Creek compost site in Brooklyn, that has not yet received its permit from the New York State Department of Environmental Conservation.

Christmas Tree Collection - Citywide Christmas tree collection is also an important part of the Department's recycling program. In January 2009, approximately 122,235 discarded Christmas trees were collected by dedicated tree trucks over an eleven work day period, January 5 through 16, 2009. 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





CHRISTMAS TREE COLLECTION

contract to the Department, chipped the trees.

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

Tire Disposal - The Department maintains four large tire depots: South Bronx at Halleck Street in the Bronx, Southwest at Bay Parkway in Brooklyn, Forbell Street, also in Brooklyn and Muldoon Avenue in Staten Island. Tires are removed from the depots by a vendor under contract to the City. The tires are brought to a resource recovery plant where they are converted into energy to produce electricity. In 2008, the Department collected and processed 62,427 abandoned tires.

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

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

Chloro Fluoro Carbon Removal Program - In 1999, as a result of new Federal requirements pertaining to the Clean Air Act, a program to reclaim Chloro Fluoro Carbon (C.F.C.) Gas (aka Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers and water coolers manufactured before the mid 1990's. The United States Environmental Protection Agency, determined that C.F.C.'s have a harmful effect on the ozone layer and required the Department to develop a program to collect C.F.C. appliances without releasing the C.F.C. into the atmosphere. The program requires residents who wish to dispose of C.F.C. appliances to call 311 or to use the Department website to schedule an appointment date for C.F.C. removal. On the appointment day, a Department trained and Federally-licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and places the gas into a special container. The collected C.F.C. gases are then brought to a private vendor where they are recycled. The evacuated appliance is tagged with a special orange decal by the Sanitation Worker certifying that the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck collects the appliance on the scheduled recycling day; usually the next day. The Department is equipped with 43 vans and currently has 200 Sanitation Workers, 9 Supervisors and one Deputy Chief certified in C.F.C. evacuation. During FY 2009, Sanitation Workers processed 78,822 appliances.

Public Space Recycling - In 2007, the Department conducted a pilot project where bright green recycling receptacles for mixed paper and blue ones for metal, glass and plastic were placed out in 6 public parks and at both Staten Island ferry terminals in Manhattan and Staten Island. The goal of the pilot was to make it easier for the public to recycle as they go about their normal day. The program has since expanded to a total of 56 sites in parks, business improvement districts and other public areas throughout the city. Some of the more prominent locations include the Tribeca, Soho, Times Square, City Hall, Battery Park City and Hudson River sections of Manhattan; the Bronx Zoo, Botanical Gardens, Van Cortlandt Park, and Fordham Road area in the Bronx; Brooklyn Heights, McCarren Park, Prospect Park, Bay Ridge and Park Slope in Brooklyn; Astoria, Flushing Meadow, Elmhurst, Downtown Flushing, and Jamaica in Queens; and New Dorp, Borough Hall, and Clove Lake sections of Staten Island. The program is a great example of public sector/private sector partnerships as each recycling receptacle site requires a sponsor. There are 290 DSNY public space recycling receptacles in service. In addition, there are 4 privately designed and purchased receptacles at Bryant Park and Lincoln Square in Manhattan.

Recycling Compliance in Target Multiple Dwelling Buildings - In August, 2007, the Department began a program where the Commissioner sent letters to the owners of several multiple dwellings mandating that they place all household refuse and recyclables into clear plastic bags for collection. Enforcement personnel inspect the bags for compliance with the Commissioners order and for violations of recycling rules. Notices of Violations are issued for infractions. The program has been successful in improving recycling compliance. Currently, four buildings in the Bronx and six in Brooklyn are monitored under the program.

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 Bureaus 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 9 storms hit New York City during the winter of Fiscal Year 2009, resulting in a total of 26 inches of snow and ice to the metropolitan area. The first snowstorm came on December 16, 2008.

DSNY used over 295,572 tons of salt over the winter season which is stored in 36 salt storage locations and 579,400 gallons of calcium chloride that is stored in 44 storage locations.

FACILITIES:

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

EQUIPMENT:

365 Salt Spreaders:

The DSNY salt spreaders can hold up to 16 tons of salt. The salt spreaders dispensed approximately 295,572 tons of salt during the snow season alone.

36 Snow Melters:

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

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



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



DSNY SNOW MELTERS IN ACTION.



PERSONNEL MANAGEMENT DIVISION

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

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

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

During Fiscal Year 2009, the Department hired **204** Sanitation Workers, promoted **25** Sanitation Workers to Supervisor and **6** Supervisors were promoted to General Superintendent Level I.

The Department personnel breakdown by titles is:

Sanitation Workers	6,366
Supervisors	1,005
General Superintendents Level I	158
General Superintendents Level II & III ...	75
General Superintendents Level IV & above .	9
Civilians (various titles)	2,019
TOTAL	9,632



DISTRICT SUPERINTENDENTS TAKING THE OATH OF OFFICE.

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.

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

In FY 2009, the Enforcement Division issued 312,992 Notices of Violation ("NOVs"). Supervisors from the Department's Bureau of Cleaning and Collection issued an additional 176,829 NOV's for a grand total of 489,821 N.O.V.s. In addition, Department personnel issued 238,187 parking summonses for violations of the alternate side and restricted parking regulations.

POSTING UNIT

There are twenty-four S.E.A.'s dedicated to enforcing illegal posting violations. In FY 2009, the Posting Unit issued 43,134 NOV's citywide for illegal posting.

CANINE UNIT

The Enforcement Division has a Canine Unit that is dedicated to patrolling the five boroughs and issuing NOVs for quality-of-life violations, such as failure to remove canine waste, unleashed dogs, littering and noxious liquids. In FY 2009, 5,141 NOVs were issued for these violations.

ILLEGAL DUMPING

The Illegal Dumping Task Force is comprised of an Inspector, seven Lieutenants and 31 S.P.O.s. In FY 2009, Task Force personnel impounded 105 vehicles and issued 231 NOV's for illegal dumping citywide.

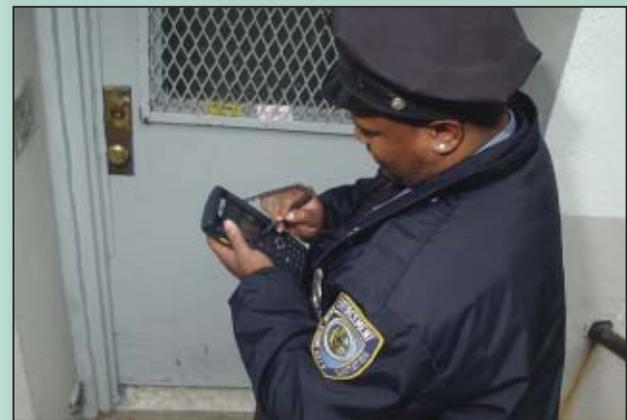
THEFT OF RECYCLING

In October 2007 Mayor Bloomberg signed Intro 582-A (theft of Recyclables) into law. This new law amends NYC Administrative Code §16-118(7)(b) *Unauthorized removal of refuse*. Under the amended law, a person caught unlawfully removing recyclables from a commercial or residential property using a motor vehicle is liable for a fine of \$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.

In FY2009 the Department impounded 136 vehicles, issued 280 violations for the theft of recyclables and recovered 70 tons of recyclable metal and paper.

◆ ***The five most common violations, which represent 48 percent of the citywide total for which NOVs were issued, are as follows:***

S18	Failure to store Receptacles	_____ 52,961
R11	Mixed Materials	_____ 51,901
S06	Dirty Sidewalk	_____ 48,371
S30	Illegal Posting of Handbills	_____ 43,134
R09	Failure to properly put recyclables out for collection	_____ 42,804



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

SANITATION WORKERS LEARN HOW TO OPERATE EQUIPMENT SAFELY.



In Fiscal Year 2009, over 6,644 Department employees participated in the programs offered by the Division of Safety & Training.

FISCAL YEAR 2009 ACCIDENT REDUCTION PROGRAM

The Department continues to monitor the Accident Reduction Program during calendar year 2009, to encourage safe driving habits, reduce vehicular accidents, and to recognize the safest drivers. The minimum goal is to reduce accidents by 10 percent. The purpose of the Accident Reduction Program is to encourage safe driving habits to avoid chargeable vehicular accidents, and to recognize employees who daily contribute to that effort through the consistent, careful operation of their vehicles. Individuals from the Borough, splinter group, and Districts with the greatest accident reduction citywide are recognized semi-annually at an Awards Ceremony, and are issued plaques and \$100 savings bonds. Also, uniformed personnel can request Safe Driver Pins from the Safety Division in increments of 5, 10, 15, and 20 years with no vehicular accidents, to proudly display on their uniforms.

The FY 2009 Accident Reduction Program statistics indicate a 4 percent increase in accidents Department-wide in comparison to Fiscal Year 2008.

CRITICAL DRIVER PROGRAM

In FY 2009, 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 to a 10 percent insurance reduction and license point removal, if applicable.

UNIFORM TRAINING FOR NEW-HIRES AND PROMOTIONS

In FY 2009, 2 classes were given, with 31 employees attending the following:

- ✦ **New Supervisor** **1 Class, 25 promoted**
- ✦ **New Superintendent** **1 Classes, 6 promoted**

Equipment Training at Floyd Bennett Training Center

In FY 2009, a total of 274 classes with 1,478 employees attending were given in the following equipment training courses:

CDL Class A Permit Class _____	5 classes, 53 employees
CDL Class A License _____	24 classes, 53 employees
Large Wrecker & Car Carrier _____	20 classes, 52 employees
Flatbed Refresher _____	10 classes, 72 employees
CFC Removal Qualification _____	1 class, 17 employees
Mechanical Broom _____	57 classes, 331 employees
EZ Pack _____	26 classes, 114 employees
EZ Pack Refresher _____	5 classes, 25 employees
Front End Loader _____	57 classes, 482 employees
Advanced Front End Loader _____	12 classes, 33 employees
Front End Loader Refresher _____	22 classes, 170 employees
Roll On / Roll Off _____	10 classes, 34 employees
Driver Evaluation _____	23 classes, 38 employees
Passenger Bus _____	2 classes, 4 employees

TRUCK MEASURING UNIT

Each year, the Truck Measuring Unit conducts classes for snow removal. They also measure all City-owned salt and sand piles for accurate stockpiling information and reordering.

They are liaisons for the Fiscal Services Division and the Department's Private Carters Liaison Unit in which Department employees are trained to measure truck bodies to determine payment to private companies if they are utilized for snow removal.

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



SANITATION WORKERS LEARN HOW TO TAKE ACCURATE MEASUREMENTS. →

SNOW TRAINING

Each year, DST train's and re-trains Borough and District personnel on snow policies and procedures. In FY 2009, a total of 1,401 employees participated in the following snow-training classes:

Load and Dump Snow Removal: _____	38 classes, 476 employees
Truck Measuring for Snow Removal: _____	4 classes, 90 employees
Truck Measuring Refresher _____	4 classes, 70 employees
Snow Inspector/Snow Clerk _____	14 classes, 477 employees
Spreader/Plows – Supervisors _____	6 classes, 90 employees
Spreader/Plows – Sanitation Workers _____	8 classes, 198 employees

DCAS COMPUTER SKILLS TRAINING AND OTHER GENERAL COURSES.

