



# D.S.N.Y. ANNUAL REPORT 2001

NEW YORK CITY DEPARTMENT OF SANITATION



World of Golf



The World of Golf

Le C ge

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# D.S.N.Y. ANNUAL REPORT 2001

## NEW YORK CITY DEPARTMENT OF SANITATION

2	Letter from Mayor Michael R. Bloomberg
3	Letter from the Commissioner
4	Executive Committee
5	Uniformed Chiefs
6	World Trade Center
	<u>Bureau of Cleaning and Collection</u>
12	Collection Operations
14	Personnel Management Division
15	Bureau Operations Office
15	Cleaning Operations
	<u>Bureau of Waste Disposal</u>
19	Solid Waste Management
20	Environmental Enforcement Unit
21	Waste Prevention, Reuse, and Recycling
30	Bureau of Long - Term Export
31	Division of Safety and Training
33	Administration
35	Bureau of Legal Affairs
36	Support Operations
40	Equal Employment Opportunity Office
41	Enforcement Division
	<u>Bureau Of Public Information and Community Affairs</u>
42	Public Information
42	Community Affairs



## Message From Mayor Michael R. Bloomberg

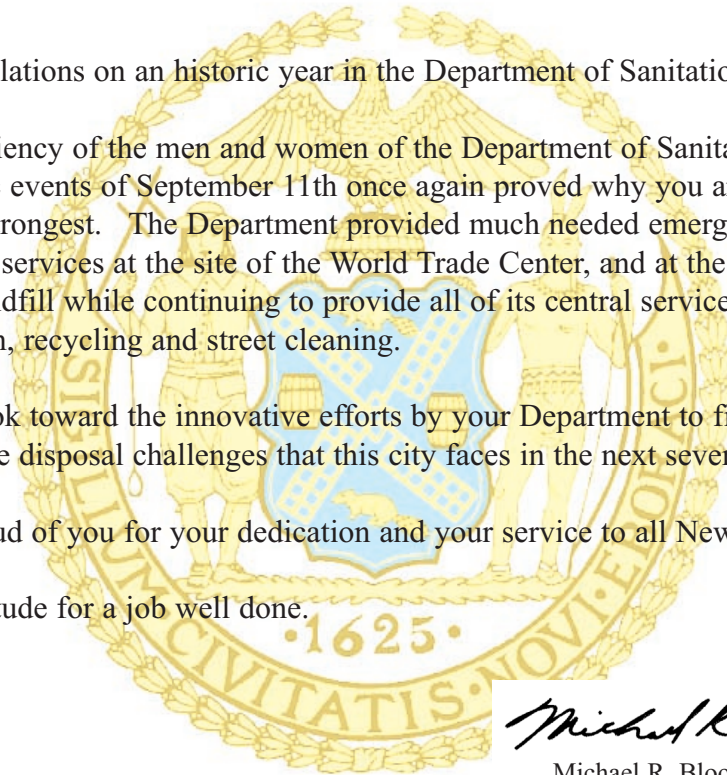
Congratulations on an historic year in the Department of Sanitation.

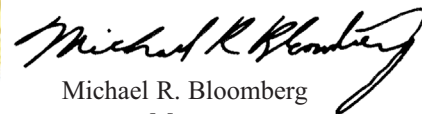
The resiliency of the men and women of the Department of Sanitation following the tragic events of September 11th once again proved why you are called New York's Strongest. The Department provided much needed emergency rescue and recovery services at the site of the World Trade Center, and at the former Fresh Kills Landfill while continuing to provide all of its central services such as refuse collection, recycling and street cleaning.

I now look toward the innovative efforts by your Department to find solutions to the waste disposal challenges that this city faces in the next several years.

I am proud of you for your dedication and your service to all New Yorkers.

My gratitude for a job well done.



  
Michael R. Bloomberg  
Mayor





## Letter From the Commissioner

Dear Mayor Bloomberg,

It gives me great pleasure and pride today to submit the NYC Dept of Sanitation's Annual Report.

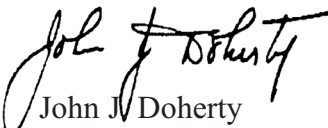
It was quite a year!

The tragic events of September 11th overshadowed all of the other incredible things that this Department accomplished in 2001...like closing the Fresh Kills landfill and still managing to handle the enormous and continuing municipal solid waste stream of 11,000 tons each day. All of those involved in that effort deserve our gratitude. It was a tough job done well.

But the tragedy of September 11th even forced the landfill closure mission to be side-tracked. As we all know, the Staten Island landfill was temporarily re-opened late September to become a crime lab and the final resting point for tons of debris removed from the World Trade Center site. That massive effort continues today.

So it is indeed fitting that as we honor New York's Strongest, we also recognize the best of the New York City Department of Sanitation - uniformed and civilian workers alike - whose untiring efforts have helped to lead our City out of one of its darkest hours.

I salute all of the Employees of this great Department and wish you the very best.

  
John J. Doherty  
Commissioner

THE CITY OF NEW YORK  
**DEPARTMENT OF SANITATION**



**EXECUTIVE COMMITTEE**



**John J. Doherty**  
Commissioner



**Peter Montalbano**  
First Deputy  
Commissioner



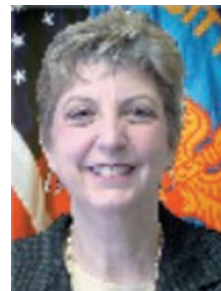
**Michael Bimonte**  
Chief of Staff



**Vito A. Turso**  
Deputy Commissioner  
Public Information



**Steven Lawitts**  
Deputy Commissioner  
Administration



**Leslie Allan**  
Deputy Commissioner  
Legal Affairs



**Fernando Camacho**  
Director  
EEO



**Harry Szarpanski**  
Assistant Commissioner  
Long Term Export

THE CITY OF NEW YORK  
DEPARTMENT OF SANITATION



UNIFORMED CHIEFS



CHIEFS



**Martin Bellew**  
Director  
Waste Disposal



**Benedict Cecere**  
Director  
Cleaning & Collection



CHIEFS



**Anthony Etergineoso**  
Special Assistant to the  
First Deputy Commissioner



**Benedict Dickerson**  
Director  
Personnel  
Management Division



**Rocco Sabatella**  
Chief  
Cleaning Operations



**Bernard Sullivan**  
Chief  
Bureau Operations



**Peter McKeon**  
Chief  
Collection Operations



**James Sims**  
Chief  
Safety & Training



**David Nati**  
Director  
Operations Management Division



**Michael Mucci**  
Deputy Director  
Bureau Waste Desposal



# World Trade Center



The most devastating event in recent memory occurred on September 11, 2001. The Department played a major role in the W.T.C. clean up operations, utilizing our manpower and equipment resources. The Department played a major role in supporting Department personnel assigned to clean-up operations. The Department worked 24 hours a day, 7 days a week and was able to coordinate the procurement and movement of supplies and equipment to the W.T.C. cleanup operations without disrupting the day to day operations of the outer Boroughs.

Furthermore, there was an unprecedented level of cooperation between the Department and other City, State, and Federal Emergency Response units in creating a working atmosphere where no problem was too big or complex to resolve. This was accomplished under the most difficult times as the Department Headquarters were temporarily relocated to Queens. It required initiative and imagination to resolve some roadblocks facing the Department each day.

The Department supplied 65 sand spreaders, used as barricade trucks, positioned in front of highly sensitive security areas around the City. Areas such as Police Plaza, United Nations, tunnels, bridges and communication centers were supplied with these vehicles.

The Department's Auxiliary Field Force (A.F.F.) played a key role in the on-site fueling of equipment when the hopes of finding survivors were still high. The Department fuel trucks also fueled other City, State and Federal vehicles and generators on-site at ground zero and nearby locations.

Shortly after the attack equipment was mobilized, orders were given to fuel and ready all cut downs, attach claws and 4 in 1 clam buckets on front end loading machines, prepare and fill all flushers. Equipment was also pre positioned for immediate response. 59 cut downs, 50 front-end loaders and 10 flushers were moved into lower Manhattan from the outer Boroughs. The movement of collection trucks, dump trucks, front-end loaders, flushers, haulsters and transport vans was accomplished without delay. This





was supplemented with the timely procurement and distribution of items such as brooms, shovels, dust masks, etc..

Shortly following the disaster a Command Center/Office was established to house administrative functions and provide locker rooms for personnel working at the site. Department vans and buses accomplished the movement of Sanitation Workers and Supervisors from the outer Boroughs to the W.T.C. site.

As a result of the attack on the World Trade Center the Departments two-way radio system was disabled. Department personnel were able to re-start the radio system and continue radio communications by visiting all the transmitter sites and have the system function on receiver/repeater configuration.

Following the September 11<sup>th</sup> World Trade Center attack, the Department dispatched personnel and equipment resources to the disaster site, under the direction of the Office of Emergency Management (OEM). Department personnel, working two 12 hour shifts, engaged in a two-fold operation: cleaning and hauling to remove and transport debris and vehicles that were destroyed. The Department's first action was to segment the area of Lower Manhattan into 27 quadrants bordered by Canal Street on the north and Broadway on the west, to facilitate the removal of large debris to allow safe passage for emergency vehicles, rescue workers, and specialized equipment.

A team was assigned to each sector for cleaning which consisted of 6 hand broom personnel, one Collection Truck, one Front End Loader (FEL), one Cut Down, one Mechanical Broom, and one Flusher, which worked in more than one sectors.

The cleanup operation, which began on the east side, was difficult due to street closures, restricted access areas, and the large amount of debris. Three hand broom personnel were assigned on each side of the street to clean from the building line into the street and to load litter and debris into collection trucks. Using short length fire hoses, workers hosed down buildings and sidewalks and minimized airborne dust. FEL operators moved heavy rubble and loaded the material into cut downs. Flushers were used to keep the area wet and minimize the concrete and ash dust generated by the disaster and the movement of heavy machinery.

The hauling operation was dispatched from Manhattan 2. Private contractors loaded debris into Department open body dump trucks and private trucks which were transported to Fresh Kills Landfill, Hamilton Avenue MTS, or the 59th Street MTS, Pier 6 or Pier 25, depending upon the source and type of material being hauled.

In addition to the cleanup efforts, the Department worked in conjunction with the Health Department to remove potential health hazards resulting from perishable food which spoiled due to lack of refrigeration and/or exposure in restaurants located in the World Trade Center area. This initiative also included servicing all food stops established by volunteer organizations to feed the rescue and emergency service workers employed on rescue and recovery operations within the area 24 hours a day, 7 days a week.







The Department's Auxiliary Field Force (AFF) provided roll/on roll/off containers placed at strategic locations for use by the Department and private haulers to haul away debris and supplied fuel trucks used for dispensing diesel and unleaded fuel to various government agencies.

As the area became more manageable, the hauling and cleaning was combined to create the Emergency Response Division. The Department continues in its effort, alongside other City, State and private organizations, to restore and revitalize the Lower Manhattan Area.

### World Trade Center Vehicles at Fresh Kills Landfill

As a result of the events of September 11th, the Department's Derelict Vehicle Operations (DVO) was called upon to play an active and important role in removing the vehicles from the World Trade Center Site to assist in the rescue and recovery efforts. The Department's operation involved DVO personnel operating car carriers/low boys to remove and transport vehicles damaged or destroyed in the World Trade Center disaster area. The vehicles were first taken to Adams Street in Brooklyn, and then to Fresh Kills Landfill and other locations designated by the Mayor's Office of Emergency Management (OEM).

Derelict Vehicle Operations worked with the National Insurance Crime Bureau (NICB) as well as private insurance companies, the Department of Citywide Administrative Services and various city and state agencies to coordinate the return and release of vehicles from Fresh Kills Landfill to their registered owners.





## WTC Debris Management at Fresh Kills Landfill

On September 12, 2001, the Fresh Kills Landfill started receiving material from the WTC site. Over 350 Department employees of various titles worked 24 hours a day, 7 days a week. An area of approximately 80 acres on the top of Sec1/9 was transformed into a working city virtually overnight. City, State and Federal agencies from around the country utilized this area for the largest search and recovery operation ever undertaken. Debris from "Ground Zero" was either trucked directly from the site or barged to the Fresh Kills Landfill utilizing department barges. The department's Marine Transfer Stations at Hamilton Avenue in Brooklyn and 59th Street in Manhattan were used along with contractor operated marine transfer points at Pier 6 and 25 in Manhattan. All trucks entering the Fresh Kills Landfill went directly to the search area while barges were unloaded by hydraulic crane and transported by large Payhaulers. Once at the Fresh Kills Landfill all debris was separated and searched before being landfilled. Search areas were broken into two categories, manual and mechanical. Manual areas were mainly used to search steel and large debris separated by grapple cranes and the mechanical areas utilized shakers or sifting machines. N.Y.P.D. and the F.B.I. headed the search operation while the Army Corps of Engineers coordinated the efforts of the different agencies and the private contractors that were contracted. All of the steel that was sent to the landfill, structural or light, was recycled. In addition to the debris and steel that was delivered to landfill, over 1000 vehicles from inside the towers or the surrounding area were brought there. This included vehicles from various emergency agencies including Fire, Police, EMS and FBI and personal vehicles. The vehicles were divided into operable, burnt or crushed. As of December 31, 2001, 795,762.5 tons of debris was brought to Fresh Kills of which 119,508.1 tons of steel was recycled. This operation is scheduled to continue into the summer or late spring of 2002 with up to 1.5 million tons of debris expected to be delivered to the Fresh Kills Landfill.



Safety Officer for the WTC Sorting & Disposal Operation at the landfill where he coordinated respirator fit testing, the air monitoring program, and conducted site safety sessions.

The September 11 attacks on the World Trade Center quickly refocused much of the DSNY Bureau of Planning and Budget. Within days, the Bureau assumed its role as the Department's primary contact with the Federal Emergency Management Agency (FEMA), to coordinate and provide the data necessary for FEMA to reimburse the City many millions of dollars for Sanitation's costs of responding to the attack, including expenses incurred for hauling debris, cleaning the area around Ground Zero and operating the Fresh Kills landfill for the receipt of World Trade Center material. Planning and Budget's work with FEMA is expected to continue throughout most of 2002.





The attacks on September 11 provided enormous challenges to Human Resources. Approximately 7,000 of the Department's employees, including all sanitation workers, are paid each week by paper checks that are issued by the City's Office of Payroll Administration (OPA) on Wednesday and distributed by Sanitation's Payroll Office in Lower Manhattan each Thursday morning. With Lower Manhattan evacuated on the morning of September 11, and most City payroll personnel unreachable by telephone, it was unclear how (or if) the Sanitation Department was going to be able to pay its workers that week. Through much hard work and dedication the Human Resources staff was able to find OPA staff at home; arrange a time and place for picking up the 7,000 paychecks on Wednesday, September 12; establish a temporary payroll distribution at the Department's Central Repair Shop in Queens; and distribute the 7,000 paychecks exactly on time on September 13.

The September 11 attacks left DSNY Fiscal Services offices in Lower Manhattan without working telephones or computers. However, within three days, they had arranged with other bureaus and other City agencies to use the working computers at other locations to maintain the flow of payments to the City's vendors. While the computer networks were restored within a

few more days, normal telecommunications did not return, even by the end of the calendar year. Fiscal Services (and Human Resources, which shares the same building in Downtown Manhattan) maintained all their essential functions while limited to a handful of cellular telephones for each bureau.

Following September 11, the Departments Management Information Services (MIS) was working around the clock, with the City's Department of Information Technology and Telecommunications and private vendors, to restore data and voice communications to offices in Lower Manhattan and in field locations. MIS was critical in establishing an all-new, voice-over-Internet system to replace the traditional phone system that was disabled on September 11. By mid-October, normal communications were restored to the Department's headquarters offices and work continued on providing a similar, Internet-based phone system to the Human Resources and Fiscal Services offices nearby.

Equipment Operations role in the WTC response was multifaceted. Equipment Operations was involved in both the Manhattan ("Ground Zero") and Fresh Kills phases of New York City's Disaster recovery efforts.





