

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Antonio Reynoso
Chair, Committee on Sanitation and Solid Waste Management



Report of the Finance Division on the
Fiscal 2019 Preliminary Budget and the
Fiscal 2018 Preliminary Mayor's Management Report for the
Department of Sanitation

March 14, 2018

Finance Division

Jonathan Seltzer, Financial Analyst
Crielhien Francisco, Unit Head

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director
Paul Scimone, Deputy Director

Contents

Department of Sanitation Overview.....	1
Fiscal 2019 Preliminary Budget Highlights	1
Financial Plan Summary.....	3
Headcount	4
Contract Budget.....	4
Miscellaneous Revenue	5
Program Areas	6
Civil Enforcement.....	6
Collection and Street Cleaning	6
Engineering	8
Enforcement – General.....	8
General Administration	9
Legal Services.....	12
Long Term Export.....	12
Public Information	13
Snow Removal	14
Solid Waste Transfer Stations.....	15
Support Operations - Motor Equipment	16
Support Operations – Building Management.....	16
Waste Disposal – General.....	17
Waste Disposal – Landfill Closure.....	18
Waste Export	18
Waste Prevention, Reuse, and Recycling	21
Capital Program	22
Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022:	22
2019 Preliminary Capital Commitment Plan Highlights:	25
Appendices	26
A: Budget Actions in the November and the Preliminary Plans.....	26
B: DSNY Contract Budget.....	27
C: Program Areas	27

Department of Sanitation Overview

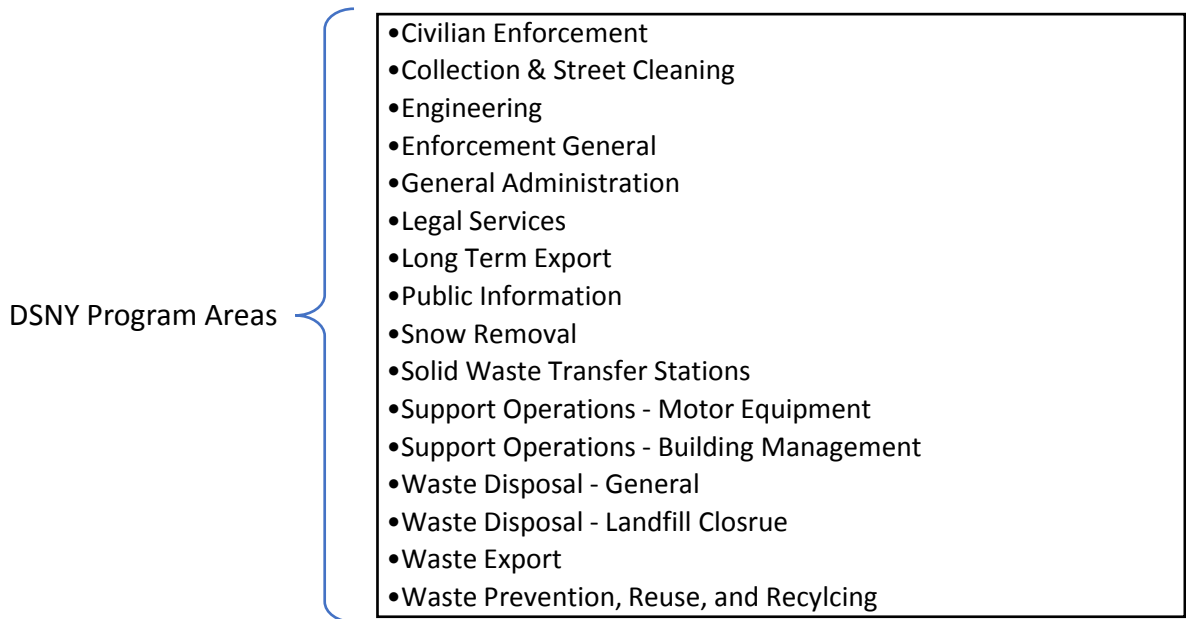
The Department of Sanitation (DSNY or the Department) ensures that City is healthy, safe and clean by collecting, recycling and disposing of waste, cleaning streets and vacant lots, and clearing snow and ice.

DSNY’s activities include:

- Collecting more than 10,500 tons of residential and institutional garbage and 1,760 tons of recyclables each day;
- Managing solid waste and clearing litter or snow from 6,300 miles of streets; and
- Ensuring the City is on track to meeting its goal of Zero Waste by 2030.