During FY 2009, 178 DSNY employees attended a total of 346 computers software and other general courses (i.e. management, procurement, auditing) sponsored by the Department of Citywide Administrative Services (DCAS):

MS Excel	55 courses	Illustrator	3 courses
MS Access	28 courses	Help Desk	4 courses
MS Word	10 courses	Crystal Reports	1 course
MS Outlook	3 courses	Java Script	1 course
MS Power Point	10 courses	Flash	2 courses
Emails	5 courses	Other computer	34 courses
Photo Shop	3 courses		
Total Computer courses attended			159
Other general courses attended			187
TOTAL COURSES ATTENDED			346

MANAGEMENT SKILLS TRAINING

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

In FY 2009, a total of 101 employees participated in the following six courses:

- Supervisory Skills** _____ **25 employees**
- Leadership and Influence Skills** **6 employees**
- Business Letter and Memo Writing Skills** _____
_____ **6 employees**
- Time Management Skills** _____ **3 employees**
- Conflict Management Skills** _____ **35 employees**
- Interpersonal Communication Skills** _____ **26 employees**



SEAs RECEIVING TRAINING.

RIGHT-TO-KNOW TRAINING (RTK)

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

In FY 2009, a total of 3,057 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 FY 2009, a total of 378 employees participated in the following three courses:

- EEO Training for New Employees (all titles)**.....**347 employees**
- EEO Training for New Supervisors** **25 employees**
- EEO Training for New General Superintendants** **6 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 (BWD) is responsible for the disposal of all Municipal Solid Waste (MSW) and Recyclables managed by the Department of Sanitation (DSNY). BWD consists of Solid Waste Management Engineering, the Export Contract Management Unit, Marine and Land Based Transfer Stations and the Fresh Kills Landfill.

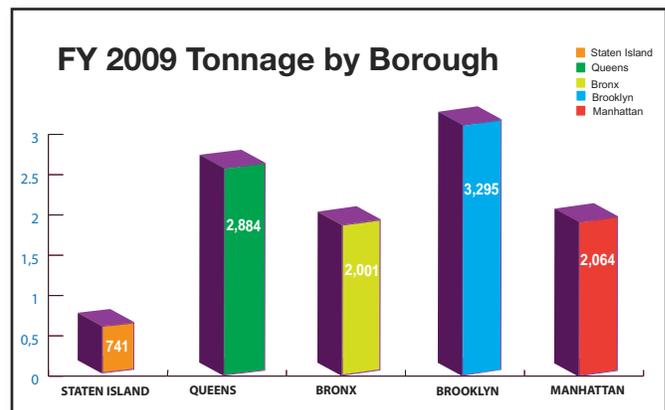
With the closing of the Fresh Kills Landfill and the end of the WTC operation in July of 2002, BWD resumed its preparation for the final closure of Fresh Kills Landfill. Two of the four sections or mounds that make up Fresh Kills have already been capped and meet the requirements of final closure. Construction continues at Section 6/7 and is currently halfway through the final closure process. As to the preparation of Section 1/9, in order to meet the requirements of the New York State Department of Environmental Conservation (NYSDEC) regarding minimum grade of closed landfills, it was necessary for DSNY to raise the elevation of this mound following WTC operations. This is achieved by following an engineering plan whereby 'clean fill' material is



LEACHATE TREATMENT PLANT

placed in compacted cells until final elevation and grade is reached. Clean fill material is obtained for this process through the Interagency Cover Program (IACP). This program provides fill material from City construction projects that require excavation of soils. This material is then tested to ensure it meets the NYSDEC standard for acceptable fill material. In addition to the IACP fill delivered to Fresh Kills, DSNY accepted and placed Processed Dredge Material (PDM). Through a Beneficial Use Determination issued by the NYSDEC, dredge material taken from various dredge projects in New York Harbor is processed to meet the specifications of the NYSDEC as acceptable fill material. Rigorous testing is performed to ensure the integrity of this material.

During Fiscal Year 2009, the Department received 615,212 cu yds. of IACP Fill with 36,113 cu yds. of road material for a total of 651,325 cu yds. We also received



151,000 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 FY 2009 was 14,098 cu yds.

BWD operates a Marine Transfer Station at 59th Street in Manhattan. This facility receives paper and cardboard from the borough of Manhattan. The paper is then transported by barge to the Visy Paper Plant on Staten Island. This facility also accepts commercial paper contracted by Visy Paper. For FY 2009, the total tonnage of paper and cardboard that was disposed of at 59th Street and subsequently delivered to Visy paper was 107,696.48 tons. This is broken down as follows; 89,172.99 tons from DSNY trucks and 18,523.49 tons collected from private vendors. All material collected was transported to Visy Papers facility via barges.

EXPORT CONTRACT MANAGEMENT UNIT

In FY 2009, DSNY exported 3,306,659 tons of MSW which translates into 10,985 tons per day of the City's residential and institutional waste.

For FY 2009, DSNY maintains oversight of 27 Solid Waste Disposal Contracts with eight different vendors. The disposal of the Solid Waste is distributed among 20 putrescible waste disposal facilities. Of these facilities, 18 are transfer stations and two are Waste to Energy plants.

The breakdown of these facilities are as follows: Within the city limits, seven transfer stations are located in Brooklyn, three transfer stations located in Queens, one transfer station located in the Bronx, and one is located on Staten Island (SITS), which is run by the DSNY. In near by New Jersey, there are seven transfer stations and one Waste-to-Energy Plant. Located in Long Island there is one Waste to Energy Plant that the Department of Sanitation utilizes.

THE SOLID WASTE MANAGEMENT PLAN (SWMP)

THE SOLID WASTE MANAGEMENT PLAN (SWMP)

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

On August 10, 2007, the second addition to the Mayor's Solid Waste Management Plan was added. The Waste Management (WM), owned and operated Harlem River Yard Transfer Station, located in the Bronx, began operating under the terms of the SWMP.

All MSW disposed of and collected at that site is containerized then transported via rail to the WM-Atlantic LF located in Waverly, Virginia.

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

A construction contract was awarded in August 2009 for the new North Shore Converted Marine Transfer Station located in College Point Queens. This DSNY facility will compact solid waste in intermodal shipping containers that will then be loaded onto deck barges for transport to either an intermodal rail facility and/or directly by barge to a final disposal site.

BWD – WASTE MANAGEMENT ENGINEERING – FY 2009

The Office of Waste Management Engineering (WME) is principally charged with the design, construction, closure, post-closure care and end-use development of the 2,200 acre Fresh Kills Landfill. In FY 2009, closure design and construction advanced at the two largest areas, Section 1/9 and 6/7. Post-closure operations continued at Sections 2/8 and 3/4 where closure construction was completed in 1998. End use development for Fresh Kills Park moved ahead with issuance of a Generic Environmental Impact Statement (GEIS) for the proposed park and a Supplemental Environmental Impact Statement (SEIS) that examined the feasibility of proposed roads that would require modification of DSNY's closure plan for Section 6/7.

At the end of FY 2009, DSNY projected the closure and post-closure care costs of the Fresh Kills Landfill at more than \$1,970 million, with over \$610 million of work already completed. Approximately \$458 million in closure construction work remains with the balance of the costs projected to be incurred through the post-



PLACEMENT OF GEOMEMBRANE



EROSION CONTROL BLANKETS



BARRIER PROTECTION MATERIAL OVER GEOCOMPOSITE



SEEDED MEADOW

closure care period for the landfill.

In FY 2009, expenditures for Waste Management Engineering's programs were just under \$55 million: \$43 million was spent for Section 6/7 Closure Construction and almost \$11 million for Post-Closure Care, corrective measures, termination of operations and landfill gas purification operations. In addition, more than \$5.5 million of in-kind construction services were provided at Section 1/9 for final cover sub-base grading. Gross revenue generated from the sale of



purified landfill gas to National Grid was more than \$8 million.

CLOSURE DESIGN AND CONSTRUCTION

Section 6/7

In FY 2009, Phase 2 of closure construction of Section 6/7 was completed, and Phase 3 was initiated. More than 50 percent (148 acres) of the total acreage of Section 6/7 was constructed through June 30, 2009. Originally scheduled for completion by the end of 2010, the scope of work to complete the closure construction at Section 6/7 encompasses furnishing and placement of final cover, installation of drainage structures (e.g., gabion-downchutes and swales) to manage and minimize storm water run-off and modifications to the landfill gas collection system.

At the end of FY 2009, DSNY submitted the Phase 2 Construction Certification Report to the New York State Department of Environmental Conservation (NYSDEC). The 70-acre Phase 2 was completed after the contractor constructed 43 acres of Final Cover in FY 2009. Construction work included the installation of final cover



DSNY is Hard at Work Ensuring...

consisting of a gas venting layer, 40 mill LLDPE liner, drainage net layer, 24" thick layer of Barrier Protection Material and 6" thick layer of planting soil. In addition, a new landfill gas collection piping system was installed within the final cover. Approximately 6,000 Linear Feet of storm-water drainage swale/embankment and approximately 5,000 Linear Feet of maintenance access roads were constructed. As the work was completed, the area was planted with a mixture of native grasses and wild flowers to stabilize the site.

Phase 3 of this project began in April 2009 with 10 acres constructed by the Fiscal Year end. Approximately 20 acres of sub grade was prepared, and approximately 10 acres of Final Cover was installed. The Final Cover included the installation of a gas venting layer, 40 mill LLDPE liner, drainage net layer, 24 inch thick layer of BPM and six inch thick layer of planting soil. The Landfill Gas piping system was replaced on about 10 acres of Final Cover. Approximately 10 acres were then planted with a mixture of native grasses and wild flowers.

Section 1/9

Construction at Section 1/9 has focused primarily on contouring and grading to prepare the site for final cover construction. In FY 2009, truck measure of 163,279 cubic yards of Inter-Agency Soil and 151,000 cubic yards of Processed Dredge Material (PDM) were delivered and placed. Fresh Kills received PDM from dredged sediments originating from: Brooklyn Port Authority Berths 9A and 10, Brooklyn; Anchorage Channel, Upper New York Bay; George Washington Bridge, Hudson River; Intrepid Return, Pier 86, Hudson River; Kinder Morgan Carteret, Arthur Kill (NJ); Newark Bay Maintenance, Newark Bay; Port Authority Berths 8 and 10, Newark Bay, Port Newark.

In FY 2009, 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 the 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



...Final Closure of the Fresh Kills Landfill

monitoring. Post-closure care for Sections 2/8 and 3/4 completed its 11th year in FY 2009. Post-closure care for Sections 1/9 and 6/7 will not begin until closure



LEACHATE TREATMENT TANK

**WORKER CHECKING LIQUID LEVEL
IN CONDENSATE TANK**

**WILDFLOWERS IN SECTION 6/7:
LANCELEAF COREOPSIS**

construction has been completed. As part of the natural decomposition process in the landfill, organic matter in garbage is partially transformed into gases, i.e. landfill gas. The principal components of landfill gas are methane (natural gas) and carbon dioxide. As part of the landfill gas control system, DSNY collects these gases and purifies them. The purified methane gas is sold to National Grid for distribution to its customers on Staten Island. During FY 2009, DSNY collected and purified 1,400,000 mm BTU's of landfill gas. Gross revenues from the sale of the gas exceeded \$8,000,000.

When rain comes into contact with garbage, a wastewater is created. Leachate releases to the groundwater and surface waters are strictly regulated by Federal and State laws. At Fresh Kills, control of leachate release to the environment is accomplished through a series of containment, collection, conveyance and treatment systems. These systems prevent the leachate from flowing vertically to lower groundwater regimes. The leachate is pumped through force mains to an industrial wastewater treatment facility, the on-site leachate treatment plant. The system operates 24/7 to ensure that the leachate does not contaminate the adjacent surface waters or underlying groundwaters. During FY 2009, the Leachate Treatment Plant treated and safely discharged to the Arthur Kill more than 195,000,000 gallons of leachate. In addition, the leachate treatment plant treated more than 6,000,000 gallons of landfill gas condensate, i.e., moisture that is removed from the landfill gas.