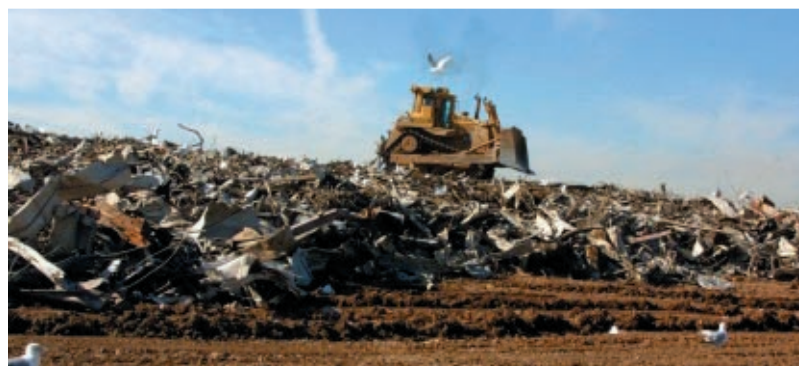
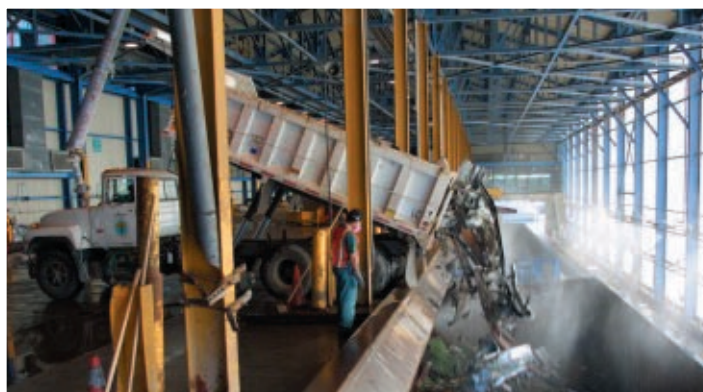
Bureau of Motor Equipment's Central Repair Shop (CRS) facility in Queens became the temporary Command Center for the Department Of Sanitation when access to 346 Broadway and 125 Worth St became impossible in the immediate aftermath of the WTC disaster. Office space, communication, computers and support was quickly made available for executive management. BCC Operations was able to mirror their Manhattan coordination of uniformed personnel and assignments on a 24/7 basis from the CRS facility with a minimum of disruption to their routine.

Equipment Operations personnel were at the WTC site in Manhattan and kept the initial disaster recovery equipment used by Sanitation Personnel, as well as equipment used by other state/city/federal agencies, volunteers and contracted companies operating 24/7. Equipment Operations personnel in Fresh Kills were instrumental in returning to service overage landfill equipment identified for relinquishment that had not been used for 6 months or longer due to the closure of the landfill. This equipment was well past their useful lives and due to the dedication and hard work of BME employees the Fresh Kills WTC activities were never slowed or halted due to a lack of equipment. BME's Vehicle and Acquisition group took every possible action

possible to locate and place into service WTC Emergency Response Division equipment and replacement Fresh Kills equipment as expeditiously as possible.

In response to the World Trade Center (WTC) disaster, the Departments Bureau of Building Management(BBM) was charged with the necessary repairs on the Hamilton Avenue and 91st Street Marine Transfer Stations so that they could be reopened to handle debris from the WTC. BBM also set up numerous trailers at the Fresh Kills Landfill for Police, FBI, Morgue Unit and the Auto Theft Unit. We supplied the operation with electricity by hooking up six large generators. BBM also repaired all the electrical lines and re-lamped all the roadways.

Following to the September 11th terrorist attack on the World Trade Center, the Departments Sanitation Action Center which is located in the downtown area, resumed operation on September 13th. In the weeks that followed, the Sanitation Action Center - the only City telephone center in the downtown area able to operate on its regular telephone number - handled thousands of World Trade Center related requests for assistance and information.





# BUREAU OF CLEANING AND COLLECTION

## COLLECTION OPERATIONS

### 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 collected either two or three times per week and containerized sites are collected from one to three times per week depending upon individual need which is based on population density.



In 2001, the Department assigned 4,900 trucks each week to collect approximately 50,000 tons of curbside residential refuse and assigned 420 containerized trucks to collect an additional 7,000 tons. The amount of refuse generated by the 8 million residents of New York City is subject to seasonal variations.

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.

### School Collection

The Department collects refuse each school day at all New York City public schools that receive curbside service. In January 2001, the Department

began in cooperation with the Board of Education, a program to utilize our new dual bin collection trucks to provide recycling collection each school day. Beginning in the fall of 2001, all public schools that receive daily curbside collection service also receive daily recycling service.

In addition to regular school refuse, mixed paper is collected on Monday, Wednesday and Thursday and metal, glass, and plastic is collected on

Tuesday and Friday. The overall diversion rate for the 2000-2001 School Year was 20.5%. The diversion rate for the 2001-2002 School Year to date is 17.3%.

### Housing Authority Trucks

Each week, Department collection trucks are assigned to provide one additional refuse collection service above the regular district collection frequency to all New York City Housing Authority (NYCHA) developments.

### 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 is sent to landfills. The

Department's recycling collection operation consists of several programs: curbside collection, containerized collection, bulk metal recycling, leaf and yard waste collection, Christmas tree collection, tire disposal, self-help bulk sites, special waste sites, and chlorofluorocarbon (C.F.C.) evacuation.

### Curbside and Containerized Collection Programs

The curbside and containerized recycling programs involve the collection of two separate groups of recyclables. The mixed paper collection trucks collect corrugated cardboard, magazines, catalogs, newspapers, phone books, writing paper, envelopes, food boxes and cartons, and all other household paper items. (The metal, glass and plastic collection trucks collect milk and juice cartons, and aluminum products, metal cans, plastic and glass bottles, detergent bottles, milk jugs, wire hangers, large metal appliances such as refrigerators and stoves, and other household products that are at least 50% metal.)

The curbside collection program collects and diverts 13,000 tons of recyclables per week from the waste stream. The containerized program collects an additional 1,000 tons of recyclables each week. Approximately 2,400 trucks are assigned weekly to service both the curbside and containerized locations throughout the city.

All districts receive weekly recycling collection. The recycling diversion rate, that is the amount of recyclables collected from the overall waste stream, is 20.1%.

### Dual Bin Recycling Collection

The Department has expanded its successful and productive dual bin recycling collection program, in which mixed paper and metal, glass and plastic are collected at the same time by utilizing a collection truck that has two separate sides, one for each material. There are currently 22 Dual Bin districts. The most recent district, Brooklyn South 18, began operations on April 15, 2002.



# BUREAU OF CLEANING AND COLLECTION

## COLLECTION OPERATIONS

### Bulk Metal Recycling

In addition to curbside metal collection, the Department maintains large metal bulk containers at several sites throughout the city to receive metal items from Department trucks, other city agencies, and the general public. A vendor is contracted to remove these large metal bulk containers on a scheduled basis. As a result, approximately 2,500 tons of bulk metal is recycled annually.

### Leaf and Yard Waste Collection

The Department schedules leaf and yard waste collection trucks in areas of the Bronx, Brooklyn, Queens, and Staten Island. All residents in the participating districts receive 3 leaf collections over a 6 week period in the fall. Residents are notified, by postcard, to place their leaves out for collection the nights before their scheduled collection date. The collected materials are then brought to one of the four Department compost sites: Soundview Park in the Bronx, Canarsie Park and Spring Creek in Brooklyn, and Fresh Kills on Staten Island. The leaves and yard waste are then processed into compost that is distributed to the Department of Parks, Brooklyn and Bronx Botanical Gardens and to the public. During the 2001 season, 2,350 trucks collected almost 18,000 tons of leaf and yard waste material.

### Christmas Tree Collection

Christmas tree collection takes place every January. The public puts their discarded trees out for collection after removing all lights and decorations. Department Christmas tree collection trucks are dispatched in every district of the city to collect the trees. The trees are delivered to the Department's compost sites, where they are shredded, turned into mulch, and are distributed to the Department of Parks and to the public for their general use. In 2001 the Department collected over 210,000 Christmas trees.

### Tire Disposal

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



Self-Help Bulk

gy to produce electricity.

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

During 2001, the Department processed over 250,000 tires. City contracted vendors removed 180,000 tires and the Department shredded over 70,000 tires.

### Household Special Waste Sites

In July, 2001, the Department expanded its Household Special Waste Program to all five boroughs. In addition to the already existing Household site at the Muldoon Avenue Self-Help, locations were opened at

▲ Manhattan 6 Fuel Yard area, located at West 30th Street between 11th and 12th Avenues;

▲ South Bronx Self-Help located at Farragut Street and Halleck Street in the Hunts Point area;

▲ Southwest (Brooklyn) Self-Help located on Shore Parkway between 25th Avenue and Bay 41st Street;

▲ North Shore (Queens) Self-Help located on 31st Avenue and College Point Avenue.

New York City residents may bring the following materials to the Department Special Waste sites:

- ▲ Motor Oil
- ▲ Automotive Batteries
- ▲ Fluorescent Light Tubes
- ▲ Household Batteries
- ▲ Transmission Fluid
- ▲ Motor Oil Filters
- ▲ Thermostats/Thermometers
- ▲ Latex Paint

All Special Waste sites are open seven days per week, including Sundays and holidays. The hours of operation for the acceptance of Special Waste items is from 10:00 AM to 5:30 PM.

### Self-Help Bulk Sites

The Department operates four Self-Help Bulk Sites where city residents are permitted to dispose of appliances, furniture, garden and yard waste, tires and small amounts of self generated construction waste. Material may be brought to these locations between the hours of 10:00 AM and 5:30 PM daily.

#### **The sites are as follows:**

- 1) Bronx - Farragut St. and East River
- 2) Brooklyn - Bay 41st St. and Shore Parkway
- 3) Queens - 30th Avenue and 122nd Street
- 4) Staten Island - Muldoon Ave. and West Shore Expressway

In 2001, the Department accepted 30,000 tons of discarded material from city residents.



# BUREAU OF CLEANING AND COLLECTION

## COLLECTION OPERATIONS

### CFC 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 (a common example is Freon) was developed by the Department of Sanitation. C.F.C. gas is found in most refrigerators, freezers, air conditioners, dehumidifiers, and water coolers manufactured before the mid-1990's. The United States Environmental Protection Agency, which determined that C.F.C.'s have a harmful effect on the ozone layer, required the Department to develop a program to collect C.F.C. appliances without releasing



the C.F.C. into the atmosphere. Residents who wish to dispose of C.F.C. appliances must call the Sanitation Action Center for an appointment date for C.F.C. removal. On the C.F.C. removal day, a specially trained and licensed Sanitation Worker evacuates the C.F.C. gas from the appliance and safely contains the gas. The evacuated appliance is then tagged with a special orange decal certifying that the appliance is C.F.C. free. The regular metal, glass and plastic recycling collection truck then collects the appliance on the scheduled recycling day (usually the next day).

The Department is equipped with 33 vans and currently has 161 Sanitation Workers, 7 Supervisors, and 1 Deputy Chief certified in C.F.C. evacuation. During 2001, Sanitation Workers processed 162,743 appliances including 106,433 refrigerators, 55,942 air conditioners, 368 dehumidifiers and water coolers.

### New Collection Service

An increase in residential housing construction has occurred throughout the city over the last several years. These new households result in the need of additional refuse and recycling collection

service. The Collection Operations Office makes a determination regarding the eligibility of new applicants by performing on-site inspections of new housing, loft conversions, and other works in conjunction with the Bureau of Legal Affairs to ensure that all qualified residents receive service through this process.

### Professional Fee Program

The Professional Fee (Pro-fee) Program allows professional establishments such as medical or legal offices, to have their non-medical waste collected by the Department for an annual fixed fee. In order to qualify for inclusion in the Pro-fee Program, the professional must be licensed by New York State (i.e., Attorney, Doctor, Dentist, Chiropractor) and be engaged in a private or individual practice housed in a basement, ground or first floor, or second floor of a residential building. The Program expanded to include legal offices in March, 2002. There are currently over 900 professionals enrolled in the Program.

The Program is monitored by the Collection Operations Office.

# BUREAU OF CLEANING AND COLLECTION

## PERSONNEL MANAGEMENT DIVISION

Personnel Management Division monitors and addresses the daily staffing needs for uniformed Supervisors and Superintendents, and the civilian clerical staff in the Bureau of Cleaning and Collection. In addition to the daily staffing operation, PMD works closely with the Bureau of Human Resources with regard to the hiring of new Sanitation Workers, promotions and demonstrations, and all other personnel actions regarding Department employees.

In the year 2001, the Department hired 457 new Sanitation Workers, and promoted 139 Sanitation Workers to the title of Supervisor, 36 Supervisors to the title of General Superintendent level 1, and 36 Superintendents levels 1, 2, 3, and 4 to the next level.

At the close of 2001, the Department consisted of various titles totaling over 10,000 employees. The breakdown of those titles were:

Sanitation Workers	- 6,713
Supervisors	- 1,072
GS1	- 165
GS2 & GS3 (SCAs)	- 68
GS4 and above	- 12
Civilians (various titles)	- 2,223
<b>Total</b>	<b>10,253</b>



# BUREAU OF CLEANING AND COLLECTION

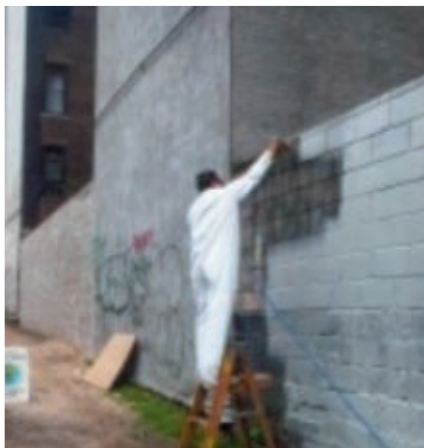
## BUREAU OF OPERATIONS

The Bureau Operations Office (B.O.O.) is the Department of Sanitation 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.

B.O.O. also oversees all Department facilities, administers the Bureaus Expense Budget, controls fuel and lubricant inventories as well as tools and supplies for citywide use.

Department facilities need constant monitoring and when required, need updating, upgrading and repair. The Equipment and Facilities unit of B.O.O. works closely with Support Operations to attain this. In addition, this office works with the Department of Design and Construction to upgrade all underground storage tanks. This year, 16 Districts were upgraded with new underground hoist oil, motor oil and waste oil tanks.

The Department of Sanitation, in cooperation with the Mayor's Anti-Graffiti Task Force, removed a total of 232,955 square feet of graffiti by power wash and paint at 481 locations



Graffiti Removal Program

in 14 neighborhoods throughout the city. In addition, the Department assisted in the graffiti cleaning for the opening of the new baseball park in Coney Island. The Department also maintains a Mayor's Community Paint Program, monitored in B.O.O., distributing paint and supplies to community residents utilizing vouchers issued by appropriate Community Boards.

B.O.O. 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 353 salt spreaders, 180 front end loaders, 58 large wreckers and up to 1,630 vehicles with plows.

This year, nine new snow melters were added to our snow fighting fleet increasing our capabilities. The snow melter the Department used in the Times Square snow removal operation following the 15" snowfall of December 29, 2000 was very effective and it became obvious this machine would add greatly to our snow fighting efforts.

## BUREAU OF CLEANING AND COLLECTION

### CLEANING OPERATIONS

#### Street Cleaning

On a peak day, the Department of Sanitation deploys 248 mechanical brooms to sweep over 46,000 scheduled mechanical broom routes covering over 6,000 miles of city streets.

During 2001, the Department assigned 434 basket trucks per week to empty more than 25,000 litter baskets located on city streets.

#### Scorecard Cleanliness

##### Ratings

Sanitation is able to assess its street cleaning performance by evaluating Scorecard ratings, which are administered by the Mayor's Office of Operations. Each month, trained evaluators inspect and rate the amount of surface litter on randomly selected streets and sidewalks in comparison to a photographic standard. The data, randomly

chosen without the prior knowledge of the Department, is an invaluable managerial tool for assisting the Department in allocating personnel and equipment resources and in developing service delivery plans and strategies best suited for a particular community. Using this data to compare districts ratings, seasonal fluctuations, motorist compliance and current trends, the Department can improve the effectiveness of its operating standards. In FY 2001, the Department received an 85.9% street cleanliness rating for the entire City of New York. During the months of September through December 2001, the streets for Manhattan District 1, located near Ground Zero, were not rated for street cleanliness. Likewise, Manhattan Districts 2 and 3, also adversely affected by the World Trade Center disaster, were not rated during September.