Fiscal 2019 Preliminary Budget

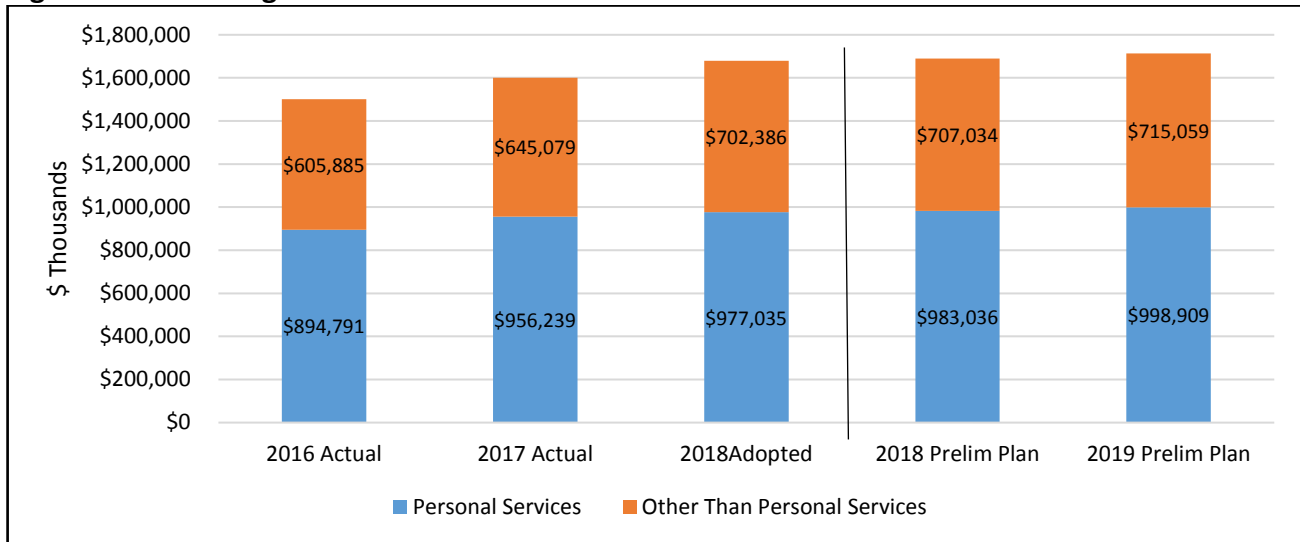
The Department of Sanitation’s Fiscal 2019 Preliminary Budget totals \$1.7 billion (including City and non-City funds). The Department’s budget is divided into 16 programs areas, which reflect the major functions and operations of DSNY.



Fiscal 2019 Preliminary Budget Highlights

DSNY’s Fiscal 2019 Preliminary Budget is \$34.5 million or approximately 2.1 percent more than the Fiscal 2018 Adopted Budget of \$1.68 billion. For Fiscal 2019, DSNY’s budget is \$998.9 million or 58.3 percent for personal services (PS) and \$715.1 million or 41.7 percent for other than personal services (OTPS). PS includes all full-time and part-time position costs as well as overtime. OTPS includes property, equipment, supplies, and services contracted out to private corporations. Since the Fiscal 2018 Adopted Budget, PS spending for Fiscal 2019 increased by \$21.9 million or nearly two percent while other than personal services (OTPS) increased by \$12.7 million or one and a half percent.

Figure 1: DSNY Budget Overview



The key actions included in DSNY’s Fiscal 2019 Preliminary Plan are as follows: \$5 million in new needs and \$140,000 in other adjustments. The changes introduced in the Preliminary Plan are listed in Appendix A, as are the changes included in the November 2017 Financial Plan.

Major changes introduced in the Preliminary Plan include the following actions.

New Needs

- **Rat Mitigation.** The Fiscal 2019 Preliminary Plan includes \$3.2 million in Fiscal 2018 and \$2.3 million in Fiscal 2019 to launch a rat mitigation initiative. See Collection and Street Cleaning on page 6 for more details.
- **24x6 Information Technology Staff.** The Fiscal 2019 Preliminary Plan includes \$1.1 million in Fiscal 2018 and in the outyears to hire ten information technology staff to maintain data portals for Department operations. See General Administration on page 10 for more details.
- **Organics Program.** The Fiscal 2019 Preliminary Plan includes \$462,000 in Fiscal 2018 to expand the food scrap drop-off program. See Waste Prevention, Reuse & Recycling on page 21 for more details.
- **Marine Transfer Station Maintenance Staff.** The Fiscal 2019 Preliminary Plan includes \$723,000 in Fiscal 2018, growing to \$1.5 million in the outyears to hire twelve marine transfer station maintenance support staff. See Solid Waste Transfer Stations on page 15 for more details.
- **Food Donation Portal.** The Fiscal 2019 Preliminary Plan includes \$118,000 in Fiscal 2018 and \$120,000 in Fiscal 2019 to create and maintain a web portal to connect prospective donors and recipients of food waste. See Waste Prevention, Reuse & Recycling on page 21 for more details.