END-USE DEVELOPMENT

The NYC Department of Parks and Recreation is the lead agency, along with DSNY and other agencies, in developing Fresh Kills Park, the End Use for the landfill. In September, 2008, a public hearing was held on the Draft Generic Environmental Impact Statement (DGEIS), a comprehensive environmental review of the proposed Fresh Kills Park to determine its impact on the surrounding community. Among the early projects for the park was a roadway system that would provide public access to, through and around the park. Early construction for the roadway was planned to commence in the East Park, i.e., Section 6/7, after closure construction was completed. In response to public comments on the DGEIS, the master plan for the park was modified. Among the changes was the expedited design and construction of the roadway system through the East Park, so that the roads could be constructed without disturbing the integrity of the landfill's environmental control and monitoring systems, i.e., final cover and drainage system, landfill gas control system, leachate control system. This modification to the implementation plan would avoid many environmental impacts, save tens of millions of dollars and expedite implementation of this project.

After consultation with the NYSDEC, it was determined that, while such a modification in the plan would provide a public benefit, a more detailed analysis would be needed to comply with the New York State Environmental Quality Review Act (SEQRA) than was provided under the GEIS: a Supplemental Environmental Impact Statement (SEIS) to explain the modification to the approved closure design.

DSNY proceeded to develop an alternative closure design for Section 6/7 and demonstrate how the roads could be constructed and operated without impairing the integrity of the landfill's environmental monitoring and control systems. Concurrently, the Department of Parks and Recreation prepared a Draft SEIS to identify and address the short-term and long-term environmental impacts of the proposed roads. The design report and DSEIS were completed and submitted for public review in June 2009. Should the proposed plans be approved, it is expected that the construction of the roads, along with the closure construction work, will commence in fall 2009.

During FY 2009, the initial phases of constructing Fresh Kills Park continued. The first sections expected to open within the next two years are Owl Hollow Soccer Fields and Schmul Park. The Owl Hollow Fields will provide synthetic turf for playing soccer, pedestrian paths, parking and landscaped lawns. Construction of the Owl Hollow comfort station, located at the southwestern edge of the park site, is scheduled to begin within the next year. The building will accommodate public restrooms, maintenance and operations offices. It will have a green roof, a wind turbine to generate electricity and geothermal heating and cooling to decrease the building's energy costs. Schmul Park, an existing playground adjacent to Fresh Kills, will be renovated; its blacktop will be replaced by asphalt, colorful rubber-clad play mounds, plantings and other porous surfacing, and the park will be expanded into the North Park of Fresh Kills.



BUREAU OF WASTE PREVENTION, REUSE AND RECYCLING

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

PUBLIC EDUCATION & OUTREACH

NYCWasteLess Website

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

During FY 2009, BWPRR worked with NYC's Department of Information Technology and Telecommunications to redesign NYCWasteLess to make it more user-friendly. BWPRR also spent much of FY 2009 updating website content and expects to launch the new site in January 2010.

FY 2009 WebTrends Stats for NYCWasteLess:

NYCWasteLess Visitor Summary for FY 2009	
visits	665,724
average per day	1,823
average visit duration	00:12:51
visitors	350,476
visitors who visited once	295,292
visitors who visited more than once	55,184
average visits per visitor	1.9



	NYCWasteLess Most Popular Pages for FY 2009	Visits	Average Time Viewed
1.	What and How to Recycle in NYC	67,966	00:02:57
2.	New Homes for Old Stuff	45,559	00:04:36
3.	Recycling in NYC	44,404	00:01:37
4.	Electronics Recycling	39,757	00:02:22
5.	Home Page	37,577	00:02:25
6.	Recyclers and Vendors	17,106	00:03:48
7.	Frequently Asked Questions	15,669	00:02:46
8.	Special Waste Drop Off Sites	14,121	00:03:07
9.	NYCWasteLess at Home: More Resources	13,547	00:03:16
10.	Laws and Directives	13,154	00:03:14
11.	WasteLess at Home	11,664	00:01:37
12.	Fall Leaf Composting Program	9,020	00:04:35
13.	Fall 2008 Electronics Recycling and Clothing Donation Events	8,664	00:02:59
14.	TV Campaigns	8,631	00:04:35
15.	Apartment Building Recycling Initiative Program	7,817	00:03:11
16.	Recycling in the Private Sector	7,600	00:02:48
17.	Recycling Videos	7,586	00:03:14
18.	NYCWasteLess Events Calendar	7,052	00:01:29
19.	NYCWasteLess Header Portal	7,035	00:01:41
20.	Recycling in Schools	6,746	00:02:52

MATERIALS FULFILLMENT

To further the city's recycling message, in Fiscal Year 2009, BWPRR distributed through mailings, tabling events, and site visits approximately 1.7 million pieces of recycling educational and promotional materials. This figure includes the following most popular items: 468,423 recycling checklist flyers and stickers; 413,470 recycling decals; 398,433 bookmarks; 198,458 coloring



At EarthFair 2009 in Grand Central Terminal, BWPRR staff, along with NYC Compost Project personnel and volunteers, promoted NYC's recycling and composting programs.

and comic books; 35,926 school recycling decals; 30,608 apartment building posters; 28,578 compost brochures; 19,695 school recycling signs; 14,262 school recycling guides/Golden Apple brochures; 8,558 Apartment Building Recycling Initiative brochures; 4,992 NYC Teachers RRResource Kits and DVDs; and 3,854 commercial recycling handbooks.

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 2009, 83 apartment buildings (9 in the Bronx, 13 in Brooklyn, 55 in Manhattan, and 6 in Queens) with a total of 9,308 units participated in the program. When buildings participate they receive the following: specialized training session, site visit and building evaluation, educational materials to improve recycling

performance, and ongoing technical advice and support.

NYC-Specific Recycling Containers

In FY 2008, BWPRR coordinated with Grainger and Rubbermaid to create recycling container lids that matched NYC's recycling program. Both Grainger and Rubbermaid are vendors through New York State's Office of General Services. When working with City



BWPRR worked with Grainger and Rubbermaid to create recycling container lids that matched NYC's recycling program. NYC agencies can order these containers through contracts set up by the New York State Office of General Services.

agencies and other institutions that receive DSNY collection, BWPRR recommends using these color-coded lids labeled with the official NYC logo that fit any Rubbermaid SlimJim containers.

To promote recycling in City agencies, BWPRR sent out a citywide email blast to NYC employees directing them to the NYCWasteLess page that contains info on how to recycle in City agencies and how to order recycling flyers, decals, and bins.

2009 GOLDEN APPLE AWARDS

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





NYC's blue and green recycling characters attended the 2009 Golden Apple Awards ceremony at PS 160K, the Brooklyn Borough and Citywide Winner of the TrashMasters! Super Recyclers contest.

receive that borough's **"Golden Shovel Award."**

Due to budget cuts, BWPRR wasn't able to offer any monetary rewards or trophies to winners during FY 2009, as in years past. Instead, winning schools were awarded certificates of recognition, and participating students received Golden Apple Award t-shirts and recycling beanie bins. The NYC Recycling Characters attended award presentations to honor citywide winners. Below is a list of all the 2009 Golden Apple and Golden Shovel winners.

TrashMasters! Super Recyclers

Division	Borough	Award	School
Elementary	Brooklyn	Citywide & Borough Winner	PS 160K William T Sampson
Elementary	Brooklyn	Borough Runner-Up	PS 230 Doris Cohen
Elementary	Brooklyn	Honorable Mention	PS 277K Gerritsen Beach
Elementary	Brooklyn	Finalist	<i>PS 154K Magnet School for Science & Technology</i>
Elementary	Queens	Honorable Mention and Golden Shovel	PS 188Q Kingsbury School
Elementary	Queens	Honorable Mention	PS 173Q Fresh Meadows
Elementary	Queens	Finalist	<i>PS 224 @ 26Q</i>
Elementary	Queens	Finalist	<i>PS 97Q Forest Park School</i>
Elementary	Staten Island	Honorable Mention	PS 54R Charles W Leng
Elementary	Staten Island	Finalist	<i>PS 69R Daniel D Tompkins</i>
Elementary	Manhattan	Borough Winner	MS 224 Manhattan East School
High School	Brooklyn	Citywide & Borough Winner	ACORN HS for Social Justice
High School	Manhattan	Borough Winner	Eleanor Roosevelt HS M416

TrashMasters! Reduce & Reuse Challenge

Division	Borough	Award	School
Elementary	Manhattan	Citywide & Borough Winner	PS 40M Augustus Saint-Gaudens
Elementary	Manhattan	Borough Runner-Up	St George School
Intermediate	Manhattan	Citywide & Borough Winner	Grace Church School
Intermediate	Manhattan	Borough Runner-Up and Golden Shovel	MS 224 Manhattan East School
High School	Brooklyn	Citywide & Borough Winner	Brooklyn Technical High School

TrashMasters! Team Up to Clean Up

Division	Borough	Award	School
Elementary	Queens	Citywide & Borough Winner	PS 229Q Emanuel Kaplan
Intermediate	Queens	Borough Winner	PS 47 Chris Galas

NYC COMPOST PROJECT

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

In FY 2009, NYC Compost project activities included the following: answered 5,044 calls to the various Compost Project hotlines; responded to 4,750 compost-related emails; sold about 900 low-cost home compost bins; participated in 403 outreach events attended by approximately 58,527 residents; held 206 workshops for 4,753 participants; conducted 139 events in NYC schools for 10,748 participants; and completed master composter classes for 73 residents and 10 Green Apple Corps members.

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 2009 at 186 events that were attended by 13,916 people.

New NYC Compost Project initiatives in FY 2009 included the development of weather proof “how to compost” signs and compost demonstration site signs that can be posted in community-based compost sites. BWPRR also completed an update of the master composter manual, as well as rewrites of several composting tip sheets, along with some new tip sheets for the Compost Projects to give out as part of their outreach and educational activities.

Due to budget cuts, the following changes had to be implemented:

- Nominal fees charged for NYC Compost Project

workshops and master composter training program.

- Removed subsidies for home compost bins, which used to be sold for \$20 and are now sold at cost (\$50 to \$60).
- Stopped the printing and mailing the quarterly postcards that listed upcoming NYC Compost programs.

FALL 2008 ELECTRONICS RECYCLING & CLOTHING DONATION EVENTS

Over four weekends in September 2008, BWPRR held five electronics recycling and clothing donation events throughout NYC. At these events, residents could recycle unwanted electronics and donate clothing and linens to Goodwill Industries. Cell phones collected during these events went to survivors of domestic violence through a program of the Mayor’s Office to Combat Domestic Violence.

Fall 2008 Electronics Recycling and Clothing Donation Event Stats:

- 206 tons of electronics and 1,009 pounds of cell phones were collected for recycling.
- Goodwill Industries received 111 tons of donated clothing and linens.

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

In addition to the Fall 2008 electronics and clothing collection events, BWPRR assisted the Mayor’s Office of Long Term Planning and Sustainability, NYC & Company, and NBC Universal in implementing 10 electronics recycling events Citywide across all five boroughs.





BWPRR INFORMATION TABLE AT THE MANHATTAN ELECTRONICS RECYCLING AND CLOTHING DONATION EVENT IN SEPTEMBER 2008.

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 2009, over 80,000 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.