#### American Airlines Flight 587 Cleanup

On Monday, November 12, 2001, American Airlines Flight 587 crashed into Belle Harbor destroying several homes. The Office of Emergency Management requested that the Department provide a Derelict Vehicle Operations low boy and coordinate a cleanup operation to remove the rubble and debris generated by the catastrophe. Due to the minimal amount of damage, the Department only needed to use a few pieces of equipment to service and maintain cleanliness of the area. Several dual purpose trucks were also used to transport pieces of the jetliner to a designated location.

#### College Point Ball Field

The Department of Sanitation worked collectively with the Department of Design and Construction to revitalize



# BUREAU OF CLEANING AND COLLECTION

## CLEANING OPERATIONS



and restore the condition of the College Point Ball Field for recreational use by city residents. After 63 weeks, the Department concluded the College Point Ball Field Project in March 2001. During the course of the project, the Department removed a total of 210, 778.8 tons of debris and incurred personnel costs in total of \$1,350,273.

### Horse Manure Removal Project – 78<sup>th</sup> Street and Dumont Avenue

In response to a Department of Health Notice of Violation, the Department's Lot Cleaning Division was involved in an extensive cleanup operation to remove debris and waste material included horse manure and hay from vacant lots located on 78th Street (Sapphire Street) near Linden Boulevard in Queens. The three day operation which took place on March 23-24, and 27, at a cost of \$18,057.73, resulted in the removal of 289.2 tons of material, the issuance of 10 sanitation code violations, and the tagging and removal of 18 vehicles.

### Iron Triangle Inter-Agency Task Force

In January 2001, the Department presented the chronic illegal dumping, issues regarding the Iron Triangle (the area east of Shea Stadium), to the Queens Borough President, a multi agency task force launched an operation where numerous derelict vehicles, debris and tires were removed. The operation was a success.

### KeySpan/Cyclones Stadium Cleaning

June 25, 2001, marked the official opening day of KeySpan/Cyclones Stadium in Coney Island. To maintain cleanliness within the Coney Island boardwalk, beach and amusement areas and address conditions resulting from the large crowds attending stadium activities, the Department assigned additional cleaning resources to the area when a game was scheduled. On the day after a scheduled game, a mechanical sweeper and a collection truck were assigned on the 12 to 8 shift. In addition to regularly scheduled Cyclones games, other sporting and special events scheduled at the stadium facility included; the Camacho vs. Duran HBO Boxing Match and the Reggae Festival sponsored by KeySpan and the MTA, for which the Department provided cleaning services.

### Litter Baskets

The Department experiences continued success with the Adopt-A-Basket Program. This initiative encourages community residents and merchants to "adopt" litter baskets by providing service as needed to prevent overflowing litter conditions. In 2001, over 898 City owned litter baskets were adopted by program participants.

#### **Standard Basket**

The Department of Sanitation has evaluated litter baskets manufactured by several different vendors. The modified green Corcraft wire mesh basket was approved and selected in 2001 as the Department's standard litter basket and will be purchased in all future orders. All other wire mesh baskets currently on locations throughout the City will be gradually phased out.

### Homeless Outreach

The Mayor's Office of Community Assistance has established a multi-agency task force to deal with the chronic problems of homeless encampments which adversely impact on the quality of life for city residents. The Homeless Outreach Unit (HOU) of the

New York City Police Department conducts homeless operations on a regular basis. HOU enlists the assistance of the Department of Sanitation to cleanup the area and remove debris and materials after homeless individuals and their personal belongings have been relocated and directed to vital agency services.

### Vendor Enforcement

Each year, the Department is involved in numerous vendor enforcement initiatives throughout the city. During the holiday season, the Department worked in conjunction with the New York City Police Department to enforce measures against illegal vendors unlicensed to sell their wares on City streets. The Department assigned 2 collection trucks, 7 days per week to transport confiscated goods to the local precinct.

In cooperation with the Health and Police Department; the Sanitation Department assists in conducting mobile food vending sweeps against vendors that operate illegally without a permit or license and prepare store and serve food in an unsanitary manner. Department personnel operating collection trucks remove and dispose of confiscated and discarded food.

### Special Events and Parades

Each year, the streets of New York City team with an exciting array of street activities such as neighborhood block parties, street festivals, fairs and major events and parades, offering city residents and visitors the opportunity to browse food and various items for sale by vendors. The Department works in conjunction with the Community Assistance Unit, Street Activity Permit Office, which issues street closure permits by coordinating with event sponsors to coordinate and plan for pre and post cleaning of streets and roadways.

After the World Trade Center tragedy, the Street Activity Permit Office issued a citywide moratorium for all street events scheduled for the remainder of 2001. The only exceptions to this policy were the following notable events, which draw national and international



# BUREAU OF CLEANING AND COLLECTION

## CLEANING OPERATIONS



spectators and participants; The Annual Macy's Thanksgiving Day Parade, the New York City Marathon, and First Night in Times Square. As the Capital of the World, the City of New York was committed to attracting visitors to the Big Apple for the purpose of enhancing the City's economy and maintaining these cherished and time honored national traditions.

Due to heightened security measures, the Department was required to remove litter baskets along parade and marathon routes and in the Times Square area. In some areas, Department collection trucks were used as barricades to secure street closures and prevent illegal entry. In preparation for these events, numerous task force meetings were held with the law enforcement agencies, Police, Fire, Parks Departments and the Mayor's Office to coordinate the various agency resources and emergency contingency plans necessary to ensure a safe, clean and enjoyable event for spectators.

### Drafting Unit

In 2001, the Drafting Unit continued to computerize its mapping capabilities. The use of computer mapping has made it possible to create customized maps with specific information on demand in a time frame virtually unimaginable a year or so ago.

In the days immediately following the World Trade Center tragedy, the Drafting Unit remained operational and manned despite its close proximity to the disaster area. The unit's telephone communication service was uninterrupted rendering them able to communicate

with the rest of the Department. On September 12-13, the Drafting Unit was producing maps vital for Department use for the cleanup and recovery efforts.

The Unit produces maps, charts, graphs, organizational charts, and various visual aids to assist the Department in its day-to-day operation. Maps depicting District, Section, Borough, Department locations, schools, special cleanup operations, tickertape parades, are an example of some of the maps produced. Street Cleaning Regulations maps are being incorporated into the unit's database rendering the unit able to interface with other archived data.



CORCRAFT BASKET

### New Street Cleaning Rules

Since 1994, the Department has implemented new hour and a half street cleaning regulations (a.k.a. Segmented Sweeping Program) in lieu of existing three hour restrictions. The new program was designed to increase street cleaning in commercial areas and reduce, by half, the time cars are restricted from on-the-street parking. The Department's Cleaning Planning Unit continues to work in conjunction with the Department of Transportation to replace outdated, obsolete street cleaning rules and parking restrictions with brand new signs containing accurate information. The new street cleaning signs establish uniformity on a citywide basis as they allow the Department to operate on the same type of schedule (Monday/Thursday and

Tuesday/Friday restrictions) and with reduced hour and a half regulations in every Community Board subject to Street Cleaning regulations. To date, the Department has implemented the hour and a half sweeping program in 42 of the 59 districts citywide. In 2001, the new hour and a half restrictions were introduced to 3 districts.

### SCR Milestones

#### Speed Reduction Strategy on Queens Boulevard

In 2001, as part of safety improvements for Queens Boulevard, the Department of Transportation installed meters along a portion of the boulevard's service roads. The installation of the parking meters were designed to reduce travel speed by motorists on the busy thoroughfare. The Department of Sanitation developed sweeping plans and incorporated the meters into existing mechanical broom routes.

#### Additional On-Street Parking on Eastern Parkway

In an effort to provide additional on-street parking opportunities and as part of a safety improvement program, the Department of Transportation embarked on an ambitious initiative in 2001 to replace the alternating "No Parking 8AM – 6 PM" traffic flow restrictions with street cleaning regulations on both sides of the Eastern Parkway service road. The Department of Sanitation's Cleaning Planning Unit in conjunction with local supervisory personnel, worked to develop a schedule to implement along Eastern Parkway for street cleaning.

### SCR Suspension for Religious Holidays

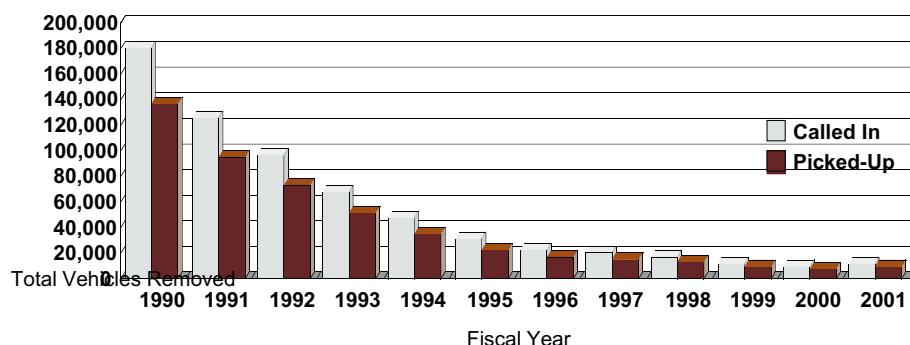
In 2001, the Mayor and Department of Transportation officially announced that the City of New York would suspend alternate side street cleaning rules in observance of the Jewish celebration of Purim. Legislation introduced to the City Council to add Purim and Ash Wednesday as religious holidays to the Alternate Side Rules Suspension Calendar was vetoed.



# BUREAU OF CLEANING AND COLLECTION

## CLEANING OPERATIONS

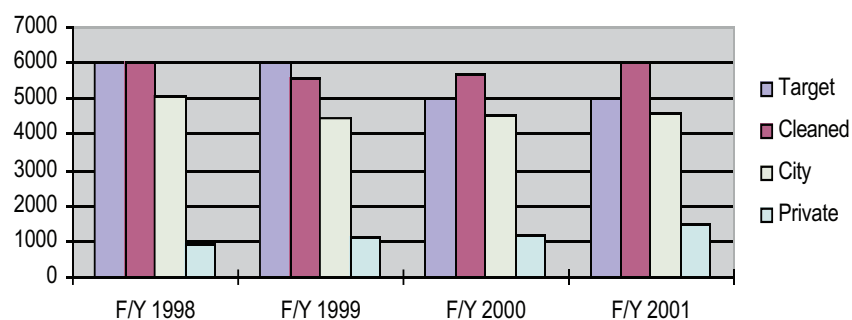
### Citywide Derelict Vehicles Fiscal Year 1990 thru 2001



### Derelict Vehicle Operations

The Derelict Vehicle Operations (DVO) Unit monitors the reporting and removal of derelict abandoned vehicles from city streets, lots, parkways, and expressways & main thoroughfares. A vehicle is considered abandoned if it is left on a city street for more than six hours without license plates. Vehicles are deemed derelict when they meet a certain criteria, which vary according to the age and condition of the vehicle. If a vehicle is abandoned but does not meet the criteria set forth by the Department as a derelict, it is then tagged by the Department's field supervisor and referred to NYPD for removal under the guidelines of the Rotation Tow Program. Vehicles which are examined and meet the Department's established criteria of a derelict are tagged by a field supervisors and determined eligible for inclusion into our Derelict Vehicle Program. These vehicles are released to an authorized private contractor, who has a performance contract with the City of New York for the removal of derelict vehicles from streets and roadways. When a derelict vehicle is removed, it is brought to a salvage yard by the contractor for use as scrap metal and salvageable parts, if any, and subsequently destroyed. Each vehicle that enters the program is examined for a Vehicle Identification Number (VIN). If the VIN is obtained, a summons is issued by the Enforcement Division to the last registered owner of the vehicle for willful and illegal abandonment.

### Lot Cleaning Statistics



	F/Y 2000		F/Y 2001	
Target	6000	6000	5000	5000
Cleaned	5995	5559	5682	6011
City	5050	4465	4524	4554
Private	945	1094	1158	1457

In fiscal year 2001, a total of 9,747 passenger vehicles were removed by city-contracted vendors, which generated \$434,572.60 in revenue resulting from the sale of these vehicles to contracted vendors.

In addition, other vehicles such as derelict trucks, vehicles impounded by the New York City Police or Transportation Departments, and non-passenger

vehicles such as boats, trailers and abandoned containers were processed by D.V.O. and removed by city-contracted vendors.

Derelict Vehicle Operations are 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, etc.)



# BUREAU OF CLEANING AND COLLECTION

## CLEANING OPERATIONS

### New Policy and Administrative Procedure (PAP 2001-02) Issued for the Classification of Derelict Vehicles

In 2001, the Department revised its guidelines for the classification of derelict vehicles. The changes in the Policy and Procedure (P.A.P. 2001-02), which went into effect November 15th, resulted from the need to resolve problems faced by the Department for dealing with the timely and legal removal of vehicles abandoned on city streets and roadways.

### Lot Cleaning Division

The Lot Cleaning Division manages the Neighborhood Vacant Lot Cleanup Program, an initiative that has been funded for more than 20 years by the United States Department of Housing and Urban Development (HUD). This federal grant has enabled the Department to supplement its resources and to address HUD's mission goals of reducing urban blight in primarily low and moderate income areas. This is accomplished by cleaning city and privately-owned vacant properties as well as city-owned properties that have structures on them. In FY 2001, 6,011 vacant lots were

cleaned. Of this figure, 4,554 were city-owned properties and 1,457 were privately-owned.

The administrative branch of the unit is responsible for, but not limited to, researching properties for map identifications and ownership, preparing work schedules for field supervisors, generating productivity reports and annual reports, billing private lot owners for services rendered and responding to bill inquiries from private lot owners. When snowstorms prevent Lot Cleaning work crews from cleaning lots, field personnel are redeployed to augment the Bureau of Cleaning and Collection in snow removal operations.

## BUREAU OF WASTE DISPOSAL

# SOLID WASTE MANAGEMENT

### SOLID WASTE ENGINEERING

#### Waste Management Engineering

The Waste Management Engineering division of the Department is responsible for the engineering, remediation, closure construction, and environmental management of the Fresh Kills Landfill.

#### Fresh Kills Landfill

The Fresh Kills Landfill had operated under an Order of Consent with the New York State Department of Environmental Conservation since 1990. The Order of Consent was modified in April 2000 to reflect the schedule of activities needed to effect the closure construction and post closure care requirements for the landfill, which was scheduled to cease operations by December 31, 2001.

#### Landfill Closure

Designs for the completion of the closure construction at Sections 6/7 were submitted to NYSDEC for review in September 2000 and approved in January 2001. Draft design documents



Gas recovery plant

for the closure construction of Section 1/9 were submitted to NYSDEC in April 2001. The design for Sections 1/9 was being finalized in early September when this area of the landfill was made available for the recovery and debris handling from the World Trade Center Attacks. Revised grading plans were developed to handle this debris, and the design report was completed at the end of the year. NYSDEC's approval of the design is anticipated early next year. Closure construction at Sections 6/7 is expected to

continue for about five years, while construction at Sections 1/9 is scheduled to take about seven years.

#### Landfill Gas Control

In April 2001, construction of the landfill gas transmission line was completed. The transmission line interconnects the flare stations at sections 2/8, 3/4, and 6/7 with the landfill gas recovery processing plant at Sections 1/9. As the processing capacity at the landfill gas plant is expanded, gas from Sections 2/8,

## BUREAU OF WASTE DISPOSAL

# SOLID WASTE MANAGEMENT

3/4, and 6/7 can be conveyed to the plant for processing and beneficial use, and flaring of the gas can be discontinued.

### Leachate Control

Supplemental leachate control systems for Sections 2/8 and 3/4 were constructed and placed in operation during the summer of 2001. These systems have increased the leachate collection efficiencies at these two closed units of the landfill by 100 percent. The expansion of the collection system was possible because surplus treatment capacity was available at the Fresh Kills Leachate Treatment Plant.