Financial Plan Summary

Table 1: Department of Sanitation Financial Summary

<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Budget by Program Area						
Civilian Enforcement	\$5,244	\$5,423	\$4,344	\$4,344	\$4,344	\$0
Collection & Street Cleaning	687,268	721,327	739,227	746,972	754,435	15,208
Enforcement - General	14,953	14,754	18,220	18,080	18,210	(10)
Engineering	7,598	7,440	7,302	8,058	7,106	(197)
General Administration	106,379	129,069	130,410	132,580	128,972	(1,439)
Legal Services	3,472	3,670	3,927	3,927	3,935	8
Long Term Export	4,919	3,987	3,053	4,619	1,950	(1,103)
Public Information	2,160	2,317	2,309	2,309	2,317	8
Snow Removal	104,403	97,847	84,118	84,118	84,118	0
Solid Waste Transfer Stations	10,072	10,737	22,686	22,385	25,649	2,963
Support Operations - Motor Equipment	92,934	99,158	93,579	93,874	93,223	(356)
Support Operations-Building Management	27,290	28,707	28,847	30,714	30,717	1,870
Waste Disposal - General	13,750	19,033	18,233	18,331	14,483	(3,750)
Waste Disposal - Landfill Closure	36,426	44,044	72,830	72,830	73,130	300
Waste Export	337,499	355,096	383,551	379,838	411,116	27,565
Waste Prevention, Reuse, and Recycling	46,309	58,710	66,782	67,090	60,262	(6,520)
TOTAL	\$1,500,676	\$1,601,317	\$1,679,421	\$1,690,069	\$1,713,968	\$34,547
Funding						
City Funds			\$1,661,960	\$1,671,031	\$1,695,473	\$33,514
Other Categorical			750	1,103	750	0
Capital- IFA			5,331	5,331	5,332	0
State			25	107.853	25	0
Intra City			11,355	12,495	12,387	1,033
TOTAL	\$1,500,676	\$1,601,317	\$1,679,421	\$1,690,069	\$1,713,968	\$34,547
Budgeted Headcount						
Full-Time Positions - Uniform	7,465	7,544	7,517	7,543	7,634	117
Full-Time Positions - Civilian	2,104	2,137	2,255	2,268	2,302	47
TOTAL	9,569	9,681	9,772	9,811	9,936	164

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

In general, agency program budgets provide insight into which programs are priorities and how the budget impacts program outcomes. DSNY's functions can be broken down into sixteen program areas as illustrated in the chart above. These program areas are funded with a combination of City tax-levy funds and other sources. Other City agencies that use DSNY's services must transfer funding in exchange, which are shown as Intra-City payments. Of the Department's program areas, funding for Collection and Street Cleaning and Waste Export comprises nearly 68 percent of DSNY's total funding in Fiscal 2019.

The year-over-year comparison reflects increased Fiscal 2019 funding primarily due to additional costs related to waste export and the launch of a multi-agency rat mitigation initiative. In coordination with the Department of Education (DOE), Department of Park and Recreation (DPR) and the Department of Health and Mental Hygiene (DOHMH), DSNY will purchase waste containers and provide additional refuse pickups to reduce rat activity in designated areas. This amount is partially

offset by a cost re-estimate for Great Kills remediation, as well as one-time funding in Fiscal 2018 not included in Fiscal 2019 to purchase organics program bins and containers.