FY 2009 WebTrends Stats for NYC Stuff Exchange:

NYCWasteLess Visitor Summary for FY 2009	
visits	84,050
average per day	230
average visit duration	00:05:43
visitors	39,979
visitors who visited once	32,979
visitors who visited more than once	7,007
average visits per visitor	2.1

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 2009, MEDP hosted a conference entitled "Education and Networking" where 49 attendees representing over 35 reuse organizations had the opportunity to discuss challenges, learn from best practices, and initiate cross-sector collaborations. In addition to the conference, MEDP developed quarterly Reuse Directors meetings to allow the reuse sector to continually discuss collaboration efforts to increase reuse in NYC. Further, MEDP developed and implemented a Materials Exchange Certificate Program a seven session course to certify reuse staff in all aspects of nonprofit and reuse sector management.

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 2009, 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 2009, NY WasteMatch diverted 950 tons of reusable or recyclable materials from NYC's waste stream, saving participants \$620,000 in avoided disposal and purchase costs. This represents a diverted tonnage increase of about 200 percent, and an avoided cost increase of about 75 percent compared to FY 2008.

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 31st year, MFTA is a reuse program that supports the arts and cultural community. MFTA continues to be the largest supplier of arts materials to NYC's public schools. While FY 2009 saw a drop in the number of overall donations made to the program, MFTA still managed to garner 2306 donations from 1,472 corporate and individual donors, diverting 686 tons from the waste stream. The value of the redistributed materials, as estimated by the donors, totaled \$6,000,000.

MFTA expanded its footprint by 10,000 square feet, allowing for more donations along with two classrooms for year round educational programming. MFTA now conducts tours of its warehouse for class trips and also holds hands on workshops for students K - 12. In FY 2009, MFTA offered 104 professional development workshops to train public school teachers and other arts

teachers and other arts educators. Over 956 educators participated in these workshops, learning new skills such as mask making and puppetry and how to better utilize the items MFTA offers for free. A total of 625 students visited the warehouse to learn about sustainability and reuse, and created a related art project with reusable materials.

LEGISLATIVE INITIATIVES

Rechargeable Battery Recycling Law

In FY 2009, there were 3,641 active sites in NYC collecting rechargeable batteries under the requirements of NYC's Rechargeable Battery Law. This law bans rechargeable batteries from disposal and requires manufacturers to provide a free program to certain retailers who must accept them at no cost. Information about the law is posted on the NYC WasteLess website at nyc.gov/wasteless/takeback.

BWPRR reminded NYC employees of their requirements under the law through a citywide email blast. Call2Recycle (a battery manufacturer recycling program) collected over 18 tons of rechargeable batteries from NYC locations. This represents a 12 percent increase in rechargeable batteries collected and a 134 percent increase in the number of active sites from FY 2008. This increase was mainly due to DSNY enforcements efforts of NYC retailers.

Electronic Equipment Recycling and Reuse Act

NYC's 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 helped develop the final rules which were published in the City Record on April 15, 2009. In order to assist manufacturers in their preparations for the law, BWPRR distributed letters and notices to interested parties and developed a template which manufacturers can use to submit plans to DSNY. Information about the law is posted on the NYC WasteLess website at nyc.gov/wasteless/takeback.

COMPOSTING OPERATIONS

Fall 2008 Compost Givebacks

During four days in October 2008, BWPRR made available to NYC residents unlimited amounts of free compost made from leaves and chipped Christmas trees collected by DSNY the previous fall. During the composting giveback events, NYC Compost Project staff and master composter volunteers handed out information and answered compost-related questions. Home compost bins were also on sale at a discounted rate.

Fall 2008 Compost Giveback Stats:

Soundview Composting Site; Saturday and Sunday,
October 4 and 5, 2008

- 1,421 cars

- 363 cubic yards of compost removed by residents
- 153 compost bins sold

Fresh Kills Composting Site; Saturday and Sunday
October 18 and 19, 2008

- 2,462 cars
- 770 cubic yards of compost removed by residents
- 140 compost bins sold

Suspension of Fall 2008 Leaf Composting Collection

Because of budget cuts, the fall leaf composting collection program was suspended until further notice. Fall leaves in 2008 were collected with regular household refuse on regularly scheduled refuse collection days.

MulchFest and Christmas Tree Recycling

BWPRR continued its collaboration with the Department of Parks and Recreation to encourage New Yorkers to chip their Christmas trees at various 2009 MulchFest locations. BWPRR staff and colleagues at the NYC Compost Project, and their master composters and volunteers, distributed more than 14,000 MulchFest tree tags (printed by Parks) primarily to Christmas tree vendors, but also to other appropriate dissemination points (such as libraries and elected officials). The NYC Compost Project also staffed information tables at the most popular tree-chipping sites in each borough and distributed literature on recycling and composting.



Young boy drops off his tree at Juniper Park in Queens. BWPRR works with Parks & Recreation to encourage New Yorkers to chip their Christmas trees at various MulchFest locations. NYC Compost Project staff hand out composting info at the most popular MulchFest locations.

DSNY collected 97 loads of Christmas trees weighing 384 tons. The Department continues to share the operation of Christmas tree mulching with the Department of Parks and Recreation. DSNY collects all the trees curbside, and delivers the cleaner trees (without ornaments and lights) to its Fresh Kills Compost Site. DSNY then delivers the remaining trees to the



Parks Department MulchFest chipping operations at Wards Island and Cunningham Park to be cleaned and chipped.

Landscaper Waste

Landscapers delivered approximately 9,851 tons of yard waste to the Fresh Kills compost facility.

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 2009, DSNY's Bureau of Cleaning and Collection collected approximately 3,425 tons of food from several Department of Corrections' jails and bakeries. Approximately 1,867 cubic yards of finished compost was distributed, mostly to the farm unit and landscaping programs on Rikers Island.

RECYCLING CONTRACTS

Paper and Metal/Glass/Plastics Recycling

On January 1, 2009, Sims Municipal Recycling of New York and DSNY launched their initial 23-year agreement

for the immediate processing of designated metal, glass, and plastic recyclables with the addition, in no later than five years, of 150,000 tons of commingled paper. A key element in the agreement, the construction of a large processing facility at the South Brooklyn Marine Terminal (SBMT), is expected to be operational by 2012. The agreement contains provisions for 17-year renewal in 2032 with the SBMT facility eventually passing to the City.

Despite the catastrophic collapse of commodity prices in October 2008, DSNY's unique contract formats helped all of its processors survive the crisis. Prices began increasing during the second half of FY09 and are now at stable and, in some cases, encouraging levels.

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. In Fiscal Year 2009, over 22 tons of material were collected from all five sites.



DSNY's RECYCLING CHARACTERS.



THE DEPARTMENT'S COMMITTED TO RECYCLING.

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.



COMMISSIONER DOHERTY SPEAKS AT "KEEP AMERICA BEAUTIFUL" EVENT



THE PUBLIC INFORMATION OFFICE'S MOST RECENT MEDALS OF HONOR CEREMONY



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 2009, 1,900 '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 2009 were:

- ◆ **Unveiling of New Efficient Hybrid Collection Trucks**
- ◆ **Medal of Honor Awards Ceremonies at Borough of Manhattan Community College**



BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

DIVISION OF CUSTOMER SERVICE AND GOVERNMENT RELATIONS

The Division of Customer Service and Government Relations (DCSGR) 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 Council on the Environment, etc. In addition, it also oversees special projects for the Department, such as the Graffiti Removal Program, Keep New York City Beautiful, etc.

CSGR comprises four units: Community Liaison, Central Correspondence, Community/Education Outreach and Special Projects.

Customer Service Unit (CSU)

The Customer Service Unit reviews and processes online service requests and complaints from residents. The CSU fulfills orders for printed material and recycling decals, which come to the CSU via the website, the City's 311 system and e-mails. The unit also serves as a referral point for the City's 311 system, handling unusual, unique or complex Sanitation service issues. In addition, the CSU conducts general monitoring and review of the complaints and requests received by the Department. CSU also keeps the City's 311 system up to date on Department projects, policies and activities. As of spring 2009, the CSU assumed responsibility for processing graffiti removal requests, previously handled by the Mayor's Community Affairs Unit (CAU).

In Fiscal Year 2009, the CSU handled over 17,394 web site service requests and complaints filed by community residents. During the same period, CSU representatives processed more than 72,951 requests for recycling decals and DSNY literature, and sent out over 404,518 mailings. The CSU also handled over 11,500 specifically referred telephone calls and inquiries.

Central Correspondence Unit (CCU)

The Central Correspondence Unit responds to and maintains records of all general correspondence from the public and elected officials, as well as letters forwarded from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting complaints or requests for service via DSNY's internal e-mail system to the appropriate districts and bureaus for action, as well as gathering necessary information for response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and

forwarded to the responsible agency. Letters may include service or information requests, complaints about service delivery, commendations for employees, comments on service performance and requests for lot cleaning services. During fiscal year 2009, the CCU responded to more than 1,422 letters and e-mail messages; processed more than 3,694 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 415 that required further action.

Community/Education Outreach

Throughout the year, CSGR 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 CSGR addressed a variety of organizations, conducted door-to-door drives, and distributed educational literature in several languages.

During FY 2009, CSGR's outreach officers conducted extensive ethnic outreach and education campaigns, including many door-to-door bilingual outreach efforts in areas around the city heavily populated by newly arrived immigrants. These efforts focused on educating residents and merchants on how to comply with Sanitation regulations, while promoting the importance of maintaining clean business fronts and properly discarding refuse in order to keep communities clean and attractive. During these drives, our officers handed out our Digest of Codes and education literature to local merchants in English, Chinese and Spanish.

DSNY Volunteer Tool Loan Program

CSGA also administers and coordinates the DSNY Volunteer Tool Loan Program, which loans equipment, such as brooms, shovels, rakes, etc. for volunteer cleanups. The program also provides volunteers with work gloves and trash bags and coordinates with the local Sanitation district for the collection of bagged debris. During FY 09, CSGR coordinated and participated in 37 cleanup efforts, involving over 2,700 volunteers. One such large cleanup took place in Maspeth, Queens, with the Maspeth Industrial Zone Committee, Keep America Beautiful, Keep New York City Beautiful, Waste Management and the Maspeth Kiwanis Club participating in this volunteer effort.

Special Projects

During FY 2009, CSGR handled the following projects:

◆ PROJECTS FUNDED BY ELECTED OFFICIALS

CSGA has been instrumental in creating and developing programs geared at beautifying and improving the cleanliness of communities throughout the five boroughs. 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 service; and equipment. During FY 2009, CSGR coordinated the allocation of \$144,357, which Council Members earmarked toward the purchase of high-end litter baskets and the funding of extra service in their districts.



litter baskets and the funding of extra service in their districts.

◆ A SUMMARY OF SANITATION RULES AND REGULATIONS

CSGR is also responsible for updating and maintaining the DSNY Digest of Codes. This booklet 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. During FY 09, the name of the *Digest of Codes* was changed to **A Summary of Sanitation Rules and Regulation**. This DSNY booklet was also extensively revised, with new rules and updated fines incorporated into its text.

◆ GRAFFITI FREE NYC

In FY 2009, the Department assumed administrative responsibility for the newly developed "TAG" (Technology Against Graffiti) Program and general administration of the City's Graffiti Removal Program was transferred from the Mayor's Office to DSNY. Graffiti is removed from private properties by the DSNY and the NYC Economic Development Corporation (EDC). During FY 2009, the program removed graffiti from 9,043 properties.

Previously, the Department had been a member of an inter-agency task force to redesign the City's graffiti cleaning process. The task force, chaired by the Mayor's Office of Operations, worked throughout FY 2009 to review and revise operational, legal, technological and communication issues related to the graffiti removal process in order to streamline the process and make it more efficient. The redesign of Graffiti Free NYC has resulted in a dramatic increase in the number of sites cleaned and a decrease in the amount of time it takes the City to respond to a cleaning request.