### End Use Development

An interagency committee comprised of DSNY, Department of City Planning, Department of Parks and Recreation, Department of Cultural Affairs and the Municipal Arts Society initiated an End Use Design Competition. The competition, "Landfill to Landscape" solicited entries from multi-disciplinary design team from around the world to

give Staten Island and the City the benefit of the widest range of insight, creativity and technical expertise in planning for the extraordinary opportunity presented by the closing of the landfill. Qualification statements were received from more than 40 firms, and a short list of 15 firms were requested to submit proposals. Six design teams were invited to submit conceptual designs. A jury of noted professionals ranked the designs.

The three highest ranked design teams were led by Field Operations of Philadelphia, Pennsylvania; John McAslan + Partners of London, England; and Rios Associates of Los Angeles, California. The designs were exhibited at the Staten Island Institute of Arts and Sciences, and will move to the Municipal Art Society next year.

The three highest ranked teams are eligible to negotiate a contract for the development of a master end use plan. The scope of that contract will include further development of the proposed master plan, a public scooping process, and presumably, the adoption of the master plan through a Generic Environmental

Impact statement. The contract will provide the designers the opportunity to develop several early design interventions established in the adopted plan. The master plan for the landfill redevelopment will begin in 2003 and is expected to be completed in 2005.

### WASTE EXPORT

In fiscal year 2001, the Department is exporting all of the City's residential and institutional waste. This waste, approximately 11,100 tons per day, is delivered to (13) contracted private putrescible transfer stations for out of city disposal and (2) resource recovery plants. Of these facilities, (6) transfer stations and (1) resource recovery plant are located in nearby New Jersey, (4) transfer stations are located in Brooklyn, (2) transfer stations are in Queens, (1) transfer station is in the Bronx and (1) resource recovery plant is located on Long Island. The Department has experienced minimal problems in exporting the city's waste since the closing of the Fresh Kills Landfill on March 22, 2001.

## BUREAU OF WASTE DISPOSAL

# ENVIRONMENTAL ENFORCEMENT UNIT

The Environmental Unit (EPU) enforces the laws and regulations governing the storage, transportation, and improper disposal of regulated medical waste, asbestos, and hazardous waste. In 2001 the unit consisted of two Lieutenants, seven Officers and one Industrial Hygienist.



The unit responded to 486 emergency incidents, conducted 1037 inspections, and opened 31 new cases.

EPU responds to incidents and opens cases involving chemical waste, asbestos material, and regulated med-

ical waste including needlestick injuries involving sanitation workers. 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.

In addition, the EPU conducts Solid Waste Removal Plan inspections of hospitals and nursing homes to ensure proper disposal of regulated medical waste. The unit also inspects medical practices operating in multi-dwelling buildings to ensure compliance of the Professional Fee Program whereby regulated medical waste must be properly disposed of and not commingled with solid waste. The unit also responds to abandoned trailers for possible hazardous materials and investigates low level radioactive waste found in Department collection trucks. EPU is also housed with a state certified asbestos laboratory and photo laboratory used for analysis in court testimony.



# WASTE PREVENTION, REUSE AND RECYCLING

The Department runs the largest and most ambitious recycling program in the country. The program provides recycling collection services for all 8 million New York City residents and the more than 6,000 public and non-profit institutions. This universal provision of services distinguishes NYC's recycling program from many other U.S. cities, where apartment houses must contract privately in order to recycle.

In addition to recycling, a number of composting and waste prevention programs contribute to the Department's efforts to reduce the quantity of solid waste the City must dispose. The Bureau of Waste Prevention, Reuse and Recycling (BWPRR) plans, implements, and evaluates recycling, composting, and waste prevention programs for both residential and commercial sectors.

## RECYCLING PROGRAMS

### Overview

The Sanitation Department's residential and institutional recycling program began in the late 1980's, on a district-by-district and in some cases material-by-material basis. By September 1993, the program was citywide, and the targeted materials collected constituted just under 30 percent of the waste stream. The targeted recyclables were newspapers, magazines, corrugated cardboard, telephone books; metal cans, aluminum foil and containers, glass jars, and plastic bottles and jugs. New materials were added between 1995 and late 1997, so that now just over 40 percent of the waste stream is targeted for recycling. The new materials are in two categories: smooth cardboard, paper bags, paperback books, wrapping paper, and mail (referred to as mixed paper); and household metal, including both small and bulky items.

Most of the material is collected curbside. In some larger apartment complexes and institutions, recyclables are collected in mechanized trucks from large containers. Historically, the Department provided a mix of alternate week and weekly collection service, depending on truck weights and neighborhood density. From March 1999 to March 2000, an increase in collection services was

phased in. There is now weekly collection of recyclables throughout the five boroughs.

Through the City's residential and institutional collection program, New Yorkers continued to recycle 20% of their waste in 2001. Even the trauma of the September 11<sup>th</sup> attack did not cause a noticeable dip in the recycling rate. On a weight basis, New Yorkers recycled an average of 1,330 tons per day of paper materials (cardboard, newspaper and magazines, and mixed paper), and 1,050 tons per day of metal/glass/plastic/beverage cartons.<sup>1</sup> For the year, this represents a total of 743,300 tons — or 490 pounds, on average, from each household.

### Processing Contracts

Department vehicles collect recyclable materials and deliver them to private contractors for processing. The processors have a contractual obligation and a financial incentive to resell the processed material for re-manufacturing or other reuse. While end uses vary with shifting market conditions, NYC's recyclables are used to make cardboard, newspaper, aluminum and steel cans, construction fill, and sheet metal.

### Innovative Paper Contracts

The paper contracts used in the early years of the paper-recycling program exposed both the City and the contractors to losses owing to unpredictable fluctuations in commodity prices. To rectify this situation, the Department developed new pricing structures that account for market conditions. In the current contracts, the Department uses published paper commodity prices to estimate a contractor's sales revenue each month, subtracts processing costs, and bills the balance to the contractor. The City is guaranteed that the price will never be less than \$5 a ton; the contractor is guaranteed that it will never exceed \$175 a ton. When the price exceeds that range, either the contractor or the City receives a credit to be applied against future billings.

<sup>1</sup> Data are on a 6-day-per-week basis, following collection schedules.

As a result of this arrangement, the City *always* receives at least \$5 a ton for its mixed paper. This arrangement made for such stable conditions that the Department was planning to phase out its more labor-intensive Office White Paper Program and fold this material into the mixed-paper recycling program by the end of the year.

## PUBLIC EDUCATION AND OUTREACH PROGRAMS

The Department works to increase public participation in recycling through on-going education. Since the recycling program's inception in 1989, the Department's Bureau of Waste Prevention, Reuse and Recycling (BWPRR) has launched public education campaigns to build public awareness of and compliance with New York City's recycling regulations. Millions of dollars have been productively spent on a wide variety of multi-lingual campaigns, targeting every population in New York City through all available mediums.

Information on recycling and waste prevention is disseminated through community outreach, advertising, mailings, posters on collection vehicles, a section in each borough's *Verizon Yellow Pages*, the Sanitation Action Center (telephone hotline), and the Department's website. Written materials — including flyers, posters, brochures, and decals for recycling bins and recycling areas — are provided to residents and building owners, as well as schools and other institutions. The Recycling Checklist flyer developed in 1999 is still seen posted on refrigerators, lobbies, and Recycling Areas throughout the City.

During 2001, the Department participated in a range of community meetings, training sessions, street events, and recycling surveys in a total of 37 of the City's 59 Community Districts. The training included sessions for new Sanitation Workers, workshops presented through the Housing and Preservation Department for residential building superintendents, and other agency sessions; 1,860 people were trained in all.

# WASTE PREVENTION, REUSE AND RECYCLING

## School Recycling Campaign

The Department has learned over the years that the best way to reinforce recycling compliance is to educate young people about the importance of recycling. Therefore, as part of its mission to promote recycling and waste prevention in New York City, the Department has developed a specific campaign for NYC schools that involves the following components:

- Increased service to schools
- *NYC Teachers' RRResource Kit: RRR You Ready?* A comprehensive Reduce-Reuse-Recycle activity guide for New York City teachers.
- Coloring and comic books that teach elementary school students about the basics of recycling and waste prevention.
- Golden Apple Awards program for schools K–12.

## Increased Service to Schools

The universal weekly collection of recyclables was augmented in 2001 with 5-day-a-week recycling collection from public schools. The Department provided this additional service by using dual-bin trucks on already existing garbage collection routes; thus, without adding truck routes, it was able to pick up a recyclable commodity on one side of the truck and continue to collect garbage on the other side. Daily recycling collection removed the storage space constraint that many schools had cited as a barrier to recycling.

In addition to sending collection trucks *outside* the schools, the Department provided extensive support *within* schools, sending outreach workers to place recycling decals on waste bins in each classroom, office, and cafeteria. The Department also provided flyers and posters, and instructional videos for staff and classrooms.

From Fall 2000 through 2001, the Department outreach staff set up 644 schools for recycling. This is more than half of the public schools in the New

York City school system. Through this effort, they reached all children in schools that have curbside collection services. Schools were revisited at least once, and at most schools collection set-outs were checked for compliance, with feedback provided to the custodian, the principal, and in some cases the school district. With this service level, and without enforcement penalties, the recycling diversion rate for the school collection routes reached 17 percent, a few percentage points below the citywide level.

## NYC Teachers' RRResource Kit: RRR You Ready?

In January 2001, the Department launched the *NYC Teachers' RRResource Kit: RRR You Ready?* The RRResource Kit contains the following materials packaged in a colorful, self-contained,



An image from the *NYC Teachers' RRResource Kit*—a comprehensive Reduce-Reuse-Recycle activity guide that the Department developed for New York City elementary school teachers.

and easy-to-use binder:

- Teacher background information on the following topics:  
*What IS waste?*  
*Why do we make so much waste?*  
*What IS Reduce, Reuse, and Recycle (RRR)?*  
*How I can be a TrashMaster!*
- Twenty step-by-step activity guides that are color-coded by Grade Level (K–1, 2–3, 4–5) that meet the NYC Board of Education's New Standards in English Language Arts, Math, Science, and Applied Learning.

- A new video, *TrashMasters! Waste Side Story*, which tells the story of how five NYC students become *TrashMasters!* and help their school to win a citywide waste reduction and recycling contest called the Golden Apple Awards.

- A compilation video containing three of the Department's *Without you, it's all just trash* animated videos:

*Recycling at School (K–6)*

*What Happens to Your Recyclables*  
*Home Composting*

- Over 50 ideas for long-term activities and projects that extend the *RRR You Ready?* program beyond the classroom and into students' homes and communities.

- Helpful resources including a complete glossary of vocabulary words; lists of related publications, websites, videos, and organizations; plus copies of printed Department school recycling materials.

To notify teachers and principals of this free resource, the Department ran full-page ads in *New York Teacher*, the bi-weekly paper for the United Federation of Teachers. In addition, the Department mailed copies of the RRResource Kit along with an order form to the approximately 700 NYC principals of public elementary schools. Over 430 of the City's 1,100 schools have received kits for use in more than 18,000 classrooms, and requests are still received daily.

Because of the high cost associated with reproducing the printed version of the RRResource Kit, the Department placed an interactive, PDF version of the Kit on the following two websites:

- Sanitation website on the following URL:  
[www.nyc.gov/html/dos/html/rrrkit.html](http://www.nyc.gov/html/dos/html/rrrkit.html)
- NYC WasteLe\$\$ website at the following URL:  
[www.nycwasteless.org/indiv/school-rrr.html](http://www.nycwasteless.org/indiv/school-rrr.html)

The Department also worked with the NYC Board of Education to place a link on their website to the NYC WasteLe\$\$\$. As a result, the Project Arts



## BUREAU OF WASTE DISPOSAL

# WASTE PREVENTION, REUSE AND RECYCLING

section of the BOE site contains a link to the internet version of the RRResource Kit.

### Coloring and Comic Books

In addition to providing teaching tools for teachers, the Department also wanted to create educational materials that kids could use on their own. Building upon the themes presented in the *NYC Teachers' RRResource Kit*, the Department developed the **DOS Comics** series, which contains the following pub-



The Department ran full-page ads in *New York Teacher* to promote the availability of the *NYC Teachers' RRResource Kit: RRR You Ready?*

lications for elementary school students:

- *We need your help recycling—for NYC school kids Pre-K to 1.*

This 18-page coloring and activity book features the Department's recycling cartoon characters and includes coloring and activity pages for students to test their recycling knowledge.

- *TrashMasters! comic book—for NYC school kids grades 2 and 3.*

This 36-page comic book contains two stories about the *TrashMasters!* as well as six pages of fun educational games. The first story (*TrashMasters! in The Mystery of the Mess Monster!*) shows the *TrashMasters!* reinforcing recycling and waste prevention concepts in their school. The second story (*TrashMasters! in Thanks A Lot!*) describes how the group transforms an abandoned lot into a park using recycled materials.

- *TrashMasters! comic book—for NYC school kids grades 4 to 6.*

This 36-page comic contains two more advanced stories, and more challenging educational activities. The first story (*TrashMasters! in RRRock N' RRRoll!!!*) illustrates how the *TrashMasters!* incorporate recycling and



The Department developed coloring and comic books to teach elementary school students about recycling and waste prevention.

waste prevention into their school fair. The second story (*TrashMasters! in Reduce, Reuse, Recycle...Repaint?!*) shows the *TrashMasters!* confronting their peers about graffiti and litter. The educational exercises within the book feature Marvel superheroes such as the Fantastic Four, Spiderman, and the X-Men.

The DSNY Comics were ready for distribution as of June 2001. To promote both the RRResource Kits and the DSNYComics, the Department placed an ad with an order form in the monthly free magazine, *Big Apple Parent*. The Department also mailed sample copies of the coloring and comic books along with an order form to all public elementary school principals.

To make the coloring and comic books more accessible, the Department produced web versions of all three and placed them on the NYC WasteLe\$\$ website. The web versions can be viewed at the following URL:

[www.nycwasteless.org/indiv/school.html#moreinfo](http://www.nycwasteless.org/indiv/school.html#moreinfo).

The Project Arts section of the NYC Board of Education website also contains a link to the web versions of the DSNY Comics.

### 2001 Golden Apple Awards

In 2000-2001, BWPRR expanded the Department's Team Up to Clean Up school contest to include a new contest—the *TrashMasters RRR Challenge*—focusing specifically on the Reduce- Reuse-Recycle themes presented in the *NYC Teachers' RRResource*

*Kits*. The two contests together were collectively known as the Golden Apple Awards.

To promote the 2001 Golden Apple Awards, the Department ran full-page ads in *New York Teacher* and inserted Golden Apple Awards brochures into the Teachers' RRResource Kits.

The Department also posted information about the contest on the Sanitation website and sent letters to the more than 2,000 NYC public and parochial schools (K-12) inviting them to participate.

The Department distributed cash prizes to winning schools in each grade division (elementary, intermediate, and high school) for each district and for each of the five boroughs. A ceremony at City Hall on May 29<sup>th</sup>, 2001 honored students and teachers from the schools that won the borough and citywide awards in each grade division. A reception followed at Pace University, which involved food, fun giveaways, and surprise guest appearances by actors dressed as the Green and Blue Recycling Bins, Spiderman, Spider Girl, and Wolverine.

For the 2002 Golden Apple Awards, the Department added an additional contest—the *TrashMasters! Reduce & Reuse Challenge*—and changed the name for

## WASTE PREVENTION, REUSE AND RECYCLING

# ANNOUNCING THE FIRST ANNUAL GOLDEN APPLE AWARDS

Your school's chance to win up to \$7,500 in each of two great contests!

One of the greatest lessons you can teach young New Yorkers is the value of a clean city and a healthy environment. The New York City Department of Sanitation encourages schools to participate in the two exciting contests that make up the

*Golden Apple Awards:*  
**TrashMasters® RRR Challenge** • **Team Up to Clean Up!**

Both contests are open to grades K-12.



**TrashMasters®  
RRR CHALLENGE**

**Team Up to Clean Up!**

This **BRAND-NEW** contest is open to schools with ongoing recycling programs in operation (if you don't already have one, it's not too late to start!). Participating schools receive and receive school-wide programs promoting the "three R's" of waste management: **REDUCING, REUSING, AND RECYCLING.**

This ongoing contest is aimed specifically at **COMMUNITY CLEANUP**. Participating schools conserve and create projects focused on neighborhood **RECLAMATION** and neighborhood **BEAUTIFICATION**. This contest provides students with irreplaceable experience in caring for their communities.