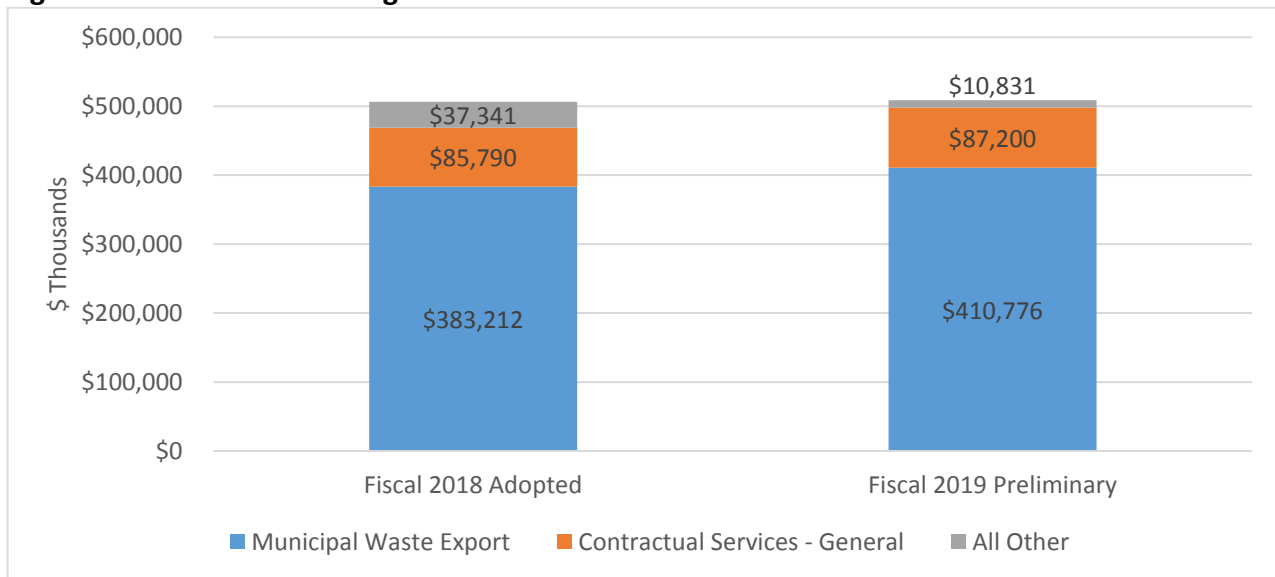
Headcount

The Department’s Fiscal 2019 Preliminary Budget provides for 9,936 full-time positions, of which 7,634 are uniform and 2,302 are civilian. The increase in the Department’s Fiscal 2019 headcount is attributed to 164 new positions, of which 53 are for collection and street cleaning, 95 for marine transfer station operations, and 16 for building management. Funding for headcount increases will support vital collection and waste export operations as prescribed in the Solid Waste Management Plan (SWMP). Budgeted headcount is impacted by multiple financial plan actions, including new needs intra-city agreements, functional transfers, and technical adjustments that eliminate vacant budgeted positions while maintaining funding levels.

Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. The Contract Budget is actually a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2019 Preliminary Contract Budget totals \$15.6 billion for procurement expenditures across all agencies.

Figure 3: DSNY Contract Budget



For DSNY, the contract budget for Fiscal 2019 is approximately \$525.3 million. Many of the contracts in the Department support daily operations and maintenance. The largest category for DSNY, Municipal Waste Export, includes 30 contracts for a total of \$410.8 million. Waste Disposal includes waste management engineering and waste export administration. Approximately 11,000 tons of residential and institutional refuse is collected by the Department daily and exported by private vendors for disposal.

Additionally, DSNY offers various programs to facilitate waste diversion, such as e-waste and food drop-off events. Typically, community-based organizations provide these programs with funding support from DSNY. Accordingly, Contractual Services – General, which supports these efforts is

another major category of contract spending, comprising \$87.2 million, or 16.7 percent, of the agency's contract budget.

Miscellaneous Revenue

Table 2: DSNY Miscellaneous Budget Overview

<i>Dollars in Thousands</i>						
Revenue Sources	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Transfers Permits	\$563	\$563	\$563	\$563	\$563	\$0
Dumping Fees	900	900	900	900	900	0
Abandon Vehicles	275	150	275	275	275	0
Landfill Gas Concession	3,300	17,350	9,000	12,476	5,516	(3,484)
General Fees-Badges, Equipt	10	10	1,000	1,000	1,000	0
Pest Control Fees	440	440	1,000	1,000	1,000	0
Dynamometer Emissions Fees	10	17	30	50	30	0
Recovery of Refrigerants	130	250	130	330	130	0
E-Waste Processing Fees	50	0	0	0	0	0
Impound Fees-Illegal Dumping	0	50	50	50	50	0
Recycled Bulk & Paper Sales	3,691	2,794	4,819	4,189	4,189	(630)
Photocopy & Misc. Fees	5	5	5	5	5	0
Recycled Newspaper-VISY	1,591	1,591	1,591	1,591	1,591	0
VISY-MTS Charges	4,000	5,000	2,866	4,826	2,866	0
Employee HLTH Contributions	3,900	3,700	2,550	2,550	2,550	0
TOTAL	\$18,865	\$32,820	\$24,779	\$29,805	\$20,665	(\$4,114)