GRAFFITI REMOVAL IN MANHATTAN

◆ 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 2009 TUTCU Citywide and Queens Borough Winner (Elementary Division) was PS 229Q Emanuel Kaplan, where students, teachers and staff teamed up to "Wake Up Woodside". After learning the fundamentals of teamwork from the Queens College Varsity Baseball team, they planted

over 30 trees at the school and surrounding neighborhood through the NY State Dept of Environmental Conservation School Seeding Program, in support of the Million TreesNYC mission. Staff and students also teamed up with the PTA to beautify the school yard, and improve the landscaping around a new school sign. The 2009 Rose Award winner was PS 230K Doris Cohen in Brooklyn, where elementary students promoted recycling and waste awareness. Students created Public Service Announcements, volunteered as classroom, cafeteria, and movie night recycling monitors, and created informational posters to spread the word about why and how to recycle. A school-wide assembly and Earth Day art project reinforced the recycling message.

◆ KEEP NEW YORK CITY BEAUTIFUL

Keep America Beautiful (KAB) recognized the DSNY with its *Great American Cleanup 2008 Recognition Award* for its continued support and involvement in KAB's annual kickoff event of its *Great Cleanup*™. The DSNY is the founding member and current chair of the *Keep New York City Beautiful Coalition (KNYCB)*, a KAB affiliate.

KAB's 2009 *Great American Cleanup* kickoff was held in Times Square, with a multi-media event, involving Times Square giant billboards. Present at the event were members of the Keep New York City Beautiful coalition, as well as a representative from the White House, other officials and school children. Broadway was also represented at the rally by a cast member from the show *Wicked*, who sang the part of the Green Witch. Katie Stam, Miss America 2009, participated in the festivities and joined other guests in ringing the closing bell at NASDAQ. At this event, Sanitation Commissioner Doherty mentioned some of the extraordinary accomplishments achieved by KNYCB's coalition members in keeping New York City clean and beautiful. The themes of this year's celebration were greening the Big Apple and recognizing the extraordinary work of countless volunteers who organized and participated in community cleanup and beautification efforts throughout the five boroughs.

◆ LOVE YOUR BLOCK

In January 2009, Mayor Bloomberg and the Citizens Committee of New York City launched a pilot program called *Love Your (NYC) Block Contest*. Volunteer-led neighborhoods throughout the city were invited to propose projects to transform their blocks. Winning projects were awarded a \$1,000 cash prize and the support of key City agencies, coordinated by the Office of the Deputy Mayor for Operations. From Rego Park in Queens, to Bushwick in Brooklyn, to Washington Heights in Manhattan, to Mt. Eden and Mott Haven in the Bronx, this highly successful contest attracted local organizations across the city, whose volunteers donated thousands of hours to transform entire blocks within their communities. A task force composed of the Department of Sanitation, the Mayor Community Action Unit and the Departments of Transportation and Parks worked on these projects.

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



BUREAU OF FINANCIAL MANAGEMENT AND ADMINISTRATION

BUREAU OF PLANNING AND BUDGET

The Bureau of Planning and Budget continued to provide DSNY Executive Management with critical information pertaining to the operating budget, productivity, absence rates, headcount, refuse and recycling tonnage, and snow related expenditures. The Bureau also acts as a liaison to the Mayor's Office of Management and Budget on all capital and expense budget changes. During FY 2009, the Bureau performed numerous budgetary projections resulting in necessary funding adjustments for long term waste export and recycling fees and provided extensive financial analysis necessary for the various budget reductions required by OMB.

In FY 2009, the Department committed \$167 million in capital projects compared to a target of \$197 million. This ranked the Department in the top three of capital agencies in achieving budget projections. The Bureau successfully initiated the commitment of the following projects: the awarding of contracts to purchase 390 collection trucks including 25 dual bin collection trucks, 92 mechanical brooms, 30 salt spreaders, 20 front-loading hoist compactor trucks, 13 roll off container trucks, 27 medium and 5 large front-end loaders; to rehabilitate the Queens 7 salt dome and to construct a salt storage pad at West 146th Street; to rehabilitate the boiler at Betts Avenue that serves the Central Repair Shop and four garages; and to replace the roof at the Brooklyn 6 garage. In addition, the Bureau procured funds for the Channel 16 Radio System and for rehabilitation at 137 Centre Street.

BUREAU OF INFORMATION TECHNOLOGY

The Bureau of Information Technology (BIT) is upgrading DSNY's computing and telecommunications infrastructure. This past year was mostly a year of preparation for the upgrading of DSNY's information management platforms. Major upgrades in equipment and software have been accomplished, and RFP's for replacement of all agency applications were issued. DSNY expects to have vendors in place by the end of this calendar year. This \$75mm plus multi-year effort known as the New Technology Initiative (NTI) has the objective of replacing its 30+ year old technology applications and upgrading its infrastructure to support the growing use of web based information systems. Efforts include:

- Closer cooperation with DoITT
 - ◆ Legacy applications, such as those for Lot cleaning are being jointly redeveloped to operate within DoITT's cloud infrastructure and services. Additional applications are planned to follow this implementation.

- ◆ Platform design for DSNY enterprise solutions are synchronized with citywide architectural strategy as well as PLAN IT.
- ◆ The Mayor's City-Wide Performance Reporting to the citizens of New York is also being used by DSNY to facilitate management's prioritization of services to the City. This is the start of enhancing the automated Business Intelligence services being developed at DSNY.
- NYC BIGAPPS – DSNY is an active participant in the valuable outlet that can simulate private enterprise with useful public information sources.
- 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). Vendor selection expected to be concluded by the end of this year, with a start in 1Q10.
 - ◆ Initial web-based applications, developed by DSNY internal teams have been rolled out.
 - ◆ Design process for SMART is facilitated by a web-based Operations Board for management to review and improve.
- Medical Records to be moved to an electronic format as defined by the President's initiative. RFP replaced and vendor expected to start 1Q10.
- Received The Mayor's Excellence in Customer Service award for our team's work on citizen facing web based solutions.
- AVL – Received Government Technology's Service award for best Wireless Application.
- 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.
- Infrastructure Upgrades Continue – To pave the way for modern automated solutions, the agency's end-of-life networks, computing facilities, and computer platforms
- Citytime – Implemented for limited use at DSNY. Planned interfaces into DSNY systems are in the design stage.

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.
- 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 BI 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 25% from 25,033 in Fiscal Year 2008 to 18,625 in Fiscal Year 2009.
- OMD is the Department's Webmaster, in addition to posting the many press releases and documents related to DSNY's construction of Transfer Stations and Garages; it also explains the Long Term Waste Management Plan.
- DSNY, with the expertise of our OAU Division, has redeveloped the mechanical broom routes and regulations to accommodate Brooklyn Community Board 2's request for the reduction in service from 2 times a week to 1 time a week service.
- DSNY, with the expertise of our OAU Division, is continuing a pilot program to reduce the number of EZ pack stops and return the stops to curbside collection in an effort to reduce the number of EZ pack truck shifts and increase curbside productivity.

THE LABOR RELATIONS OFFICE

The Labor Relations Office represents the Department in the various matters related to thirty-six unions

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

During Fiscal Year 2009, The Office of Labor Relations was part of the Department team, with the Mayor's Office of Labor Relations and the Office of Management and Budget that met with the Local 831 IBT and the Sanitation Workers Union, on issues concerning productivity improvements, double dumps, EZ Packs and GPS. The Office represented the Department in negotiations with District Council 37 AFSCME locals, trade unions, CWA locals, OSA and was part of the Department team negotiating with Sanitation Chiefs Union. The Office also represented the Department in a number of arbitrations including D.C. 37 locals, SEIU Locals 444 and 621 and other proceedings in the Mayor's Office of Labor Relations, including JPT issues. The Office represented the Department in Improper Practice proceedings in the Office of Collective Bargaining. The Office was able to settle a number of grievances and issues raised in Labor/Management meetings with SEIU Locals 246 and 621, 1181 CWA, D.C. 37 Locals 2627 and 1549 and Local 237 I.B.T., thus avoiding litigation and arbitration on these matters. The Office also participated in the resolution of union related litigation. The Office also prepared and participated in the preparation of a number of Department Orders. The Office had extensive involvement in the City-Time work rules with meetings, including the Mayor's Office of Labor Relations that took place over the entire fiscal year.

BUREAU OF HUMAN RESOURCES

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

During Fiscal Year 2009 Human Resources (H.R.) was one of five pilot Bureaus participating with the CityTime System (automated timekeeping system). H.R. will be involved in the development and monitoring of this system as CityTime expands to the entire agency. During the year, a new Employee Self Service (ESS) tool was available to all DSNY employees; ESS enables employees to view and update select personal, tax, payroll, and benefits information. The H.R. staff is designated to assist and advise all 10,000 employees with questions and problems with this new tool. During FY 2009 H.R. processed 1,461 new employees, including 996 Snow Laborers, and 1,563 separated employees were processed by the H.R. staff.

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 2009, over 48,000 invoices were paid. These resulted in payments exceeding \$767 million, an increase of nearly 9%. 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.

In addition, over 5,000 purchasing documents were submitted to procure the various goods and services necessary to complete the Agency's mission. This represented a 25% increase from the prior fiscal year.

In order to insure the availability of funds for the above purchases, 699 budget modifications were prepared.

As the depository of all Agency revenue, \$37.8 million was collected during FY 2009, an increase of over 13%.

To better serve the public, DSNY 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. The Employees Assistance Unit provides guidance to those who seek help with various problems and when necessary helps the employee get professional help and ensures that candidates for the job of Sanitation Worker are fit to perform the job by conducting pre-employment medical examinations

During Fiscal Year 2009:

- The clinic had 20,850 visits.
- Supervised Sick Leave by making 29,862 home checks, as well as 64,341 telephone checks. The Medical Division wrote 2,259 complaints.
- The Employees Assistance Unit had 1,602 visits for a variety of reasons, including substance use, psychological, stress, financial and marital problems.
- The Drug and Alcohol Testing Unit conducted 9,865 tests, which includes testing for 8 mayoral agencies.
- The LODI Billing Unit processed over 10,000 medical bills, paying out \$2.5 million (billed \$4.7 million) for 1,795 work related injuries.

WEP OFFICE

The WEP office provides the Department with support services in the areas of Clerical and Custodial utilizing several programs such as the Work Experience, Senior Aide, and Summer Youth. The Human Resources Administration referred 7,945 clients to the Department. Approximately 3,543 WEP participants were processed and assigned to DSNY worksites citywide. In order to comply with the difficult challenges and demands of Welfare to Work, the WEP office has been tracking the assignment, attendance and drop-out patterns of WEP participants in order to address the high turn over rate.

In Fiscal Year 2009, the WEP office introduced a six-month Grant Diversion Program "Job Training Participant" (JTP) to the agency. Fifty-six (56) DSNY WEP participants are currently hired as JTP's to perform custodial duties in Sanitation facilities. It is anticipated that by the end of this year, an additional 14 JTP's will be employed bringing the total JTP workers to 70. The JTP program, when in full operation, will at any given time have a maximum of 70 workers to maintain the cleanliness of garages.

BUREAU OF ENGINEERING AUDIT

This unit performs an independent pre-audit of capital payments for the construction projects, equipment purchases, design and construction management contracts, and certain types of expense vouchers to ensure that they reflect the values of goods or services received as per the contracts. The Bureau also monitors vendor participation and compliance with local, small and minority owned business requirements. During Fiscal Year 2009, the dollar values of the payments audited exceeded \$575 million dollars of \$300 million which were for the export of refuse. This dollar value also includes the payments for the contracts related to the Long Term Export of DSNY's managed waste through the Staten Island Transfer Station, the Bronx, and Brooklyn.