**HOW TO WIN THIS?**  
The best answers to these questions:

- Consistent—giving the message out to parents and the community
- Innovative—creating a highly creative (yet responsible) and community-minded
- Visible—making the difference

**GOOD LUCK TO ALL!**

**the golden apple  
awards**

**WHAT ARE YOU WAITING FOR?**  
Let us control the contest ball off you on there! It's time to win!

For more information, please contact:  
NYC Department of Sanitation  
Office of Community Relations  
New York, NY 10011  
(212) 312-3881



www.gpcanada.com

To promote the Golden Apple Awards, the Department ran full-page ads in *New York Teacher*.

the *TrashMasters! RRR Challenge* to *TrashMasters! SuperRecyclers*. To promote the 2002 awards program, the Department produced a new brochure that describes the three school contests that now make up the Golden Apple Awards:

- *TrashMasters! Reduce & Reuse Challenge.* This contest rewards winning schools with cash prizes for implementing the most successful and innovative waste prevention practices.
- *TrashMasters! SuperRecyclers.* This contest awards cash prizes to schools that have implemented model school recycling programs.
- *TrashMasters! Team Up to Clean Up.* This contest offers cash prizes to schools exhibiting the most extensive and original neighborhood cleanup projects.

The brochure contains detailed descriptions and entry information for all three contests. The Department mailed copies of the brochure to NYC school principals, superintendents, math and science coordinators, and arts coordinators, as well as other education professionals.

## Citywide Advertising Campaigns

In addition to its school recycling campaign, the Department initiated several citywide campaigns to promote

various aspects of the Department's recycling programs.

## General Campaign

The Department's Spring 2001 General Campaign used the now familiar recycling and trash can cartoon characters to promote waste reduction, recycling compliance, and litter prevention. To illustrate the themes of litter prevention and waste reduction, the campaign also featured new cartoon characters such as a street litter basket and a rat. The campaign involved print, TV, and radio ads, as well as Sanitation truck posters.

## Print Ads

Four full-page ads were developed and run in the City's major dailies. In order to present waste management within an overall context of Reduce-Reuse-Recycle, each ad focused on a different RRR theme:

- **RRRemove It:** How to remove your name from junk mail lists.
- **RRRethink:** Simple ways City residents can reduce waste.
- **RRRespect:** Using litter baskets for waste instead of throwing garbage on the streets.
- **RRResults:** Showing how recycling is working in the City.

The “Respect” and “Results” ads also ran in local trade publications. Spanish versions of the “Respect,” Results,” and “Rethink” ads ran in Hispanic papers.

## Television

Two 30-second animated spots ("Daytime Talk Show" and "Recycling Rap") were created for the campaign. Both spots were translated into Spanish and run on network, cable, and Hispanic stations.

## Radio

The campaign also included one 60-second spot based on the “Recycling Rap” TV commercial. This spot was also translated into Spanish and run on the City’s top English and Spanish radio stations.

### Sanitation Truck Posters

The Department's fleet of Sanitation trucks displayed the posters that were developed as part of the campaign. One poster features the street litter basket and encourages New Yorkers to keep City streets clean by not littering. Another poster shows the rat character and contains a waste prevention message.

## NYC Stuff Exchange Campaign

In Spring 2001, the Department launched a campaign throughout the City's transit system to promote the city-wide launch of the *NYC Stuff Exchange* (1-877-NYC STUFF) hotline. This hotline is a toll-free number for New Yorkers to call to find out where to donate, buy, sell, or rent items in New York City. The campaign adapted artwork from the original print ads that ran in fall 1999 on Staten Island during pilot testing.

NYC Stuff Exchange ads ran in the following public transportation outlets:

- Staten Island Ferry “Brand Boats”
- Subway Platform/Station Posters
- Bus Shelters
- Interior Car Cards for Buses

These ads will also appear in the movie *Men in Black II* scheduled for Summer 2002 release.

## Compost Giveback Campaign

Every spring and fall, the Department, through the Compost Project, distributes to NYC residents the finished compost produced through the fall leaf collection program. At these compost giveback events, the Department also sells backyard compost bins at a discount.



To promote the giveback events that are held throughout the five boroughs, the Department produces and

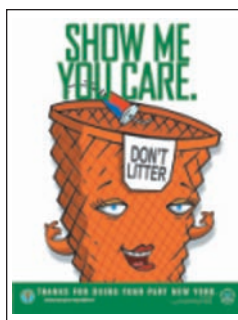
The Department uses the recycling bin and bag characters to educate New Yorkers about recycling regulations.



## BUREAU OF WASTE DISPOSAL

# WASTE PREVENTION, REUSE AND RECYCLING

mails out approximately 200,000 giveback flyers to the growing Compost Project mailing list. Department and Compost Project outreach staff distribute thousands of additional flyers at different community meetings and events. The giveback flyers feature the Department's



The Spring 2001 Campaign included Sanitation truck posters encouraging New Yorkers to keep City streets clean.

compost bin cartoon character and list the dates of all upcoming giveback events.

In addition to the giveback mailer, the Department promoted the spring 2001 giveback events by running print ads in local papers and TV ads on local cable stations.



During Spring 2001, ads promoting the *NYC Stuff Exchange* hotline appeared throughout NYC's public transportation system.

### Leaf Collection Campaign

To promote the fall leaf collection program, the Department mails out over one million notification postcards to the following districts that receive leaf collection:

- Staten Island: All residents and institutions.
- Queens: All institutions, residents of 1-6 unit buildings, and residential building managers of 7+ units.
- Bronx and Brooklyn (participating districts): All institutions, residents of 1-6 unit buildings, and residential building managers of 7+ units.

To promote program identification, all the leaf collection postcards feature the Department's leaf cartoon character. To encourage residents to use 30-gallon, paper yard-waste bags for their leaves, the 2001 postcards listed stores where these bags would be available.

### Commercial Recycling Outreach

Commercial waste generators in New York City contract privately for collection and disposal, but they must meet NYC commercial recycling regulations and conform to New York State requirements for source separation of materials that command viable economic markets. All businesses are required to recycle paper and cardboard; food establishments must also recycle cans, bottles, and foil; and garment industries must recycle their textiles.

In 2001, building recycling setups were reviewed at 100 of the City's largest commercial office buildings, covering 14% of NYC office space. The Department's Outreach and Enforcement units worked together to provide information about rules and follow up where necessary, although this activity was suspended in the months following September 11. During the summer, student interns helped Department staff to visit almost 2,000 stores in nine Business Improvement Districts (BID), as well as non-BID areas on Staten Island, and in the Bronx and midtown Manhattan. An updated commercial recycling booklet was developed to include Frequently Asked Questions (FAQ's). It was distributed to all major commercial building management companies, as well as to individual buildings and stores, and commercial building cleaning companies.

### Communicating Diversion Rates

The Department continued its efforts to keep the public informed about recycling through its distribution of a monthly summary of diversion rates for each Community District. This single-page report is provided to Community District managers, elected officials and their staff, and other interested parties. The diversion rate is the portion of all waste — refuse and recyclables — that is collected for recycling.



The Department uses the compost bin cartoon character to promote the spring and fall compost giveback and bin sale events.

### New Public Education Materials

During 2001, the Department produced the following new materials: New Blue and Green Recycling Decals and Apartment Building Poster.

In order to present a unified style and message, the Department redesigned the blue and green recycling decals and the apartment building poster to incorporate the recycling bin and bag cartoon characters.

### Recycling Guide, Flyer, and Poster for NYC Agencies and Institutions

To help the Department better communicate recycling and waste prevention information to NYC agencies and institutions, the Department produced a special brochure, flyer, and poster geared specifically to this sector.



To promote program identification, the Department uses the leaf pile cartoon on the leaf collection notices it mails to NYC residents.

# BUREAU OF WASTE DISPOSAL

## WASTE PREVENTION, REUSE AND RECYCLING



### Commercial Recycling Booklet

As a way of reaching out to smaller businesses, the Department produced a shorter version of the commercial recycling handbook and included a section on commercial recycling violations and FAQ's.

### Composting Brochures

BWPRR updated and redesigned two of its existing composting brochures and produced a new brochure on indoor composting. The three brochures are:

- *New York City composting guide*
- *Leave it on the lawn: A guide to mulch-mowing*
- *Indoor Composting with a worm bin*

### Recycling Reports

The Department regularly produces in-depth reports on its various recycling programs. During 2001, the Department produced the following reports:



The Department's new recycling guide for City agencies and institutions.

- *New York City Recycling In Context: A Comprehensive Analysis of Recycling in Major U.S. Cities*, August 2001: This report evaluates NYC's 20% recycling rate in the context of the recycling rates of other U.S. cities. The report also details the various measures and calculations that are used by different jurisdictions to calculate their recycling rates. The report concludes that New York City is one of the top recycling cities in the nation, after adjusting data for yard and other wastes.

- *Composting in New York City: A Complete Program History*, August



The Department's new publication about commercial recycling regulations.

2001: This report summarizes the Department of Sanitation's various pilot and on-going programs over the last decade to compost the organic portion of the City's waste stream. The report also offers recommendations for future pilot study and possible new program development in this area.

- Brochure about NYC's Public Education Campaign for Recycling: In response to the Natural Resources Defense Council's *Wastewatch Summer 2001 Report*, which inaccurately por-

trayed the Department's Recycling advertising campaign, the Department produced a booklet that summarizes the market research and public education that the Department has conducted to promote recycling in NYC.

## WASTE PREVENTION PROGRAMS

### NYC WasteLe\$\$

In conjunction with the New York City Partnership for Waste Prevention, the Department created the NY Waste Le\$\$ website;

[www.nycwasteless.org](http://www.nycwasteless.org)

which provides extensive suggestions for New Yorkers to prevent waste as individuals, in government, and in business.

The *NYC WasteLe\$\$ individual* section of the website, completed in December 2001, contains practical ideas for how New Yorkers can prevent waste at home, work, and school, and when shopping. The highlights of this site are the virtual home tour and virtual shopping trip, where users can click on an item in a house or in a store and learn specific waste prevention tips. The *individual* section also offers tools to measure the impact of various waste prevention practices, allows users to rate how well they are doing, and provides links to other waste prevention resources.

To provide a consistent look with other DSNY materials, the *NYC WasteLe\$\$ individual* section of the website uses the recycling and trash can cartoon characters to convey waste prevention and recycling information. This sec-



# WASTE PREVENTION, REUSE AND RECYCLING

tion of the website also employs some of the graphics associated with the *NYC Teachers' RRResource Kit*.

The *NYC WasteLe\$\$ government* and *NYC WasteLe\$\$ business* sections completed earlier are currently being redesigned to match the style and graphics of the newly created *individual* section.

## NYC Stuff Exchange

The NYC Stuff Exchange telephone hotline (**1-877-NYCSTUFF**) continued to promote the reuse of second-hand goods by providing information on stores and organizations that buy, sell, repair, or accept donated goods for reuse. The menu-driven automated telephone system started as a pilot on Staten Island in 1999 and expanded citywide in 2001. Over 15,000 organizations and businesses are listed on the service. Features added in 2001 allow civic and non-profit charitable institutions to list short-term donation drives and special collections.

On April 1, 2001, the Department launched a citywide campaign promoting the service through ads in subway cars, subway stations, bus shelters, and the Staten Island Ferry. In addition, outreach staff sent promotional mailings and gave presentations about the service to charitable and non-profit organizations. As a result of these efforts, the NYC Stuff Exchange received approximately 100 daily phone calls during the spring and summer of 2001.



The Homepage of the NYC WasteLe\$\$ website.

## Promoting Environmentally Preferable Purchasing for NYC Agencies

To go with the training seminars on Environmentally Preferable Purchasing (EPP) held for City Agency purchasing staff, the Department created in 2001 an EPP training curriculum and Facilitator's Manual. Developed in consultation with the Procurement Training Institute (PTI) and Procurement Policy Board (PPB), the curriculum includes information on waste prevention, enhanced recycling, reducing toxics in the workplace, and cost/benefit analysis. PTI offered four one-day EPP classes for ACCO's and other City procurement staff in May 2001, and again in Fall 2001. The class was so successful that PTI intends to continue offering the course.

The Department's EPP activities help City agencies comply with the Mayoral Directive on Waste Prevention (MD96-2).

## Materials for the Arts

Materials for the Arts (MFTA), through funding from the Departments of Sanitation and Cultural Affairs, continues to provide donated used goods to artists, non-profits with arts programming, government agencies, and schools.

In 2001, MFTA relocated from Manhattan to a more spacious warehouse in Long Island City. Despite a change in management, and the transition to a new facility in a different borough, MFTA has performed extremely well. Tonnage figures have reached record high levels (e.g., 53.7 tons in April 2001), while the program has increased both the number of donors and recipients. About 20 to 30 teachers visit the facility daily to take advantage of the vast amount of materials available for classroom projects. MFTA continues its promotional efforts with a new brochure and website ([www.mfta.org](http://www.mfta.org)) developed in 2001.

## NY Wa\$teMatch

[www.wastematch.org](http://www.wastematch.org)

NY Wa\$teMatch continues to help businesses save money by providing

a brokering service for industrial scraps, packaging, and other reusable items that lack established recycling markets. The Department conducts the program in conjunction with the City University of New York and the Industrial Technology & Assistance Corporation (ITAC).

In 2001, a successful marketing campaign generated approximately 20 new program participants. During 2001, NY Wa\$teMatch diverted about 3,400 tons of waste, generating close to \$195,000 in revenues for companies that sold materials via the service. For organizations that used the service, this adds up to a combined savings of more than \$425,000 due to generated revenues, avoided waste disposal costs, and reduced raw material/product purchasing costs.

To diversify its funding base, NY Wa\$teMatch applied for and received a contract from the Environmental Services Unit of the Empire State Development Corporation. The \$165,900 contract, which start in April 2001, will enable NY Wa\$teMatch to expand its technical assistance capacity and scope of services.

## Special Wastes

In addition to the household and institutional recycling program, BWPRR also manages drop-off sites for special household wastes that contain toxic constituents but are not classified "hazardous waste" by NYDEC. The program accepts residential drop-off of motor, oil filters, household and automotive batteries, latex paint, fluorescent tubes, and thermostats.

In light of the heavy use of the program located at the Self-Help Drop-Off site at the Fresh Kills Landfill on Staten Island, four new facilities — one in each borough — were established in July of 2001. The drop-off centers are open every day, seven days a week, from 10 AM to 5 PM. The new sites are located at the Self-Help Bulk Drop-Off facilities in the four outer boroughs, plus at the Sanitation Fuel Yard located at 30th Street and the West Side Highway in Manhattan.

# WASTE PREVENTION, REUSE AND RECYCLING



An image from MFTA's new website  
[www.mfta.org](http://www.mfta.org)

## ORGANICS PROGRAMS

### Curbside Collection Programs

#### Fall Leaves

In 2001, the Department's fall leaf collection program ran for a total of six weeks, from Saturday, October 27 through Friday, December 6. The total amount of leaves received from residential neighborhoods was the second highest in the program's history, at 20,500 tons. The Department also achieved the highest productivity to date for this program, collecting an average of 7.6 tons of leaves and yard waste per truck. This represents an increase of 15.2 percent over last year.



The homepage for NY WasteMatch:  
[www.wastematch.org](http://www.wastematch.org)

### Christmas Trees

In 2001, the Department collected 239,483 Christmas trees weighing 2,107 tons from all five boroughs of the City. This was slightly less than the year 2000's total of 2,281 tons. The trees are collected during a two-week period in January, and brought to the compost sites where they are shredded to make mulch. Recycling Christmas trees continues to be problematic for the Department. As many residents place trees out in plastic bags and do not always remove all decorations, the resulting mulch is heavily contaminated with plastic. The contamination renders the mulch aesthetically displeasing and lessens any demand the City might have for a mulch product. For these reasons it is unlikely that this program will continue even if sufficient budget resources exist in the future to fund the program.

## Composting Operations

### Site Development

Under its joint agreement with the Parks Department, the Department constructed a new composting site at Spring Creek, next to the Department of Environmental Protection's Auxiliary Water Pollution Control Plant. In fall 2001, composting activity took place on about half of the site, or roughly seven acres. Next fall, the site should be fully operational, with all fourteen acres available for leaves. All four leaf and yard waste facilities — Soundview Park in the Bronx, Canarsie Park and Spring Creek in Brooklyn, and at Fresh Kills on Staten Island — are now operated by the Department's contractor, Organic Recycling Inc.