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

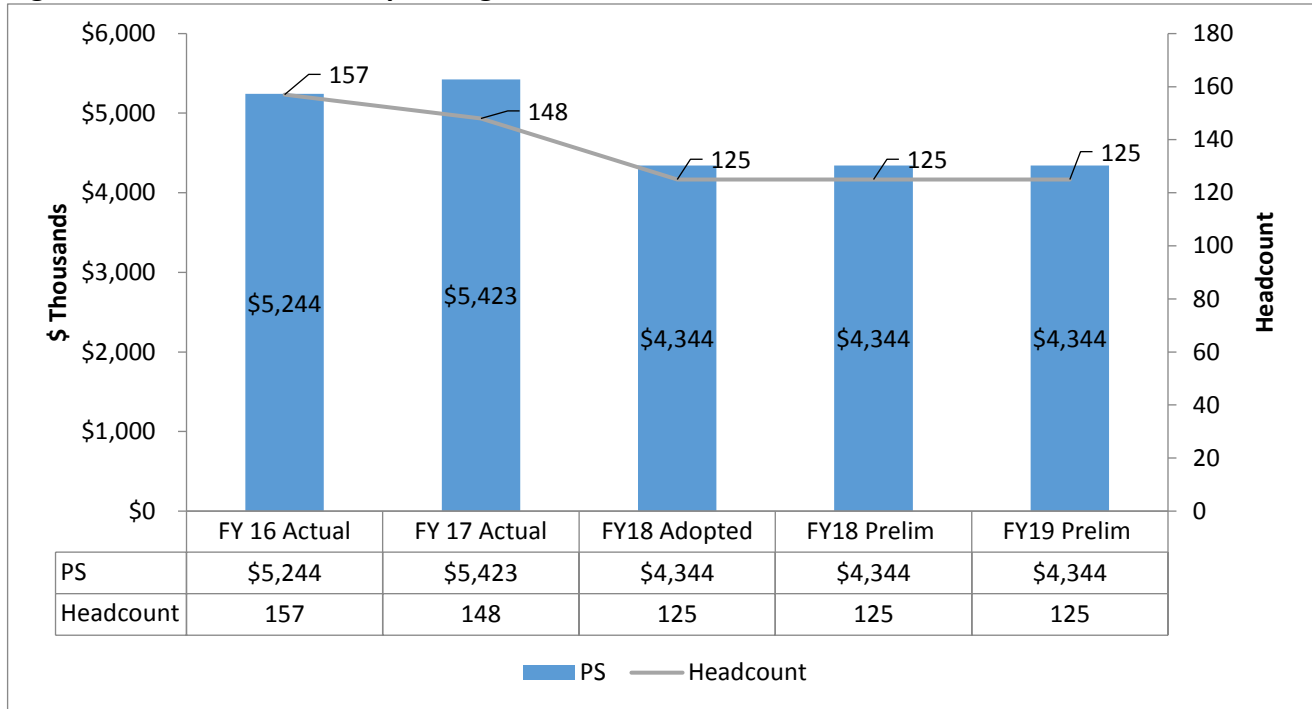
The chart above shows the fifteen categories of revenue generated by the Department and reports revenue for Fiscal 2016 through Fiscal 2019. The Preliminary 2018 and 2019 figures are prescribed by the Office of Management and Budget (OMB) based on historical patterns of actual revenues in previous fiscal years. The DSNY Revenue Budget totals \$20.7 million in Fiscal 2019, which is \$4.1 million, or 16.6 percent less than the Fiscal 2018 Adopted Budget of \$24.7 million. The decrease in Fiscal 2019 primarily reflects an adjustment for the continuation of declining gas capture rates at Fresh Kills, combined with a realignment in projected revenues from recycled paper.

Program Areas

Civil Enforcement

This program area includes funding for borough specific enforcement of sanitary laws in all five boroughs.