Top left, clockwise: Deputy Commissioner Lorenzo Cipollina, Bureau of Financial Management and Administration; Chief Alfred Ferguson, Director, OMD; Ellen Covas, Director, Bureau of Planning and Budget; Deputy Chief Ed Grayson, OMD; Tom Velaoras, Deputy Director, Bureau of Planning and Budget; Shari Pardini, Assistant Chief, OMD; Michael Ebert, Assistant Commissioner, Bureau of Planning and Budget.

INTERNAL AUDITS

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

The following are projects undertaken during FY 2009 were:

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



BUREAU OF LEGAL AFFAIRS

I. CONTRACT INITIATIVES

BUREAU CONTRACTING SUPPORT

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

In FY 2009, BLA worked with the Bureau of Waste Disposal to finalize the closure arrangements at Fresh Kills. BLA assisted in preparing an RFP for a firm to provide post-closure monitoring and maintenance for Fresh Kills. It also assisted with some pre-arrangements relating to the future Fresh Kills Park. In support of that endeavor, BLA negotiated with a public utility to ensure that electrical transmission lines are buried when the Fresh Kills property is transferred to the Parks Department for use as a recreational facility.

BLA Contracts Unit attorneys also prepared license agreements, access agreements and Memoranda of Understanding on behalf of the Department's Office of Public Affairs and the Bureau of Support Services. It negotiated the terms of licenses with energy companies, which allow for the installation of a hydrogen fueling facility on DSNY property, as well as with automobile companies that will provide the Department with hydrogen fuel-cell vehicles to test as part of a demonstration project.

LONG TERM EXPORT PROJECTS

In FY 2009, BLA continued to work closely with the operating bureaus to implement the Department's Solid Waste Management Plan (SWMP). BLA attorneys actively participate in the negotiation and preparation of long-term contracts for the management, containerization, transport and disposal of MSW generated within the City's waste sheds. Following completion of the contract to export Bronx MSW through a private transfer facility in 2007, a similar long-term contract was completed in 2009 for the North Brooklyn waste shed, and negotiation of a similar arrangement is being conducted for Queens MSW. BLA Contract Unit attorneys also provided legal support in developing an RFP for the ongoing effort to select a firm to operate recycling facilities at the Department's West 59th Street Marine Transfer Station and on the Gansevoort Peninsula. Also, in 2009, BLA Contract Unit attorneys reviewed and revised the solicitation documents for

contractors to construct the North Shore and Hamilton Avenue Marine Transfer Stations.

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

RECYCLING ACTIVITIES

BLA continues to work closely with the Bureau of Waste Prevention, Reuse and Recycling ("BWPRR"). In 2009, BLA assisted in the Department's negotiation of a contract with the Sims Group to accept and process recyclables at a new facility to be constructed at the South Brooklyn Marine Terminal. This arrangement also involved close coordination with the City's Economic Development Corporation and the City Corporation Counsel's Office to prepare the necessary ground lease, funding document and services agreement.

BLA is working with BWPRR to arrange for a citywide contract to provide for the proper disposal of spent fluorescent bulbs and used computer monitors, which would put the City in compliance with federal environmental regulations. BLA is also participating with BWPRR in preparing a solicitation, seeking a not-for-profit charitable organization to collect, process and recycle used textiles and items of clothing from designated locations throughout New York City.

In addition, BLA continues to take an active role in the Department's effort to reduce the amount of Household Hazardous Waste entering the waste stream. Toward that end, BLA assisted BWPRR in obtaining an outside contractor to accept and dispose of household hazardous waste and operate Special Waste Drop-Off sites and a solicitation to provide an interim Citywide Special Waste Drop-off program until the selected household hazardous waste contractor is in place.

OFFICE OF THE AGENCY CHIEF CONTRACTING OFFICER

The Agency Chief Contracting Office ("ACCO") initiates and manages all of the procurement and contracting activities of the Department in accordance with the Procurement Policy Board Rules and the New York City Charter. In Fiscal Year 2009, the ACCO office administered approximately 2,500 procurements that include formal contracts, small purchases, micro purchases, change orders, and revenue-generating contracts for the Department. The ACCO office managed the solicitation, integrity review (VENDEX), and

the registration of procurements in the areas of construction and other professional services, the purchasing of goods from capital equipment to supplies, and the long-term export of DSNY-managed waste.

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

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

In recognition of our initiatives, the NYC Department Small Business Services has selected the DSNY ACCO to be part of the planning committee for the Third Annual Procurement Fair that was attended by Mayor Michael Bloomberg and City Council Speaker Christine Quinn.

II. ENVIRONMENTAL REVIEW, ENFORCEMENT AND REGULATORY COMPLIANCE MATTERS

ENFORCEMENT AND DSNY PERMITTING

In FY 2009, BLA staff continued to support the Enforcement Division's agents and Permit and Inspection Unit officers in adjudicatory matters before the Environmental Control Board. These matters include summonses issued and truck impoundments for illegal dumping, improper operation of private solid waste transfer stations, and violations of New York City's Poster Law. BLA attorneys successfully prosecuted hundreds of transfer station and illegal dumping violations, and thousands of Poster Law violations involving advertisements unlawfully attached to City property 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 siting and operating rules for transfer stations, and conducting environmental reviews of private transfer station applications for new or modified permits to operate.

SWMP IMPLEMENTATION

BLA staff continued to support the Bureau of Waste



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.

Disposal, the Bureau of Long Term Export, and BWRRR in implementing components of the SWMP. BLA staff assisted the Law Department in the state permitting and hearing process to obtain Marine Transfer Station permits from the New York State Department of Environmental Conservation. BLA staff also completed the environmental reviews for short-term contracts with private facilities to take DSNY deliveries of waste from Brooklyn and Manhattan, respectively.

ENVIRONMENTAL REVIEW AND APPROVALS FOR DSNY FACILITIES

BLA staff worked closely with the Real Estate Division and with DSNY's consultants to complete the environmental review and secure Uniform Land Use Review Procedure (ULURP) approvals from the City Planning Commission and City Council for the proposed Manhattan Districts 1/2/5 Garage and Salt Shed at Spring Street and the West Side Highway. This facility will enable DSNY to relocate its garages and salt storage facility from the Gansevoort Peninsula to accommodate the Hudson River Park in accordance with the New York State Hudson River Park Act and a related Court Order. This new garage will also replace the severely undersized, 1920s-era District 1 Garage located on Spring Street. BLA staff assisted the Law Department in defending the project's Final Environmental Impact Statement against a legal challenge. BLA staff advanced the environmental review of certain other DSNY actions, including upgrades to salt storage facilities, and assisted Law Department attorneys in defending certain other DSNY project environmental reviews.

BLA staff continued to work closely with the Law Department in an on-going administrative proceeding concerning DSNY's application for a New York State



Department of Environmental Conservation permit for a leaf and yard waste composting facility at Spring Creek Park in Brooklyn. BLA staff provided regulatory advice to the interagency team planning the Fresh Kills Park on Staten Island. BLA staff coordinated DSNY's comments on the environmental review of actions proposed by other agencies and private applicants, and participated in an interagency effort to revise and update the City Environmental Quality Review Technical Manual. BLA staff also served as a liaison to the Mayor's Office of Long Term Planning and Sustainability in its efforts to prepare a Greenhouse Gas Inventory for City operations.

REGULATORY COMPLIANCE

BLA staff continued to advise the Department's Bureaus of Building Maintenance, Motor Equipment, Cleaning and Collection, Waste Disposal, and Engineering with respect to environmental and regulatory requirements for constructing new facilities and for keeping facilities and operations in compliance with federal, state and local regulations and relevant Court orders. BLA staff worked with the Law Department to resolve regulatory compliance issues involving more than 400 DSNY petroleum bulk storage tanks that involved scheduled testing and tank replacement, and spill management. BLA staff worked with its consultant and the Law Department to propose a corrective action plan, which was then approved by the Department of Environmental Conservation to address the quality of storm-water discharge from a waterfront DSNY Garage parking lot in Queens. BLA staff assisted with compliance reporting to the City Council concerning local laws requiring the phase-in of Best Available Retrofit Technology for DSNY's diesel truck fleet, utilizing technology, such as diesel particulate filters that make diesel trucks as clean as natural gas-fueled trucks, and concerning similar retrofits for non-road equipment used in DSNY construction and solid waste contracts.

III. LEGISLATIVE AND REGULATORY INITIATIVES

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 promulgated rules governing electronic equipment collection, handling, recycling and reuse in the *City Record* on April 15, 2009. Among other provisions, the 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.

The rules became effective on June 15, 2009. Due to pending litigation, the Department is not yet enforcing the provisions of Local Law 13 and the rules.

STREET FAIR RECYCLING

On February 26, 2009, Mayor Bloomberg signed into law Local Law 13 of 2009. This law requires every producer or event manager of a street event to ensure that solid waste and recyclable materials generated at a street event are properly disposed of or recycled. It further requires every producer or event manager of a street event to place at least two receptacles, one for solid waste and one for recyclable material, within or near each intersection in the street fair area and to monitor all receptacles within the street fair area. Local Law 13 provides for a penalty of one hundred dollars (\$100) for any violation of this section.

TRANSFER STATION PERMIT FEE INCREASE

On March 18, 2009, the Mayor signed into law legislation that increases the annual fees charged by the Department of Sanitation for permitted solid waste facilities. Local Law 18 of 2009 increases the annual fee for a permitted non-putrescible solid waste transfer station from thirty-five hundred dollars (\$3,500) to seven thousand dollars (\$7,000), and increases the annual fee for a permitted putrescible solid waste transfer station from sixty-five hundred dollars (\$6,500) to thirteen thousand dollars (\$13,000). It also increases the annual registration fee for intermodal solid waste container facilities to seven thousand dollars (\$7,000). On May 12, 2009, the Department of Sanitation published a Final Rule incorporating the increases to the annual permit/registration fees for solid waste facilities as authorized by Local Law 18 of 2009.

At the time that the Department began enforcement of Local Law 40 during Fiscal Year 1991, twelve (12) employees were assigned to the Department's PIU. Since then, the Department has increased PIU staffing levels and currently employs a staff of twenty-five (25). The Department will also need to hire additional personnel with technical expertise, including an industrial hygienist, bringing to twenty-seven (27) the total number of employees assigned to PIU. The increase to PIU's staffing levels will allow the Department to conduct more thorough inspections of solid waste transfer stations and ensure that the new air and odor control regulations are being followed.

The increase in permit fees will help the Department defray some of the increased costs associated with inspections conducted by DSNY's Permit and Inspection Unit to ensure that transfer station facilities comply with the terms of their permits and the Department's stringent operating rules governing air, odor and dust control.

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 FY 2009, 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



STATEN ISLAND TRANSFER STATION



waste and replace the predominantly transfer trailer-based waste export contracts DSNY implemented to close the Fresh Kills landfill.

FY 09 MTS Program Highlights:

- Bureau representatives met with Community Advisory Groups for the **E. 91st Street and North Shore MTSs**.
- The Bureau, through the Law Dept. and with the assistance of the Bureau of Legal Affairs, continued to participate in the permit proceedings for the **Southwest Brooklyn MTS** project. The Administrative Law Judge issued Rulings in July 2009 that held there were no issues for adjudication in the permit proceeding.
- The Bureau, through the Law Dept. and with the assistance of the Bureau of Legal Affairs, continued to participate in the permit proceedings for the **E. 91st Street MTS**, submitting Noise and Supplemental Noise Reports in response to the April 2008 Rulings issued by the Administrative Law Judge. In response, the ALJ issued a Supplemental Issues Ruling in December 2008 that held that no issues exist with regard to the ability of the proposed MTS, as currently designed, to ensure compliance with NYSDEC noise standards. NYSDEC denied the appeal of the Petitioners appeal of the Rulings in July 2009, paving the way for the issuance of NYSDEC permits for the project.
- The final appeal of ACORN, et al v. Mayor Bloomberg, et al challenging the sufficiency of the **E. 91st Street MTS** environmental review was





← THE NEW STATEN ISLAND TRANSFER STATION

The negotiation of the 20-year Intergovernmental Agreement with PANYNJ for the use of the Essex Resource Recovery Facility for a portion of Manhattan's waste continued in FY 09; execution of the Agreement is expected in FY 10.