### Landscaper Material

At the compost site at Fresh Kills, the Department accepts yard waste, comprised primarily of grass, leaves, and brush, from private landscapers. The brush is ground and the material is incorporated into the windrows at the site. In 2001, the Department accepted and composted 22,400 cubic yards of this material.

### Rikers Island

The Department constructed the Rikers Island compost facility in 1996 to test the feasibility of high-volume food waste composting. Though initially designed to process 15 tons of food waste per day, experimentation with facility operations have allowed the Department to increase its capacity by nearly 80% to 27 tons per day. Additional capital improvements completed in 2001 allowed the Department to compost an average of 533 tons per month of prison cafeteria and kitchen waste.

## Compost Project Activities

Sine 1993 the Department has funded the Compost Project — a compost education and outreach program conducted through the City's four Botanical Gardens: Brooklyn Botanic Garden (BBG); the New York Botanical Garden (NYBG); Queens Botanical Garden (QBG); and Staten Island Botanical Garden (SIBG). The goal of the Compost Project is to teach New Yorkers about the composting process and its benefits, from horticultural, ecological, and waste management perspectives.

Summary of Compost Project activities for fiscal year 2001 include the following:

### Compost Distribution

A compost distribution program was established at the Queens Botanical Garden in 2000. Through this new initiative, the Department provides for the free delivery of its compost to community gardens and other non-profit greening organizations in all five boroughs. A total of 1,255 cubic yards were delivered to 129 groups in 2001.

The Department began inviting NYC residents to pick up free compost at the Fresh Kills Landfill in 1992. The model of offering free compost, coupled with a subsidized backyard compost bin sale, was piloted citywide in 1998 in an effort to encourage as many NYC residents as possible to compost their food and yard waste at home. In 2001, 11,292 residents attended giveback events, tak-



# WASTE PREVENTION, REUSE AND RECYCLING



Every spring and fall, the Department offers finished compost to New York City residents.

ing home 4,130 backyard compost bins and 1,960 cubic yards of compost.

In addition to free compost deliveries and givebacks, City agencies, such as the Department of Transportation and the Department of Parks, pick up bulk compost from the compost sites. All combined, the Department gave away 4,857 cubic yards of compost in 2001.

## Compost Website

The year 2001 saw the launch of the Compost Project website

[www.nyccompost.org](http://www.nyccompost.org)

a valuable resource for NYC compost enthusiasts. The website offers a wealth of compost-related information, including instructions for setting up and maintaining a compost bin or worm bin, the science behind composting, natural lawn care techniques, and links to associated organizations and websites. The Compost Project website serves as a paperless way to keep City residents informed of the Department's many organics programs.

## Master Composter Course

While the Compost Project reaches a significant number of people a year, Compost Project staff can't visit every NYC neighborhood and communicate in the dozens of languages spoken in those neighborhoods. Therefore, the New York City Master Composter Certificate Course was designed, as a "train-the-trainer" style program for committed individuals from various NYC communities. Adapted from Master Composter and Master Gardener projects carried out in other states, participants learn technical knowledge about composting, hands-on skills at creating compost systems, and outreach techniques to teach others about composting.

To acquire the Master Composter certificate, each participant attends 20 hours of classes (including field trips) and completes 30 hours of public outreach service. Compost Project staff annually select a diverse group of volunteers from all over the City to take the Master Composter Course. These volun-

teers demonstrate an interest and a commitment to composting, plus a desire to share their knowledge with their community. In 2001, the Master Composter program trained 61 volunteers, divided between the four Botanical Gardens.

## Teacher Training

Since 1999, the Compost Project has conducted a course called "Wormbin Composting in the Classroom" for New York City teachers. The course presents activities, cross-curriculum ideas, and ways to incorporate worm composting into science, math, and language arts for students of all ages. The Board of Education has approved this course for three new teacher-training credits. During 2001, Compost Project staff demonstrated to 936 public school teachers from all five boroughs how to incorporate worm bins into their curricula. This number is up from 240 teachers the year before.

# BUREAU OF LONG TERM EXPORT

## Bureau Responsibilities

The Bureau of Long-Term Export is responsible for the development of the environmentally sound, reliable and efficient long-term waste export system described in the City's approved Comprehensive Solid Waste Management Plan Modification (the Plan) prepared by the Bureau with the assistance of other Department Bureaus and consultants. As a general matter, the Bureau is also responsible for the development and modification of ten-year comprehensive solid waste management plans that provide for the management of all solid waste generated in the City and that meet the solid waste management policy objectives of the New York State Conservation Law. Already in progress, the advancement of long-term waste export projects will necessarily be a central element of the City's next ten-year Plan to be developed by the Bureau for the ten-year planning period of 2003 through 2012. The Bureau also provides engineering and oversight for a number of capital projects the Department has implemented in compliance with Plan milestones.

## Long-Term Plan for Waste Export

As set forth in the Plan, the long-term waste barge and rail export system will rely on the use of existing marine transfer stations (MTSs) and a mix of public and private waste transfer facilities in the City. Under this system, Sanitation-managed waste will be exported out of the City by barge or rail from the borough in which it is generated and disposed at state-of-the-art facilities that allow the receipt of New York City waste.

Specifically, under the currently approved Plan, roughly half, or approximately 6,500 tons per day of Sanitation-managed waste is proposed to be barged from five MTSs to a privately-built and operated enclosed barge unloading containerization facility in Linden, New Jersey (Linden EBUF). From Linden, containerized waste is to be transported by rail to remote landfills. The other half of the Sanitation-managed waste collected each day will be exported from a

number of other public and private waste facilities modified or developed through the City's procurement processes.

## 2001 HIGHLIGHTS

### State Approval of the Plan Modification

On February 27, 2001, the NYS Department of Environmental Conservation approved the City's Comprehensive Solid Waste Management Plan Modification. The New York City Council had approved its submission to the State in November 2000.

### Advancement of the Staten Island Transfer Station (SITS) Project

Substantial progress was made in 2001 toward the implementation of the SITS, a truck to container to rail facility proposed to be constructed at the Fresh Kills Landfill to handle all and only Sanitation-managed Staten Island waste. The Bureau was granted ULURP site approval in April 2001. A bid was issued



in June 2001 to obtain vendors for the construction of the facility and vendors were selected in September 2001. In December 2001, the NYS Department of Environmental Conservation issued a Notice of Complete Application for the air, solid waste management and tidal wetlands permits required for the SITS and established a public comment period, after an extensive and lengthy technical review. (The permits were issued in

March 2002.) A second ULURP application was submitted for the easement needed to complete rail connections to the SITS and to demap the end of Victory Boulevard. Pursuant to the Plan, the SITS will export containerized waste by truck or barge prior to completion of the rail connection.

A draft Request for Proposals procurement solicitation to obtain a vendor for the long-term rail served operation of the SITS was developed for review in late 2001. Finalization of the solicitation was delayed pending the development and issuance of a bid solicitation to obtain waste services in connection with the pre-rail operation of the SITS.

On a related project, in June 2001, the Bureau issued a bid for the relocation of Fresh Kills Landfill personnel facilities in anticipation of the construction of the SITS. A contract was awarded for the project in October 2001. The project was substantially completed in April 2002.

### Advancement of the Linden EBUF Project

In late Spring 2001, negotiations were initiated with the vendor for the project. In addition, the Bureau worked closely with the vendor on its Response to issues raised in a remand order issued by the New Jersey Department of Environmental Protection (the NJDEP remand order). The NJDEP remand order allowed Union County to readopt and recertify an amendment to include the Linden facility in its Solid Waste Management Plan. NJDEP subsequently declined to accept the amendment or to begin review of the vendor's permit application pending the results of a grand jury investigation into Linden Mayor Gregorio's role in promoting the Linden project and his son-in-law's part ownership of the proposed site for the facility.

### Advancement of the Southwest Brooklyn Transfer Station Project

In 2001, the Bureau initiated and substantially completed the design of the demolition of the Southwest Brooklyn



# BUREAU OF LONG TERM EXPORT

Incinerator, the proposed site for the construction of the truck-to-container-to-barge transfer station, a capital project that is a component of the long-term barge and rail waste export system being implemented pursuant to the Plan.

## Development and Implementation of Solid Waste Management Plans

In April 2001, the Bureau issued a Request for Proposals solicitation to secure proposals to provide professional services to support the Bureau's development and implementation of the long-term export system under the Plan

Modification. The completion of the comprehensive study of commercial waste management in the City required by local law and the studies, research, analysis and environmental review process will inform and assist in the development of a new solid waste management plan for the period of 2003 through 2012. A vendor was selected in September 2001, with a contract award slated for 2002. These consultant services will also include the supplemental planning initiatives subsequent to the approval of the new plan.

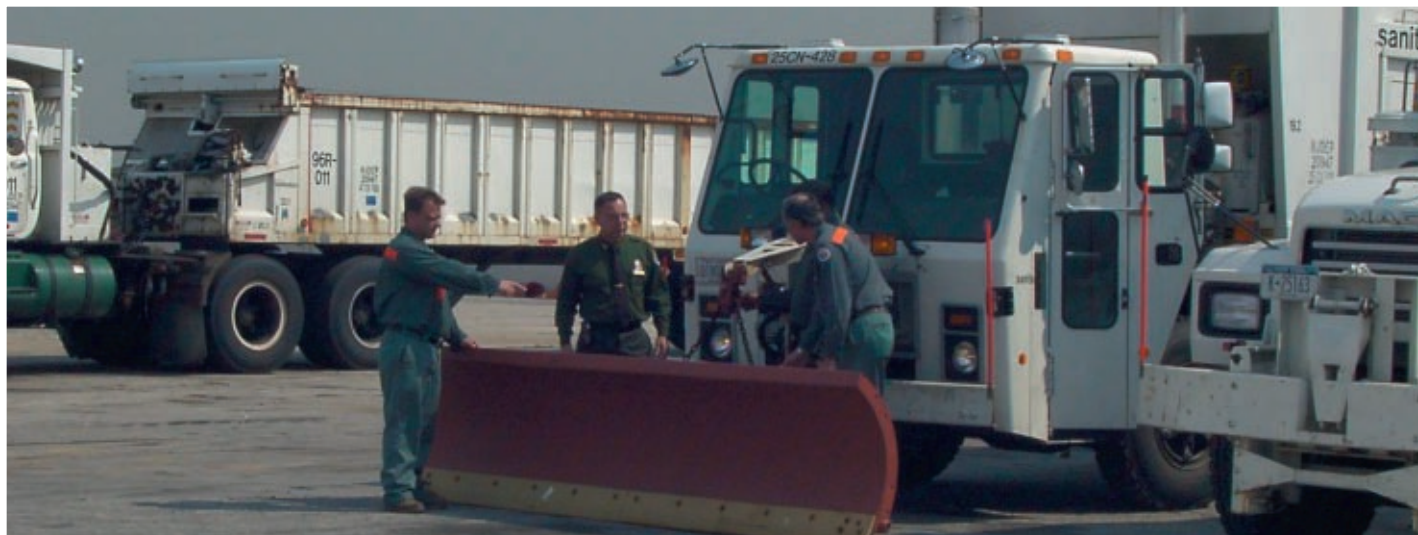
To assist in long-term export plan facility contract negotiations, the City's Law Department issued a Request

for Proposals for outside legal counsel and selected a firm in Spring 2001.

## Engineering and Planning Support/Oversight

In 2001, the Bureau also provided regulatory, engineering and/or planning support for the Rikers Island Compost Facility, the Staten Island Compost Facility, yard waste compost facilities in parks located in Brooklyn and the Bronx, and Special Waste Collection facilities. In addition, Bureau staff assisted in on-going matters related to the Fresh Kills Landfill Gas Concession.

# 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. The Division:

- develops and maintains several programs which emphasize safe work practices and accident prevention;
- investigates injuries and accidents to identify the contributing factors;

- conducts job-specific orientation programs for new and recently promoted employees;
- conducts Department-wide workshops in the areas of managerial development and computer training.

## Safety Division Defensive Driving Course (DDC)

During 2001 the Department offered the National Safety Council's D.D.C. course. This course, given by accredited

Safety and Training Officers, entitles all attending employees a 10% insurance reduction, and license point removal, if applicable. 14 classes were given and 356 employees attended.

## Critical Driver Program

The Division of Safety and Training continues to monitor the license status of all Department of Sanitation employees. General Order 98-10 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.

# DIVISION OF SAFETY AND TRAINING



## Department Training

### New Sanitation Worker CDL Candidate Training

The Randall's Island Training Center relocated to Floyd Bennett Field in 2001. They have continued the Sanitation Worker Candidate training in 2001. This program is designed to assist candidates in securing their commercial driver's license prior to their employment date. This year they trained 326 candidates. There was an 85% rate of success passing the test.

### Uniform Training for New-Hires and Promotions

Eleven classes were given.

#### **New Sanitation Workers:**

5 classes, 429 new employees

#### **New Supervisors:**

3 classes, 140 promoted

#### **New General Superintendents:**

3 classes, 36 promoted

### Truck Measuring Unit

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

All private carter vehicles must be inspected before they can remove waste. Once inspected, they receive license plates from the Trade Waste Commission. The Truck Measuring Unit does these inspections annually. In 2001 they inspected 5,939 vehicles for 1,600 private carting companies. They are liaisons for the Department's Private Carters Liaison



Unit and the Fiscal Services Division.

Other truck measuring programs include:

- Measuring containers, trailers and compactor trucks that dump at Department facilities and issuing special decals;
- inspecting and measuring trucks and containers for the various paper recycling programs and the Staten Island Compost site,
- inspecting and affixing decals to all City vehicles that dump at any of the waste transfer stations as well as the Private Carter's Housing Authority Program, which has about 300 containers.

## Snow Training

Each year we train and refresh Borough and District personnel on snow policies and procedures. In 2001 we trained 2200 employees in the following:

#### **Snow Inspector & Special Snow**

##### **Clerk:**

14 classes and 513 employees

#### **Load and Dump Snow Removal:**

38 classes and 402 employees

#### **Truck Measuring for Snow Removal:**

15 classes and 343 employees

#### **Snow Blower Equipment:**

20 classes and 136 employees

#### **Snow Melter Equipment:**

3 classes and 51 employees

#### **Plows and Chains for Sanitation Workers:**

10 classes and 537 employees

#### **Plows and Chains for Supervisors:**

7 classes and 218 employees

## Computer Training

The Computer Program offers training for both the mainframe (SCAN) and personal computer business software such as Microsoft Office, LOTUS, WordPerfect, E-mail, database management and navigating the Windows Operating System.

Our SCAN training for field personnel included 19 classes for 237 employees.

There were 6 classes given in a variety of software programs to 64 employees. This number reflects the cancellation of the Fall 2001 program because of the World Trade Center Clean-up. Also, the focus on SCAN training received more attention because of the number of employees promoted during 2001.



# DIVISION OF SAFETY AND TRAINING

## Management Skills Training

The Management Skills curriculum is composed of more than 20 courses designed to sharpen participants' skills for their current job. Based on their personal goals and development needs, eligible employees choose the courses they want to attend. In 2001, DST offered the following courses:

Leadership & Influence

Conflict Management

Time Management

Assertiveness

Performance Evaluation: Policies

Performance Evaluation: Documentation

Business Letter & Memo Writing

Investigative Report Writing

A total of 69 employees attended these Management Skills training courses. In response to the Department's involvement in World Trade Center clean-up operations, DST postponed most of its Fall 2001 courses until 2002.

## 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 products safely. Class content is specific to the employee's job title and work environment. As needed,

DST conducted "special-topic" RTK training, such as "West Nile Virus".

A total of 992 employees attended RTK training, including participants in "West Nile Virus" training.

One of the Agency's responsibilities under the New York State Right-to-Know Law is for management to provide on-site updated information on all chemicals used in the workplace. In 2001, DST undertook a review of all chemicals and updated the Material Safety Data Sheets (MSDS). This project produced a new MSDS binder, which was distributed to each location. Employees now have access to the latest information about the chemicals they work with on a daily basis.