Figure 4: Civil Enforcement Spending

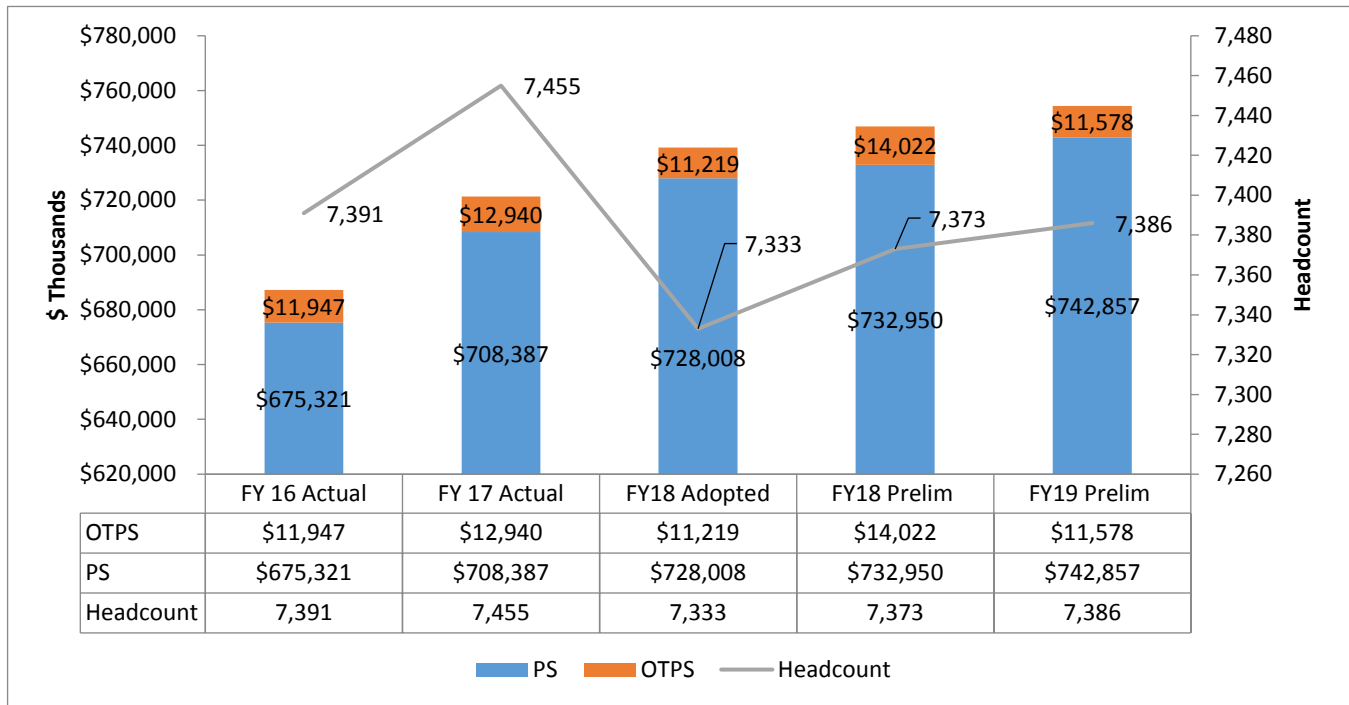


The Fiscal 2019 Preliminary Budget for Civil Enforcement remains unchanged from the Fiscal 2018 Adopted Budget. The Civil Enforcement program area includes the Enforcement Unit, Environmental Police Unit, and Permit Inspection Unit. Positions supported in this program area include uniform sanitation police, as well as civilian staff such as enforcement agents, assistant enforcement agents and various non-clerical /clerical titles.

Collection and Street Cleaning

This program area includes funding for the Bureau of Cleaning and Collection (the Bureau) to collect household refuse and recyclables as well as cleaning City Streets. The Department utilizes a fleet of 2,030 rear-loading collection trucks, 450 mechanical brooms and 365 salt spreaders and operates 59 sanitation garages from which it dispatches for community collection, cleaning, and recycling services. On an average day, about 11,000 tons of waste for disposal, and 2,000 tons of curbside and containerized recycling are collected. The Department receives federal funding through the U.S. Department of Housing and Urban Development which allows DSNY to clean vacant lots and surrounding premises of city-owned buildings in order to meet the City’s health code standards.

Figure 5: Collection and Street Cleaning Spending



The Collection and Street Cleaning program area increased by \$15.2 million from \$739.2 million in Fiscal 2018 to \$754.4 million in the Fiscal 2019 Preliminary Plan. Additionally, headcount in this program area increased by 53 from 7,333 in the Fiscal 2018 Adopted Budget to 7,386 in the Fiscal 2019 Preliminary Budget. This increase is attributed to the expansion of the Department’s e-waste collection program and launch of a rat mitigation initiative. The Department will hire 40 Sanitation workers to provide additional service in rat hotspots. The neighborhoods targeted, include:

- **Manhattan:** Chinatown and the Lower East Side;
- **Bronx:** The Concourse, Highbridge & Mount Eden, Morris Heights, Fordham North/South and Mount Hope; and
- **Brooklyn:** Bedford–Stuyvesant, Crown Heights North, Bushwick, and Clinton Hill.

PMMR Performance Measures

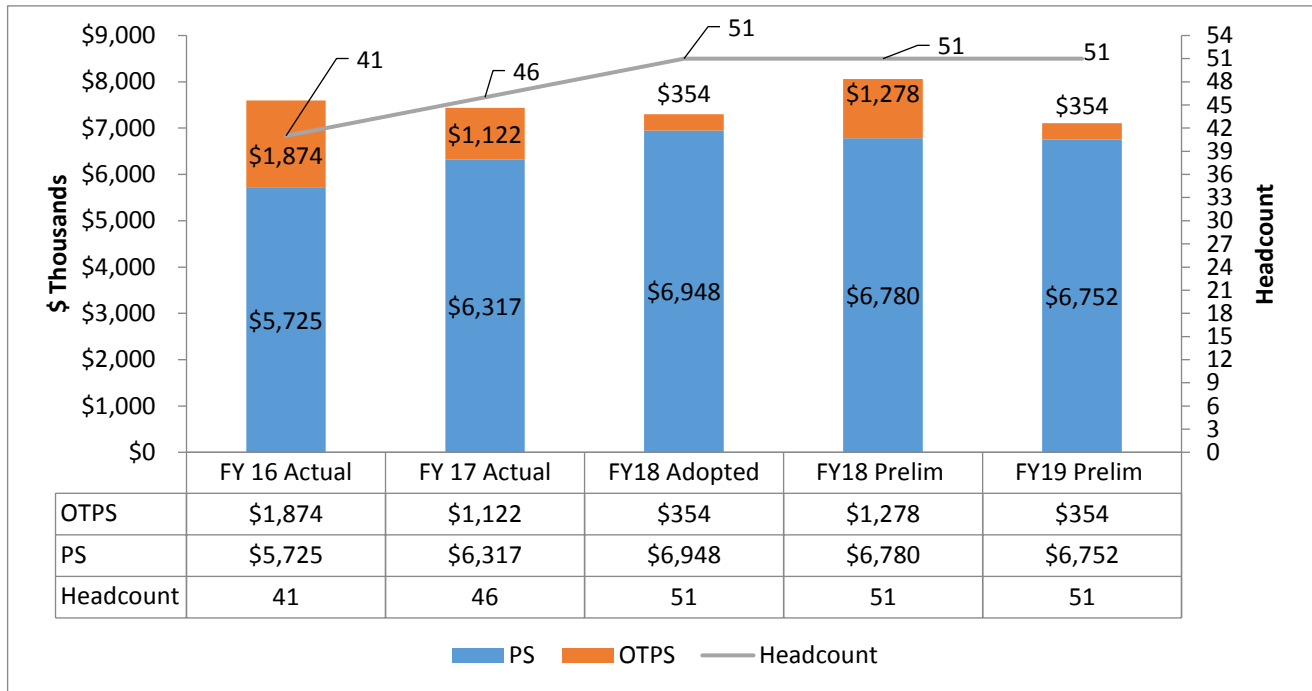
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Vacant lot cleaning requests	2,367	2,779	2,730	2,500	2,500	1,440	1,493
Lots cleaned citywide	3,206	3,638	3,399	3,200	3,200	1,217	1,101
Refuse collection cost per ton (\$)	\$282	\$291	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$167	\$171	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$640	\$629	NA	*	*	NA	NA