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.

The Bureau awarded a 20-year Service Contract for Bronx DSNY-managed waste in FY 07 and a 20-year Service Contract for the use of the Varick Avenue Transfer Station in Brooklyn Community District (CD) 1 for the containerization, transportation and disposal of DSNY-managed waste from Brooklyn CDs 1, 3, 4, and 5 in FY 2008. In March 2009, Mayor Bloomberg participated in the ribbon cutting ceremony held by Waste Management to commemorate the start of rail service at the Varick Avenue Transfer Station pursuant to the Service Contract (see photograph of the Mayor and supporters of the Varick Avenue TS rail project at the ribbon cutting ceremony). Contract negotiations for the containerization, transportation and disposal of the waste generated by Queens CDs 1 – 6 and the environmental review are essentially complete. The contract is expected to be awarded in FY 2010.

MAYORAL TASK FORCE

The Bureau continues to participate, along with other DSNY Bureaus and EDC, the Law Department, the Mayor's Office and the Office of Management and Budget, in a task force established by the Mayor to develop and implement SWMP projects. The Task Force met regularly throughout FY 2009.

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 railyard and provides container transport and waste disposal of all of Staten Island's DSNY-managed waste pursuant to a 20-year Service Contract. DSNY continues to monitoring the wetlands mitigation project at the SITS (see photograph of wetlands mitigation project).

In September 2008, the SITS was awarded the Golden Transfer Station Award for excellence in design and operation by the Solid Waste Assn. of North America.

dismissed in December 2008.

- Determinations of No Hazard were issued by the FAA for the **North Shore MTS** building and cranes in September and November 2008, respectively.
- In July 2008, a United States Army Corps of Engineers (USACE) conditional permit was issued for the **North Shore MTS**.
- Pursuant to an application submitted for a USACE permit for the **E. 91st Street MTS**, USACE held a public hearing in September 2008 in the MTS community to take public comment and established a public comment period for the receipt of written comments. The Bureau provided USACE with responses to all of the comments received in December 2008.
- In January 2009, DSNY submitted an application for a USACE permit for the **Southwest Brooklyn MTS** project.
- Bid specifications and bid booklets for **North Shore MTS** construction were issued in November 2008. Bids received in March 2009 and the General Construction contractor contract was awarded in June 2009.
- Bid specifications and bid booklets for **Hamilton Avenue MTS** construction were issued in February 2009. Bids received in May 2009 were evaluated for award.

WEST 59th STREET MTS

Negotiations with Sims Metal Management are underway. Sims was selected for negotiations in connection with an RFP procurement issued in FY 2007. The RFP sought a vendor to operate the West 59th Street MTS as a commercial waste export facility that would share the use of the facility with DSNY's paper operations and enjoy exclusive use of the facility after the proposed new Gansevoort MTS is operational. The environmental review of the project began during FY 2009. NYSDEC issued a renewal permit for the MTS in March 2009.

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



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 property that serve as bases for the Department to operate out of.

BUREAU OF MOTOR EQUIPMENT (B.M.E.)

The primary mission of the Department is moving refuse from collection points to disposal sites. To accomplish this, along with many other DSNY functions, a fleet of almost six-thousand vehicles is required. B.M.E. provides a full service for this fleet, from design, research and development, to procurement, maintenance, repair and ultimate final relinquishment.

B.M.E. Vehicle Acquisition and Warranty

The **Vehicle Acquisition and Warranty Division (VAWD)** has three sub-units; **Engineering, New Equipment and Warranty**. **Engineering** designs and publishes specifications that include all environmental, operational and safety features required by Department vehicles so they meet both DSNY requirements and industry standards. The **New Equipment** section inspects vehicles as they are delivered from the equipment manufacturers to ensure they meet all design specification, comply with all legal requirements, such as New York State emission requirements and are ready to 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. Two section 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 comply 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.

Noise Emission:

VAWD is working diligently in reducing Noise Emissions. Sanitation will have approximately five hundred thirteen (513) Pack-at-Idle rear loading collection trucks by year 2010. Some of the advantages of the "Pack-at-Idle" collection vehicles are the full compliance with all Local Laws, as well as reduced fuel consumption.

Vacuum Truck:

In addition to the current street sweeper, in June, 2009 the first of seven vacuum type street cleaning vehicles was put into service. This is a clean diesel, combination sweeper/vacuum truck being utilized to clean the many newly constructed pedestrian malls, bicycle lanes, bus stops and various other curbside "cut-outs" that are rapidly populating the City Landscape where traditional mechanical cleaning equipment can not be utilized. These vehicles will also be PM10 compliant.

Disc Brake Technology/Traction Control:

VAW/NE is working with our 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 noise levels and enable our vehicles to be equipped with all wheel traction control, which will greatly improve vehicle road handling and stability.

Clean Fuels and Technology Division

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

◆ *Ultra-Low Sulfur Diesel Fuel (ULSD)*

To augment DSNY's clean-diesel fleet, the Department of Sanitation in July 2004 became the first Mayoral Agency to implement the use of ultra-low sulfur diesel fuel citywide, well in advance of national regulations scheduled to take effect in 2006. The use of ULSD gives the Department the basic platform needed to utilize advanced exhaust after-treatment technologies, such as Diesel Particulate Filters.

- **July 2001** **First Mayoral Agency to utilize ULSD**
- **October 2001** **All of Bronx switched to ULSD**
- **November 2002** **All of Manhattan switched to ULSD**
- **July 2004** **First city agency to switch citywide**
- **October 2006** **Federal EPA mandate**

◆ *Diesel Exhaust After-Treatment*

It is the intent of DSNY to maintain its proactive stance of implementing the best available technology to reduce the overall exhaust emissions of the fleet. This will enable DSNY to continue to provide necessary essential services, while maintaining a vigilant and





environmentally responsible “Clean-Air Program”. This will be accomplished through the use of advanced diesel exhaust after-treatment technologies. To date, 2,800 vehicles of DSNY’s fleet of approximately 4,000 diesel-powered vehicles (**including refuse collection trucks**) are equipped with advanced diesel exhaust after-treatment technology. One thousand two hundred of DSNY’s 2,000 refuse collection trucks are equipped with Diesel Particulate Filters (DPF). Each year, DSNY utilizes CMAQ funding to retrofit its diesel fleet with exhaust after-treatment devices.

◆ *Biodiesel*

In keeping with DSNY’s pioneering spirits and complying with our government’s goal to reduce our nation’s dependence on foreign oil, we proactively commenced a B5 biodiesel pilot to explore the utilization of a domestically produced renewable fuel into the DSNY fleet. Biodiesel is non-petroleum based alternative fuel derived from vegetable oils, used cooking oils or animal fat that can be used in diesel engines. The most common biodiesel fuel used in the U.S. comes from Soy beans. DSNY is currently utilizing B5 (a blend of 5% biodiesel mixed with 95% ultra-low sulfur diesel fuel) citywide.

- | | |
|----------------------|--|
| • August 2006 | B5 pilot |
| • March 2007 | B5 citywide |
| • August 2007 | B20 Pilot @ QW-6
(testing on going) |

◆ *Compressed Natural Gas (CNG)*

Over fifteen years ago the DSNY pioneered the testing of the nation’s first dedicated Compressed Natural Gas (CNG) refuse-collection truck and street sweeper. At that time, the Department also engaged with local utilities to convert light-duty gasoline fueled vehicles to operate on gasoline and CNG (bi-fuel). DSNY continues to explore the viability of CNG vehicles. DSNY currently owns and operates one CNG fueling station located in Woodside Queens.

- | | |
|--------------------------------|-----------|
| • CNG Street Sweepers | 25 |
| • CNG Collection Trucks | 25 |

◆ *Ethanol Fuel (E85)*

The New York City Department of Sanitation (DSNY) has taken the lead in New York City by putting into service the first fleet of flexible fuel vehicles (FFV). Sanitation’s

currently operates a fleet of approximately 450 FFV. DSNY kicked off its E85 Program back in September of 2000 when it opened the first E85 fueling facility in the Bronx. Today, DSNY owns and operates five ethanol-fueling facilities throughout the five boroughs of New York City.

◆ *PM10 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 designed to be PM₁₀ (particles less than 10mm aerodynamic diameter) compliant and are certified by the California, South Coast Air Quality Management District. All of DSNY’s current 450 street sweepers are PM10 compliant.

HYBRID VEHICLES

Light-Duty Hybrid-Electric Vehicles

- | | |
|----------------------------|------------|
| • Ford Escape | 140 |
| • Honda Civic | 19 |
| • Toyota Prius | 281 |
| • Toyota Highlander | 19 |

TOTAL **459**

Medium-Duty Hybrid-Electric Vehicles

- **4 Rack Trucks**
- **33,000 GVW**
- **Kenworth T370**
- **Eaton Hybrid Power System**

Heavy-Duty Hybrid Vehicles

In 2004, DSNY joined the “CalStart” HTUF, Hybrid Refuse Truck Working Group. The goal of the working

group is to accelerate the commercialization of hybrid drive technologies in refuse trucks. As a result of a national HTUF RFP, in 2009, DSNY put into service the nations first 72,000 GVW hybrid refuse-collection trucks. DSNY tested four different hybrid configurations (please see table below).

Design	Chassis Mfg	Fuel	Hybrid Sys	Series/Parallel	# of Units
1	Crane Carrier Corp	Diesel	Electric	Series	3
2	Crane Carrier Corp	Diesel	Hydraulic	Parallel	2
3	Crane Carrier Corp	CNG	Hydraulic	Parallel	1
4	Mack Trucks	Diesel	Electric	Parallel	1

◆ **Medium-Duty Hybrid-Electric Plug-In Vehicles**

The federal government has announced the awards for the ARRA Transportation Electrification Program, and the Plug-in Hybrid Truck Development and Demonstration program has been awarded \$45.4 million, the full amount of funding requested.

This was a national proposal. Fifty fleets from around the country are participating in the program, including eleven from New York. A total of 378 plug-in hybrid trucks will be manufactured under the program. Twenty-six trucks will come to New York, of which six will be delivered to DSNY.

The prototype plug-in hybrid truck is being developed as part of an EPRI project sponsored by NYPA and other utilities. This ARRA-funded program will accelerate the development and commercialization of the truck. All development work and testing is expected to be completed next year, with truck deliveries starting at the end of the year.

- **6 Aerial lift work trucks**
- **Ford F550**
- **Eaton Plug-In Hybrid Electric System**
- **Altec Model AT37-G**

◆ **Hydrogen Fueling Station**

In the interest of promoting a sustainable hydrogen (H2) energy economy in the State of New York, and in collaboration with Shell, DSNY agreed to the installation of one of NYC's two Hydrogen fueling stations. The H2 fueling station is located at DSNY Bronx-12 Garage (1635 East 233rd Street) and was completed in September of 2009.

◆ **Fuel Cell Vehicles**

In 2010, DSNY will be among the nation's first municipal fleets to test hydrogen fuel cell vehicles.

- **1 Chevrolet Equinox**
- **10 Toyota Highlanders**

◆ **Electric Vehicles**

In 1999, DSNY was among the nation's first municipal fleets to test the Toyota RAV4 electric vehicle. From 1999 to 2001, DSNY successfully tested 5 Toyota RAV4 electric vehicles throughout the five boroughs of NYC.