## EEO and Workforce Diversity Training

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

## College Degree Initiatives

The Division of Safety and Training, in conjunction with the Commissioner's



Office, has extended the avenues for DOS employees to attend college. In addition to the John Jay College program, employees now have the option of attending Empire State College (ESC), a State University of New York (SUNY) member.

ESC provides the added flexibility and convenience to pursue a college degree almost entirely from the employee's home using the Internet. This program offers college credit for life experience, which contributes significantly to a reduction in college costs. A range of financial aide is also available.

Both the John Jay College and Empire State College programs provide the flexibility to Department employees to attend college while holding down a full-time job. Both programs are designed to fit into the changing work schedule of this agency.

# ADMINISTRATION

The Bureau of Financial Management and Administration is to develop and monitor the Department's portion of the City's financial plan; provide and ensure adequate controls over financial and human resources; analyze and recommend strategies to improve the Department's financial position by reducing costs or raising revenues; promote technology to improve information quality and customer service; and provide other necessary support services which help the Department's other bureaus to achieve their missions. 2001 was an extraordinary year for the Bureau, as it was for the entire Department. While the closure

of the Fresh Kills landfill provided the greatest challenges in the beginning of the year, those accomplishments were later overshadowed by the Department's need to respond to the September 11 attacks.

## Planning and Budget

The Bureau of Planning and Budget develops and monitors the Department's \$1 billion operating budget, develops the Department's portion of the Mayor's Management Report and is one of the Department's primary liaisons to oversight and outside agencies. The Operations Management Division, devel-

ops plans for, and monitors performance of, major changes to the Department's collection services.

For much of the first quarter of 2001, Planning and Budget's primary objective was the timely closure of the Fresh Kills landfill. The timing of the landfill's closure was dependent on the successful implementation of the export of residential waste from Queens, the last remaining borough to still be sending its waste to Fresh Kills as 2001 began.

The Bureau had to analyze bids from twenty potential export vendors located in Queens, Nassau, Suffolk, Westchester and New Jersey to determine

# ADMINISTRATION

that combination of contractors which would provide the capacity necessary to handle all of Queens waste, at the lowest total cost to the City, and with the fewest environmental effects. While making this kind of determination was difficult even in the earlier phases of waste export from other boroughs, solving this puzzle for Queens was much more complex: There were many more potential vendors who bid on Queens waste and many of the bidding vendors were not initially ready to receive the waste, because their facilities were under construction or because their permits initially contained restrictions which were incompatible with the Department's operating needs.

Planning and Budget, together with the Bureau of Legal Affairs, worked with the City's Law, Transportation and Environmental Protection departments to conduct the environmental assessment for Queens export in such a way as to give the Department of Sanitation the operational flexibility it would ultimately need to use different combinations of export vendors. The result was that export from Queens began the first week in February and, by the end of March, the landfill had ceased receiving residential waste.

## Human Resources

The Bureau of Human Resources processes all personnel and payroll actions, including appointments, promotions and terminations, as well as any changes to title, salary or benefits. Following 2000's record hiring of new sanitation workers, the Bureau of Human Resources was on track, as 2001 began, for another year of accelerated hiring to support the citywide export program and closure of Fresh Kills, provide adequate staffing for citywide weekly recycling collection, and reduce overtime costs. During 2001, the Department hired 430 sanitation workers in five classes in April, May, August, September and October.

## Fiscal Services

The Bureau of Fiscal Services provides the Department's essential financial management and control functions, including preparing the annual

expense and revenue budgets, processing payments for purchases and contract services, and billing and collection of Department fees.

With the citywide expansion of export, and the concurrent growth in contracted services, Fiscal Services workload has grown tremendously in the past five years. Payments to vendors have increased from about \$108 million per year to more than \$318 million in the Fiscal Year ending June 2001, an increase of almost 200%. Despite this growth, Fiscal Services has maintained excellent service to the City's vendors. They earned the Procurement Policy Board's annual Prompt Payment Award, for having the best record for on-time payments among all City agencies, for the fourth time in five years.

## Management Information Services

The Management Information Service Bureau supports the mainframe and personal computing resources and needs of the Department. MIS also maintains the Department's portion of the City's Website, NYC.gov.

In the first quarter of 2001, MIS completed the first phase of the e-Government project. Part of the citywide e-Government initiative that began in 2000, the goal of the project is to enable the public to use the NYC.gov/sanitation Website for the kinds of customer-contact opportunities that were previously available only through the telephone Action Center. Our customers can use the Website to learn their collection schedule, make appointments for servicing discarded refrigerators, request the cleaning of vacant lots, report missed collections and much more.

MIS also supported the citywide expansion of export by integrating the seven regional facilities receiving Queens waste into the Department's productivity monitoring system. A similar integration was accomplished for the Department's contract recycling processing facilities. This systems integration allows each district to monitor the unloading and productivity of Sanitation trucks in real time and facilitates the prompt reconciliation

and payment of \$250 million per year in invoices from the export and recycling vendors. The system enables the prompt billing by the Department to paper recycling vendors for \$3 million per year in revenues.

## Medical Division

The Medical Division ensures that employees are fit to perform their jobs by conducting pre-employment exams, clinically monitoring sick leave usage, monitoring medical treatment resulting from line-of-duty injuries, and managing the Employee Assistance Unit. In 2001, the Medical Division changed its sick leave monitoring procedures to emphasize visiting sick employees at home and increase the contacts with the Department's clinic. These changes, combined with the effects of hiring 1,925 new sanitation workers in the last two years, resulted in dramatic reductions in medical leave. In December 2001, the absence rate decreased 16% compared to the 2000 rate, which is the largest reduction in medical-leave usage of any of the City's uniformed agencies. Each day of sick leave eliminated means a reduction in overtime that the Department would otherwise spend to fill the temporary vacancy created by the employee on sick leave.

## Labor Relations

The Director of Labor Relations serves as one of the Department's representatives for collective bargaining. Just before the year began, the City's Office of Collective Bargaining determined that the first two levels of uniformed managers, Deputy Chiefs and Assistant Chiefs, are entitled to be represented in collective bargaining. During much of 2001 and continuing into the following year, the Department of Sanitation, together with the Office of Labor Relations and the Uniformed Sanitation Chiefs' Association, negotiated that union's first contract with the City. During 2001, the City also reached agreement with unions representing most of the Department's workers on wage-and-benefits packages retroactive to 2000.



# BUREAU OF LEGAL AFFAIRS

The Bureau of Legal Affairs is the Department's in-house legal department. It provides legal counsel in such areas as procuring and managing contracts, drafting and enforcing statutes and regulations, and regulating solid waste transfer stations. The Bureau also serves as the Department's liaison with the City Council and State Legislature, manages the Department's City Environmental Quality Review processes, coordinates the Department's responses to Freedom of Information Law requests for documents, and provides litigation support to the City Law Department in connection with lawsuits involving the Department. Finally, the Bureau is the Department advisor on the legal aspects of its environmental compliance efforts.

## Contracts, Bid Solicitations, and Requests for Proposals

The Bureau of Legal Affairs and the Agency Chief Contracting Officer (ACCO) work with the contracting officers in the other Bureaus to develop and draft contracts, bid solicitations, and requests for proposals to obtain the myriad services the Department needs. These services include the export and recycling of Department-collected waste, and the construction, repair, rehabilitation, and demolition of Department facilities, including garages, closed incinerators, and the Marine Transfer Stations. As part of the waste export contracting process, the Bureau reviews the permits and "Host Community Agreements" for all proposed disposal sites to ensure that the sites are authorized to receive out-of-state waste.

The other contracting responsibilities of the Bureau and the ACCO include obtaining Law Department approval of all solicitations and documents, resolving disputes with contractors, determining contractor responsibility and integrity, and serving as the liaison between the Department and the Mayor's Office of Contracts.

## Environmental Enforcement

The Bureau of Legal Affairs works closely with the Department's environmental enforcement units, providing legal advice and interpretation of the Department's statutes and rules, as well as representing those units in civil proceedings at the Environmental Control Board (ECB). The Bureau focuses on defending summonses issued to transfer stations, which are essential for short-term waste export; to illegal dumpers, who create unsanitary conditions in neighborhoods; and to violators of the City's quality of life rules prohibiting littering, dirty sidewalks, and illegal posting of advertisements and handbills. It also appeals adverse decisions and works with the City Law Department when, and if, the cases advance to the courts.

## Litigation Support

The Bureau of Legal Affairs provides litigation support and serves as the Department's liaison with the Law Department in connection with all lawsuits in which the Department is a party. These cases range from simple workers compensation claims to complex environmental actions. The Bureau's assistance is instrumental in the City's litigation successes.

## Legislation and Intergovernmental Affairs

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

## Environmental Impact Assessment

Assessing the environmental impacts of Department actions, including construction and demolition projects, transfer station permits, and waste export contracts, has become one of the Bureau's major functions. In conjunction with the Law Department and the City's environmental agencies, including the Departments of Environmental Protection, Health, City Planning, and Transportation, the Bureau guides the Department's compliance with increasingly strict city and state environmental quality review statutes and rules.

## Employment and Disciplinary Matters

The Office of Employment and Disciplinary Matters (OEDM), known as the Advocate's Office, provides legal advice on employment and personnel matters, represents the Department in all disciplinary cases heard at the Office of Administrative Trials and Hearings (OATH), handles medical separations, and serves as the Department's liaison with the Law Department on employment-related litigation.

# SUPPORT OPERATIONS



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

## BUREAU OF MOTOR EQUIPMENT

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

## EQUIPMENT OPERATIONS

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

and the Fresh Kills Landfill.

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

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

ders, rear ends, pumps, electrical accessories, fuel injectors, vehicle seats and radiators.

The Fresh Kills Landfill Repair Shop is responsible for the repair and maintenance of Bureau of Waste Disposal equipment that includes heavy duty off road vehicles, cranes, boats, and compactors.

## Clean Air-Initiatives

The New York City Department of Sanitation is at the forefront of the Nation's light and heavy-duty Alternative Fuels Research and Development. The Department pioneered the development of the Nation's first Compressed Natural Gas (CNG) street sweeper and refuse collection truck.

The fleet currently consists of over 800 alternative fuel vehicles. Sanitation's first compressed natural gas fueling facility will be constructed on



New CNG Powered Sweeper



# SUPPORT OPERATIONS



53<sup>rd</sup> Avenue in Woodside, Queens. This facility is scheduled for completion in 2003. Sanitation is the first City Agency to begin using ethanol fuel (E85) in its fleet. The Department currently has one ethanol fueling facility located in the Bronx and is planning to construct five more throughout the five boroughs of NYC.

The majority of the current heavy-duty diesel fleet utilizes state-of-the art computerized fuel-injected diesel engines. Sanitation is the first City Agency to demonstrate the use of clean burning ultra-low sulfur diesel fuel (<30 ppm). This is well in advance of the United States Environmental Protection Agency's regulatory requirements of

June 2006. Sanitation became the first waste collection fleet to pilot test "passive" diesel particulate filter technology on a refuse collection truck on the East Coast. Diesel particulate filters are designed to reduce gaseous and particulate matter (PM) emissions from diesel exhaust.

## Vehicle Testing & Analysis Facility

A state-of-the art Vehicle Testing & Analysis Facility (VTAF) is under construction at the Department's Central Repair Shop in Woodside, Queens. This Facility will feature the first stationary heavy-duty emissions testing laboratory

in the Northeast United States. This lab will allow the Department to perform independent testing of various advanced emission control technologies, alternative fuels and research and development projects to further develop the Department's Clean Air Initiatives. This project is scheduled for completion in December of 2002.

## Snow Melters

Based on the success had in cleaning up the snowfall to prepare Times Square for the 2001 New Years celebration and in a continuing effort to ensure that the Department has the tools it needs to respond to major snowfalls, 9 additional snow melters have been purchased with design specifications suited for Sanitation's operation. These machines have the capability of melting 60 tons of snow per hour.

## Last Barge

Equipment Operations personnel were instrumental in preparing for the Department's "Last Barge" ceremony in Fresh Kills attended by Governor Pataki, Mayor Giuliani, and numerous other dignitaries. The bunting that decorated the last barge and ceremony site was stitched together by BME personnel.



# SUPPORT OPERATIONS



Brooklyn 1 and 4 Rendering

## Vehicle Refurbishment

As an alternative to purchasing new collection trucks, BME has completed a pilot project and completely refurbished 56 vehicles that were at the end of their useful life cycle. The trucks were striped down to the chassis rails and then completely rebuilt. Fifty of the refurbished trucks were fitted with brand new bodies and 6 others with in-house rebuilt bodies. Vehicles placed back into service are being monitored and have been operating with much success.

## Export

Fresh Kills landfill closure implementation has resulted in household waste being exported from the city. BME's trade personnel has a crucial role in insuring that Sanitation's equipment meets the interstate permit requirements and the reliability to meet this new chal-

lenge. Due to the distance of the dumpsites from the vehicle's housing location, BME staffs and outfits road rig trucks with the tools, parts and equipment needed to address vehicle emergencies that occur when vehicles are in route.

## Snow Preparation 2001

In the DSNY, snow is a year round activity. During the spring and summer months the Bureau of Motor Equipment devotes resources to overhaul snow fighting equipment. Salt spreaders, snow blowers, front-end loaders and snow plows are brought into the Central Repair Shop in Queens for maintenance so that come winter the equipment will be in reliable condition for winter storms. This equipment is highly subject to corrosion and the mechanisms which position and move the plows, buckets and blowers require removal and greasing. Brake systems, transmissions and hydraulics are

overhauled and the equipment is road tested by the end of October. It is this level of attention and preparation that provides the equipment in top form for the operators who must keep the City moving.

## VEHICLE ACQUISITION AND WARRANTY DIVISION

The Vehicle Acquisition and Warranty Division (VAWD) consist of three separate Units:

New Equipment, Warranty and Engineering.

The New Equipment Unit inspects and approves payment of all new Department vehicles received each year. During the calendar year 2000, a record 1,200 new vehicles were received into our fleet inventory. The large influx of dual bin vehicles has enabled the Recycling Program to expand throughout



Queens 7 Annex Garage Rendering



# SUPPORT OPERATIONS

the City. The Warranty Unit is responsible for approximately 2,500 vehicles that are eligible for warranty repairs at any given time. The Engineering Unit consults with operating Bureaus to develop equipment specifications and purchases an average of 600 pieces of capital equipment, totaling approximately \$65 million annually. The Engineering Unit constantly seeks to open the competitive bidding process to more manufacturers. Because of the type of heavy-duty equipment utilized in the Department of Sanitation, there is a limited pool of manufacturers. The ability to play an active role in designing and specifying a vehicle to meet specific Department needs, while standardizing the product allows for bids that are more competitive, and opens the contract process to more qualified manufacturers.

The Engineering Unit also has the responsibility of Research and Development. We are always striving to incorporate the latest in technological advances into our fleet, while ensuring the capability to withstand the demands of our rigorous work cycle.

## MATERIALS MANAGEMENT & ADMINISTRATION

The Administration Division is responsible for BME's personnel, payroll, timekeeping and auditing, time and leave reporting, overtime tracking, performance evaluations, disciplinary hearings, and travel arrangements.

The Materials Management Division is responsible for the purchase, warehousing and distribution of supplies, equipment and repair parts to support fleet repair operations for the Bureau of Motor Equipment and snowplow parts and related items for the Bureau of Cleaning and Collection.

Materials Management also provided support to prepare the truck fleet for Export. Special attention had to be paid to the overall condition of the truck fleet to comply with more stringent DOT interstate regulations and requirements. In addition, the division purchased tools and equipment necessary in outfitting road service vehicles needed to perform repairs on the road.

## Maintenance Control and Management System (MCMS)

MCMS is a citywide initiative that when fully implemented, will provide purchasing and inventory control of automotive and equipment parts. During 2001, MCMS was installed at the Central Warehouse, Cioffe, Queensboro, Richmond and 26th Street Boro Repair Shops.

## FISCAL SERVICES AND COMPUTER SUPPORT

Fiscal Services handles the accounting functions for BME. This unit is the liaison with the Agency's central budget unit and ensures fiscal procedures are in compliance with the City requirements. The unit is also responsible for fleet reporting and inventory. The daily fleet status and fleet size are monitored, tracked and reported. The Computer Support Unit maintains the network connecting BME facilities and providing support for Bureau and Citywide applications including FMS and the Fleet Management System.