DSNY received 1,493 vacant lot cleaning requests in the first quarter of Fiscal 2018, an increase of 53, or nearly four percent when compared to the same period in Fiscal 2017. The Department cleaned 1,101 lots citywide in the first quarter of Fiscal 2018, a decrease of 116, or nine and a half percent when compared to the same period in Fiscal 2017.

Engineering

This program area includes funding for the Capital Projects Division, which oversees the design and construction of DSNY capital projects.

Figure 6: Engineering Spending

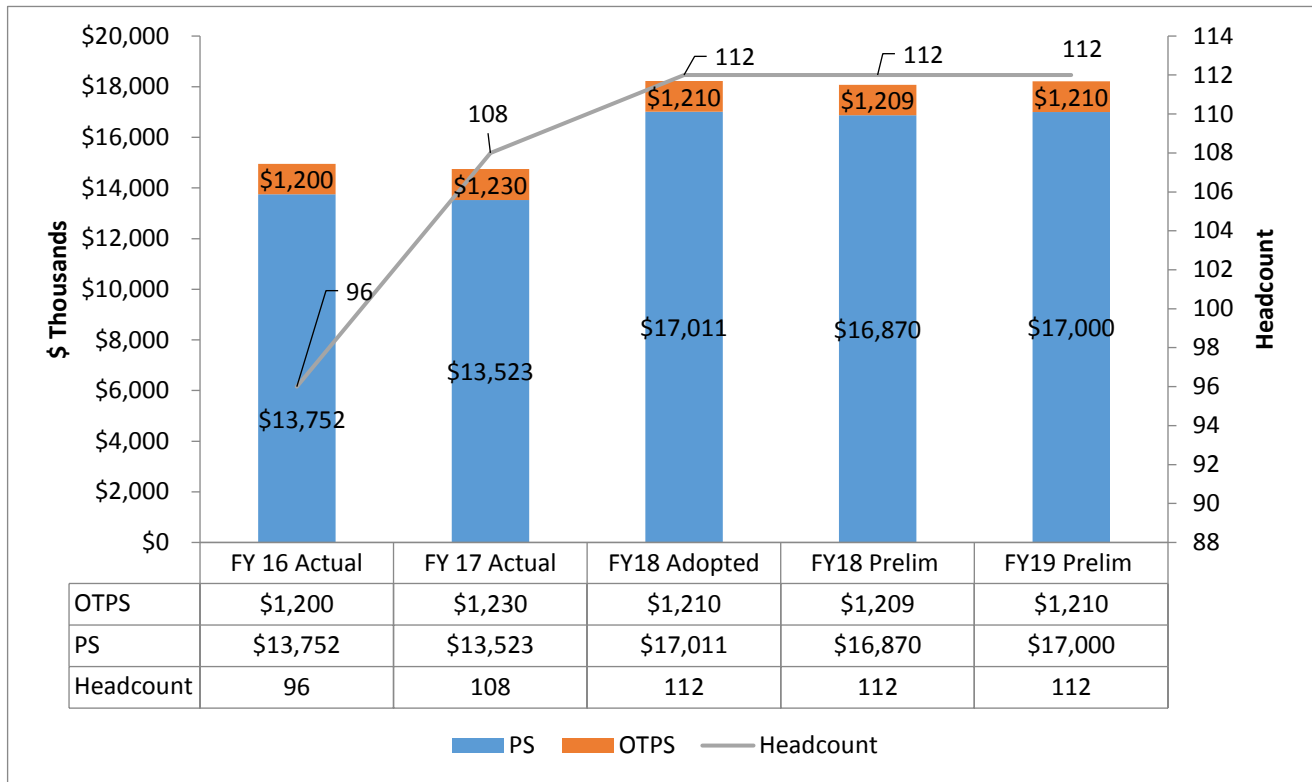


The Fiscal 2019 Preliminary Budget for the Engineering program area remains essentially unchanged from the Fiscal 2018 Adopted Budget. Positions supported in this program area include architects, project managers, and various engineer titles.