Field Operations

Field Operations is responsible for the maintenance

and post-warranty repair of all Department vehicles. DSNY has slightly over two-thousand collection and dual bin collection trucks to pick up refuse each day. Four-hundred, fifty mechanical brooms sweep the City's streets on a regular basis.

In each of the Department's district garages, B.M.E. 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 B.M.E. Various management tools, such as oil sampling and a thorough analysis of the causes of breakdowns, have lead to the most comprehensive maintenance program in the industry, the result being a reliable, economical fleet. To ensure the other operating arms of the Department can perform their missions, **Field Operations** constantly monitors equipment availability to make sure the *right vehicle is available at the right time and place.*

Contingency Planning

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

Plans include back-up electrical power plans. From small portable generators to large stationary units, 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 for vehicles and vital communications equipment. Having these measures in place ensures the continuity of service during a power outage. An annual 'Mock Power Outage' that tests the integrity of the system successfully took place in the last week of June 2009.

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

Services maintains a fleet of 410 salt spreading vehicles and a battery of specialized equipment, including snow plows that attach to most of the truck fleet.

B.M.E. Administration/Fiscal Services

Administration is comprised of three sub-divisions: **Human Resources, Fleet Administration, and the Internal Audits and Salvage unit.** **Human Resources** is responsible for the recruitment of personnel to approved staffing levels; maintaining personnel and timekeeping records; administering the payroll function; managing the Labor-Management Committee function and the grievance procedure. **Fleet Administration** is responsible for the issuance of license plates and registrations for the Department's fleet via a partnership link with the New York State Department of Motor Vehicles; maintaining the fleet inventory system, all vehicle records and acting as liaison with the Department of Finance and E-Z Pass regarding violations. **Internal Audits and Salvage** is responsible for conducting audits of the eighteen B.M.E. parts stockrooms, ensuring inventory integrity, as well as the oversight of the materials relinquishment process.

Fiscal Services also includes the **Contract Management Unit.** **Fiscal Services** is responsible for tracking B.M.E.'s OTPS budget and authorizing payment for materials and services. **Contract Management Unit** is responsible for tracking capital contracts involving equipment acquisition to ensure compliance before payment is authorized.

Material Management Division

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.

BUREAU OF BUILDING MAINTENANCE (B.B.M.)

The Bureau of Building Maintenance (B.B.M.) is tasked with providing routine maintenance and emergency repairs to the 200 DSNY facilities throughout the city including garages, section stations, repair shops, transfer stations, facilities at Fresh Kills and office buildings. B.B.M. has a staff of 177 employees composed of carpenters, electricians, plumbers, machinists, steamfitters and welders. B.B.M. ensures that the Department facilities remain in full compliance with all oversight agency rules and regulations. B.B.M. receives approximately 13,000 work requests a year.

PlaNYC

The PlaNYC program was initiated in 2007. This is a citywide program to improve energy efficiency, reducing pollution and carbon emissions and improving sustainability of NYC operations. In this exciting program, City agencies submit their proposals to DCAS for assessment. They are screened and, if selected, are funded by the savings anticipated by putting them in motion. The DSNY had twenty projects in the PlaNYC program. Nine have been completed; five were in design and six in various stages of construction. Some of the items included here are improvements to high efficiency

lighting, improved boiler controls, quick roll-up doors that conserve heat and cooling and occupancy sensors that control lighting. B.B.M. uses both the New York Power Authority Encore Program and Executive Order 109 to complete the work that meets the criteria of PlaNYC.

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 Management** program to reduce electrical consumption on the hottest days of summer with the highest electrical demands. In 2009, the DSNY had one day that required lowering power consumption during the critical Peak-Load hours. In addition to the Peak Load Management program, the DSNY has elected to participate in the NYPA's **ENCOR** program. The ENCOR program creates energy savings by installing energy efficient lighting, electric motors, burners, boiler controls, and rapid roll doors. This results in a safer, improved working environment that uses less electricity and other energy. Estimated energy savings for projects completed in 2009 totaled approximately 185 thousand dollars.

Mayor's Executive Order 109

In accordance with Executive Order 109, using internal resources, the DSNY undertook lighting upgrades in three locations that save a total on 343 KWH of electricity each day of operation. This saves money and reduces greenhouse gas emissions at the same time.

Regulatory Agency Compliance

The Bureau of Building Maintenance has been attentive as both a pro-active and re-active division in the prevention and the remediation of violations received from various regulatory compliance agencies.

B.B.M., in conjunction with the DSNY Bureau of Legal Affairs and B.C.C. , conducted physical site inspections of DSNY properties to assure that all sanitation facilities are complying with the regulations of DEC, FDNY, DOB and DOT. In buildings where a Stationary Engineer is on site, a facility check is part of his daily schedule. He also carries and maintains the permits that pertain to certain equipment needed for that location to stay in compliance. Sprinkler/Standpipe and Tank Tests are scheduled with the respective agencies to stay pro-active in violation avoidance. B.B.M. also has dedicated personnel tending to underground storage tank issues on a daily basis to keep us in compliance.

Violation avoidance work is a part of a daily work schedule at all of our facilities. Any work orders that have a potential to become a violation are addressed as top priority. As part of B.B.M.'s pro-active approach to avoiding violations, B.B.M. is continuing to replace lubricant hose reel assemblies that at visual inspection are found to be worn. Spill containment has been added to our above-ground tanks also as part of our violation avoidance.

BUREAU OF ENGINEERING



BROOKLYN 1 & 4 GARAGES



MANHATTAN DISTRICT 4/4A/7 GARAGE



QUEENS 14 GARAGE

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

The Bureau 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 the design has been completed for the new 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 Spring, 2010.
- Queens 14 garage is expected to be completed Fall, 2009.

The new garages in construction have received the New York City Public Design Commission's Award for Design Excellence.



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, is 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 2009.

In Fiscal Year 2009, the PIU conducted over 5,800 inspections of solid waste transfer stations, Intermodal facilities and FMO's. The Unit issued over 6,400 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 2 Lieutenants, 7 Officers, and 1 Research Scientist. (One of our Officer's is assigned to the Office of Emergency Management as an Interagency Coordinator). In Fiscal Year 2009, the Unit responded to 693 emergency incidents, conducted 700 inspections, and opened 5 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



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

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, the training of its managers and supervisors and by 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 2009, 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.

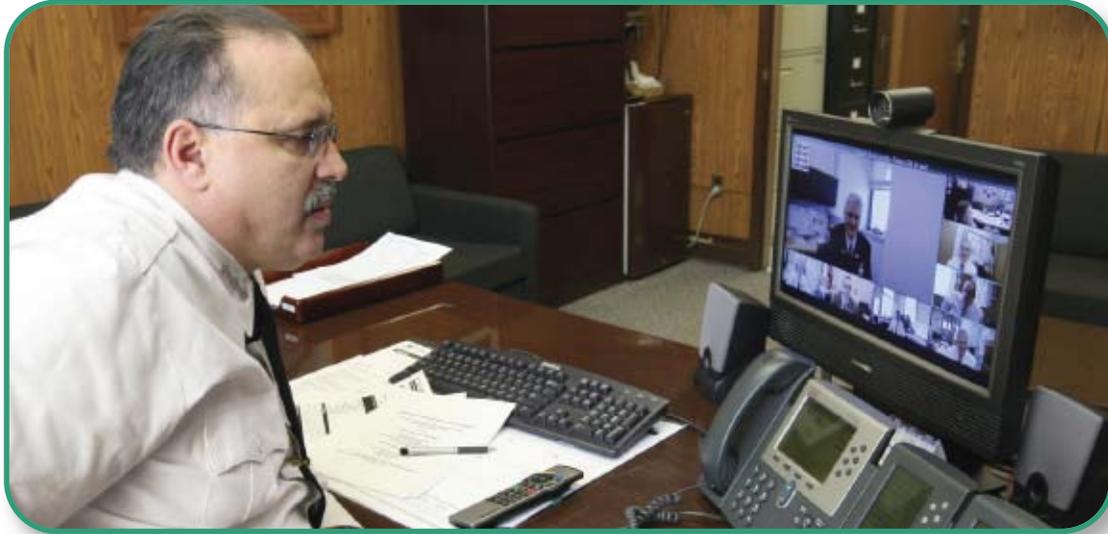
The undeniable success of the Department's EEO Program is a result of the ardent support for this program by the DSNY Commissioner and the entire Department's executive management. While a perfect work environment has not yet been attained, it is the policy of zero tolerance towards discrimination that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

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



“DOING MORE WITH LESS”

The Department's core mission, which is the daily collection and disposal of refuse and recyclables, and maintaining acceptably clean streets, is always tailored to the fiscal realities of the moment. Currently, the Department - and all other City agencies - are conducting day-to-day operations on shrinking budgets as a result of extraordinary fiscal challenges. The Department has met this challenge, while still providing basic services to New York City residents, by doing more with less... as Mayor Bloomberg has asked.



CHIEF MARINO, BOO, UTILIZES THE LATEST TECHNOLOGY BY TELECONFERENCING ON HIS PC WITH BOROUGH CHIEFS.

The Bureau of Waste Disposal (BWD), in lieu of executing the final renewal year of a contract for exporting municipal solid waste from Queens, solicited bids one year early to attempt to gain an advantageous position due to market rates and additional in-borough capacity that developed since the previous bid. The result was an annual savings of approximately \$10 million, starting in FY 2010, plus a reduction in truck traffic leaving Queens to waste disposal facilities in New Jersey and Long Island.

In the Bureau of Long-Term Export (LTE), permit documents, Solid Waste Management Plan (SWMP) documents, and environmental review documents have been placed on the Department's website, increasing their availability to the public, vendors and consultants. LTE is also currently using software-based construction management tools, Portable Document Format (pdf) documents, and diskettes to provide documents in design and construction management oversight, procurements, negotiations and contract management. This has resulted in requiring less use of paper purchased, resulting in saved money, paper, fuel, and time.

The Department's NOVAS handheld mobile computers which help agents prepare and issue summonses are now utilized by the Enforcement Division. This innovation allows Sanitation Enforcement Agents to issue summonses electronically without information having to be manually entered by clerical staff. The

summonses are also electronically transmitted to the Environmental Control Board, instead of hand delivered. This also allows for quick retrieval of information for investigative purposes.

In the Public Information Office, a daily news clipping digest concerning Department and City government news used to be distributed agency-wide via paper copies. Over the last year, daily news clips are now scanned and sent via email to a larger group of DSNY uniformed and civilian staff, saving approximately 184,600 legal-sized pages per year, or the equivalent of 104 trees annually.

The Bureau of Cleaning and Collection (BCC) is producing savings by having existing recycling collection routes with split body hopper trucks pick up paper and metal/glass/plastic from blue and green public space recycling baskets citywide, thereby eliminating the need for trucks solely dedicated to picking up the baskets, and saving money, personnel, and time.

Chief Philip Marino, head of the Bureau Operations Office (BOO) now utilizes teleconferencing technology on his PC to facilitate Department operations without the need for Borough Chiefs to commute to Department headquarters for meetings, which would result in gas usage, more traffic, and more time away from running their respective boroughs, particularly during snow season.

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SANITATION is a way of life.
It is the quality of living
that is expressed in the clean home...
the clean business and industry,
the clean neighborhood,
and the clean community.
Being a way of life it must come
from within the people;
it is nourished by knowledge
and grows as an obligation and
an ideal in human relations.

The National Sanitation Foundation

C I T Y O F N E W Y O R K
DEPARTMENT OF SANITATION

Michael R. Bloomberg
Mayor

John J. Doherty
Commissioner