## BUREAU OF BUILDING MAINTENANCE

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

## BUREAU OF ENGINEERING

The Bureau of Engineering provides engineering support services to the Department's operating bureaus. The

support services include providing the design and the bid packages to upgrade and maintain the infra structure of the Department's facilities; overseeing the consultant design of new garages; administering the procurement for consultant services and construction contracts; and 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, borough repair shops, marine transfer stations and other facilities under the Department's jurisdiction.

Our engineering consultants are finalizing the design for a new multi story Manhattan 4, 4A & 7 garage in midtown, and, a new Queens 14 garage.

The new garages currently under construction are; Queens 7 Annex and Brooklyn 1 & 4 on Varick Avenue. The Queens 7 Annex is projected to be completed by the end of 2003. The construction of the Brooklyn 1 & 4 garage started in November 2001 and projected to be completed in 2004. The design of the Brooklyn 1 & 4 garage received the NYC Art Commission award for Design Excellence.

The new garages will replace existing City owned or rental garage facilities which are inadequate to accommodate the increased equipment and per-

# SUPPORT OPERATIONS

sonnel needs of the Department. In order to optimize existing space, the Greenpoint and Gansevoort incinerator stacks are being demolished. The current Manhattan 4/4A&7 garage facility is also being demolished to provide space for the construction of the new Manhattan 4/4A/7 garage facility. This garage will allow the department to relocate its operations from Pier 97 and permit the Hudson River Park Trust to proceed with the development of the Hudson River Park.

We are proceeding with a program to install a dynamometer at our Central Repair Shop for the diagnostic testing of DSNY trucks and vehicles emissions and to design and construct new ethanol fueling facilities within the five boroughs of the city.

## BUREAU OF CAPITAL BUDGET AND ENGINEERING SUPPORT

The Bureau of Capital Budget and Engineering Support develops, prepares, and administers the Department's Annual Four-Year and Ten-Year Capital Budgets. This includes coordinating, reviewing and monitoring fiscal and policy matters. Individual Bureaus supply their anticipated fiscal needs for evaluation. Decision-making meetings are held with the Bureaus and their respective Commissioners. Taking into consideration Departmental and Citywide constraints, Capital Budget Request documents are prepared reflecting the

Department's operational needs. The Bureau conducts negotiations with OMB, and other Mayoral oversight agencies and the City Council until an Adopted Budget is agreed upon.

In the Fiscal Year 2001, the Department achieved 113 percent of its performance target. The Bureau successfully initiated the following projects: the awarding of a contract to purchase 524 collection trucks including 200 dual-bin type used for recycling; the design of the new Queens 14 Garage; the construction of the Brooklyn 1 & 4 Garage; the Manhattan 12 Salt Storage Facility; upgrading the Department's computer technology and the rehabilitation of the Manhattan 10 Garage.

# EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The mission of the Equal Employment Opportunity Office (EEO) is to ensure equality of opportunity. This is accomplished through educating managers and workers regarding their responsibilities to support and adhere to the Department of Sanitation's EEO policy and Code of Conduct. As a consequence, the EEO Office helps to maintain a better work environment and provides a forum for resolving employee disputes that disrupt the workplace.

The EEO Director reports directly to the Sanitation Commissioner. The success of the Department's EEO program is directly related to the ardent support of the Commissioner of Sanitation for equality of opportunity and his anti-discrimination stance. The Office is staffed by a Director, a Senior Investigator, an Investigator and a Clerical Associate. The Director is responsible for developing and monitoring the implementation of the Department's EEO program. The Commissioner has charged the EEO Director with the specific responsibility of the strict enforcement of the Department's zero tolerance harassment policy.

The EEO Office investigates all complaints of discrimination filed by applicants or employees. The Director reports the findings of the EEO investigation to the Commissioner and recommends steps to resolve complaints. While the EEO Office investigates many allegations of discrimination, the EEO staff spends a significant amount of their time counseling and educating employees.

The last eighteen years have demonstrated that many complaints made to the EEO Office are not, necessarily, issues of discrimination. Many complaints of discrimination turn out to be labor/management issues having to do with job

assignments or seniority. The EEO Office often tries to mediate these complaints. When mediation fails EEO directs the labor/management complaints to where they can be resolved, such as the employees union. Other complaints result from the lack of communication skills on the part of the people involved. In these cases, the EEO staff attempts to also act as a mediator trying to assure that the parties involved can work out their differences.

From 1982 through December 2002, 299 formal complaints were filed (formal complaints are complaints filed with agencies such as the N.Y. State Division of Human Rights) charging the Department of Sanitation with discrimination. Of the 299 formal complaints filed against the Department of Sanitation from 1982 to the present, the Department received 139 findings of **"no probable cause"** determinations on behalf of the Department. Forty-four complaints were administratively closed due to the lack of substance to the charges and twenty-seven complaints were withdrawn by the complainants. Nineteen complaints were conciliated and 12 were dismissed out right. One complaint is still opened and unresolved.

Since 1982 there have been six **"probable cause"** findings where the Department of Sanitation has been charged with discrimination against an employee and where an outside agency believed that sufficient evidence existed to say that it was probable that the individual filing the charge was discriminated against. Of these six "probable cause" findings, five were based on the issues of disability and were the result of New York City's Medical Standards and not the result of an overt act of discrimination on the part of the Department. Only one probable cause complaint was based on color, race and sex.



# EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Based on 299 formal complaints being filed, having six probable cause findings made against the Department represents the Department being found innocent of discrimination 99.79% of the formal complaints filed. While our goal is to have zero probable cause findings against the Department, a .02% probable cause rate is encouraging and demonstrates that the Department's zero tolerance toward discrimination is working.

The EEO Office works closely with the Department's Training Division. Together, the Training Division and the EEO

Office provide extensive managerial and supervisory EEO training. During the past two years, the Department of Sanitation completed EEO Awareness training for all of its uniformed Supervisors and Sanitation Workers. This completes the EEO training of approximately 9,000 employees. The Department believes that along with the Commissioner's zero tolerance discrimination policy, training plays one of the most important roles in the success of Department's EEO policy.

## ENFORCEMENT DIVISION

The Enforcement Division, comprised of 113 Sanitation Police Officers and an average of 59 Enforcement Agents, monitors compliance with administrative, recycling and health laws governing the maintenance of clean streets, illegal dumping, and the proper storage and disposal of waste and recyclable materials by both residents and commercial establishments.

Sanitation Police Officers are Sanitation Workers and Supervisors, that are fully trained peace officers. Enforcement Agents are civilians who undergo a comprehensive classroom and field training program.

In calendar year 2001, the Enforcement Division issued 346,422 Notices of Violation (NOVs). Supervisors in the Bureau of Cleaning and Collection issued an additional 122,934 NOVs for a grand total of 469,356 NOVs.

**The five most common infractions, which represent 62.4% of the total for which NOVs were issued were as follows:**

### Number of Notices of Violation

Dirty Sidewalk	180,055
Failure to sweep	
18 inches into the street	38,212
Illegal Posting	25,868
Loose Rubbish	25,821
Sidewalk Obstruction	23,120

### Posting Unit

There are five Enforcement Agents and two Recycling Police Officers specifically dedicated to enforcing illegal posting violations. (The

Recycling Police work exclusively in the Boroughs of Brooklyn and Staten Island.) In 2001 close to 26,000 illegal posting NOVs were issued citywide. There were no arrests or impounds effected for Posting Violations.

### Canine Unit

The Enforcement Division has a Canine Unit that is specifically dedicated to patrolling the five boroughs, and issuing NOVs for Quality-of-Life violations such as failure to remove canine waste and failure to properly leash a dog. In 2001 over 2,400 NOVs were issued for these infractions.

### Task Force

#### Illegal Dumping:

The Illegal Dumping Task Force is comprised of one Inspector, two Captains, four Lieutenants and 33 Sanitation Police Officers. In 2001 Task Force personnel impounded 235 vehicles and issued 572 NOVs for illegal dumping.

### Private Carter Commercial Recycling:

In 2001, two Sanitation Police Officers began monitoring the compliance of private carting companies with regard to recycling and administrative code violations. Thus far, numerous private carting companies have been identified as being in violation and hundreds of NOVs have been issued. (The number of NOVs issued specifically to Private Carting Companies is not segregated from the P.O.'s total issuance.)

### Vacant Lot Unit

The Vacant Lot Unit, comprised of four Enforcement Agents, monitors the cleanliness of all vacant lots throughout the city. Owners of vacant lots found to be in violation of the administrative code are issued NOVs. In 2001, the Vacant Lot Unit issued 17,255 NOVs.

### Auto Auction Unit

The Auto Auction Unit, comprised of one Captain and two Sergeants, is responsible for the auctioning of unclaimed vehicles resulting from illegal dumping impounds.

In addition to the auctioning of vehicles, the Auction Unit participates in all Multi-Agency Sweeps throughout the city. (Multi-Agency participation in targeted areas for specific problems such as vendors, auto repair shops, etc.) For 2001, 44 vehicles were sold at auction for a total of \$11,041.

### Firearms and Tactics Unit

Comprised of one Captain and two Sergeants, the Firearms and Tactics Unit conducts the training for all newly appointed Sanitation Police Officers. The Unit is also responsible for ongoing training such as cycle-shoots, (all officers must shoot 150 rounds per year to qualify to carry their firearm), mace and baton. The Unit is also in charge of maintaining the permits for all officers within the Division.

## BUREAU OF PUBLIC INFORMATION AND COMMUNITY AFFAIRS

# PUBLIC INFORMATION



Deputy Chief Al Ferguson explains Sanitation's role in the World Trade Center rescue and recovery operation to producers of TV News Special "48 HOURS".

The Office of Public Information is the Department's ambassador and voice, representing the Department of Sanitation internally, to the media and the public at large. Additionally, the Office of Public Information oversees the historical recording of Department events through the utilization of its Audio / Visual and Photography Units.

In 2001, the Office of Public Information:

- \* Handled over 1,500 local, national, and international print, television, film, and radio media inquiries including CNN, MSNBC, and NBC Nightly News.
- \* Acted as liaison for television shows such as LAW AND ORDER, LAW AND ORDER: SPECIAL VICTIMS UNIT, THIRD WATCH, NYPD BLUE, 100 CENTRE STREET and for major movie studios such as Columbia Pictures,

20th Century Fox, Paramount Pictures, Disney and others.

- \* Coordinated and developed scripts, awards etc. for Sanitation promotion and award ceremonies.
- \* Recorded and distributed print and video clips throughout the Department of Sanitation on a daily basis.
- \* Served as a liaison for the United Nations by facilitating information exchange meetings.
- \* Provided creative services for other bureaus within the Department.
- \* Compiled facts and responded to over a hundred e-mail inquiries and "Ask the Mayor" letters.

\* Rendered over a dozen live television interviews with the media.

\* DSNY liaison to the Mayor's Press Office and other city agency Public Information Offices.

\* **September 11<sup>th</sup>** - the Public Information Office fielded hundreds of calls relating to the Department's role in the rescue and recovery operation at Ground Zero and at Fresh Kills Landfill in Staten Island. The Public Information Office also coordinated on-site interviews and photo opportunities with members of the Department both at Ground Zero in Manhattan and at the Fresh Kills Landfill in Staten Island.

\* **Last Barge** - the Public Information Office coordinated the Fresh Kills closure ceremony with the offices of the Governor, Mayor, Borough Presidents Office etc. in March 2001.

# COMMUNITY AFFAIRS

The Office of Community Affairs is the Department's liaison to elected officials, the City's community boards, merchant groups, Business Improvement Districts, civic organizations, business associations, schools and the general public. Our Community Affairs staff represents the Department at community meetings and forums throughout the City. In addition, the office provides support services to the Department's Operations Bureau by preparing materials regarding neighborhood issues, providing pertinent data on the number and types of complaints and service requests, recommending necessary action, and coordinating development and planning of both community and Sanitation programs. This office also serves as the Department's liaison to the Mayor's Community Assistance

Unit, The Mayor's Anti-Graffiti Task Force, Mayor's Action Center, Mayor's Office of Correspondence Services, the City's Business Improvement Districts, and the Council on the Environment.

## Sanitation Action Center: (212) 219-8090

The Sanitation Action Center, the Department's hotline, responds to requests for service, complaints and questions regarding Sanitation and recycling, and orders for printed material (informational booklets, brochures, recycling stickers, etc.) and appointments for Chlorofluorocarbon (CFC) Gas Recovery from household appliances.



# COMMUNITY AFFAIRS

The Sanitation Action Center staff handled over 207,000 calls in Fiscal Year 2001. Service representatives processed over 155,000 requests for service and complaints. In addition, the Sanitation Action Center processed more than 48,500 requests for Department literature and recycling decals. Also the public was able to utilize the Sanitation Action Center's automated information system more than 500,000 times in Fiscal Year 2001.

## New "On-Line" Service Form

On August 16, 2000, the Department, working with the E-Government Office, launched an on-line service form that may be used to schedule appointments for CFC gas recovery from appliances being discarded. On March 20, 2001, additional on-line service forms were added. During Fiscal Year 2001, residents filed over 4,500 on-line service requests. This on-line request form is also processed by the Sanitation Action Center's representatives.

## Central Correspondence Unit (CCU)

The Central Correspondence Unit (CCU) responds to and maintains records of all general correspondence from the public and letters forwarded to the Department from the Mayor's Office of Correspondence Services. The CCU is responsible for tracking incoming correspondence, transmitting the written complaints or requests for service via the Department E-mail messaging system to the appropriate districts and bureaus for action and accumulating necessary information for response. Correspondence that pertains to areas outside of Sanitation jurisdiction is also redirected and forwarded to the appropriate responsible agency. Letters may include requests for services or information, requests for Department educational signs (i.e., Clean Up After Your Dog, Don't Litter-Please! And No Dumping), suggestions from the public, complaints about service delivery, commendations for employees, comments on service performance, and requests for lot cleaning services. During Fiscal Year 2001, the CCU responded to over 3,000 letters/e-mail messages.

## Golden Apple - Team Up To Clean Up

The Golden Apple Contest is a program which introduces and reinforces environmental awareness in the student population of public and private schools within New York City. City-wide schools are eligible to participate in the annual competition. Projects include school and community cleanups and beautification; anti-littering behaviors and education; waste reduction, reuse and recycling programs; and ecology and conservation projects.

The contest provides students with an opportunity to learn how each of them, as individuals and collectively, can take actions which contribute toward a cleaner city and environment.

In the process, broader long-term goals are internalized: waste reduction, litter-free communities and pollution-free waterways.

The contest can be a catalyst for educators and students to uncover new information about the Department of Sanitation and our mandates for keeping New York City clean. During this process, students can learn the responsibilities of other agencies also: Department of Environmental Protection, Parks Department, US Environmental Protection Agency, New York State Department of Environmental Conservation and how these agencies interact with this department to ensure a clean city.

## Mayor's Anti-Graffiti Task Force

The Department of Sanitation is a member of the Mayor's Anti-Graffiti Task Force established to improve the quality of life for all New Yorkers. The objectives of the Task Force are to combine City resources to mount a concerted and coordinated effort for the purposes of enforcing existing local laws; developing new legislative initiatives; initiating mechanisms to encourage and aid in the clean up of graffiti.

The Task Force has coordinated a series of neighborhood clean-up initiatives involving City agencies and community volunteers in an intensive effort to eradicate graffiti and organize prevention efforts in selected areas.

The Department of Sanitation plays a major role in the Administration's Anti-Graffiti efforts. The Department of Sanitation is a major participant in each clean-up initiative, using its special cleaning equipment for power washing and painting selected properties. During the 2001 graffiti season (April 6th through November 16th), the Department removed 232,955 square feet of graffiti from 481 locations as part of the Task Force clean-up initiatives in 14 neighborhoods throughout the City. The 14 neighborhoods included:

### **Bronx:**

Grand Concourse

### **Brooklyn:**

Bay Ridge, Bensonhurst, Brooklyn Heights, Bushwick, Coney Island and Greenpoint

### **Manhattan:**

Inwood, Lower East Side and West Side

### **Queens:**

Astoria, Richmond Hill, Sunnyside and Woodside

The Department also assisted with graffiti removal for the opening of the new baseball park in Coney Island and for the World Trade Center Ceremony.

# New York City Department of Sanitation

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