Enforcement – General

This program area includes the Department’s enforcement agents who are responsible for monitoring compliance with administrative, recycling, and health laws as they relate to the maintenance of clean streets, illegal dumping and the disposal of waste and recyclable materials.

Figure 7: Enforcement – General Spending



The Fiscal 2019 Preliminary Budget for the Enforcement – General program remains essentially unchanged from the Fiscal 2018 Adopted Budget.

PMMR Performance Measures:

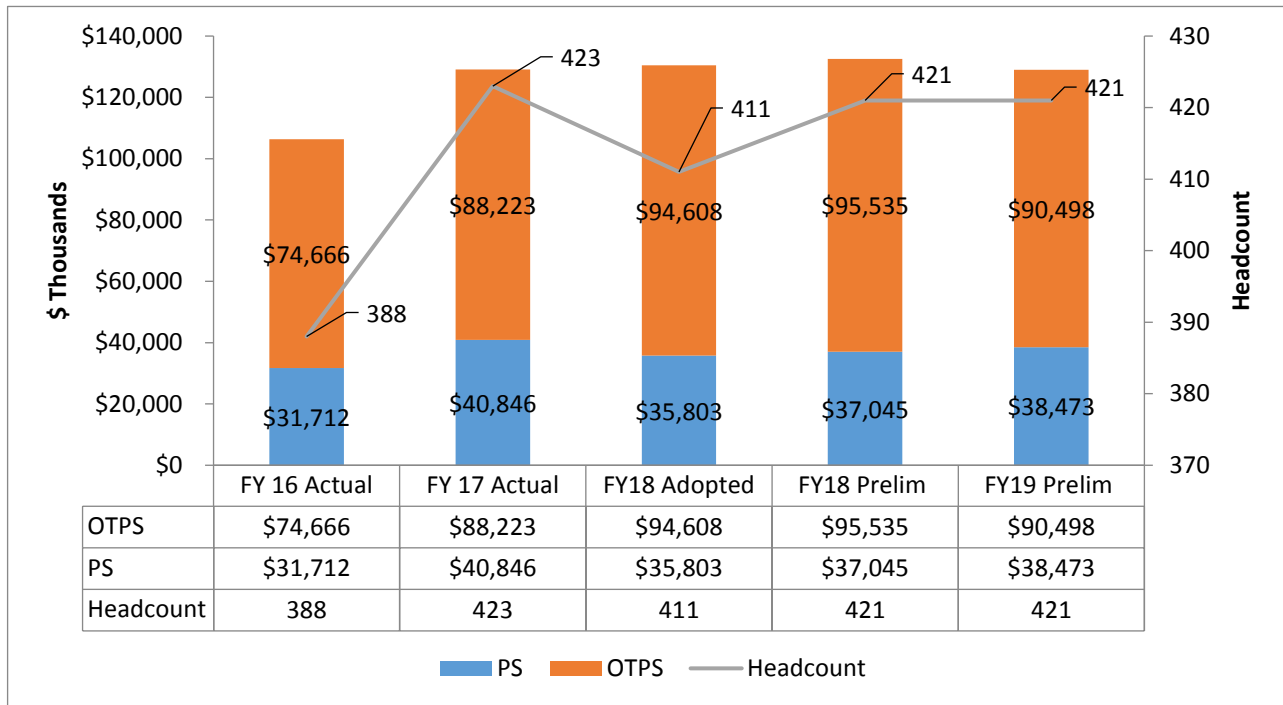
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Streets rated acceptably clean (%)	92.7%	95.0%	95.9%	92.0%	92.0%	96.1%	94.5%
Streets rated filthy (%)	0.4%	0.2%	0.1%	*	*	0.1%	0.2%
Sidewalks rated acceptably clean (%)	95.5%	96.5%	97.3%	97.0%	97.0%	96.7%	96.6%
Sidewalks rated filthy (%)	0.4%	0.3%	0.1%	*	*	0.2%	0.2%
Violations issued for dirty sidewalks	49,828	64,693	65,272	*	*	27,342	21,626
Violations issued for illegal posting	11,601	8,209	10,892	*	*	2,964	2,183

In the first quarter of Fiscal 2018, streets and sidewalks rated acceptably clean remained high at 94.5 and 96.6 percent, respectively. The number of violations issued for dirty sidewalks decreased by 5,716 or 2.1 percent, from 27,342 to 21,626 the same period in Fiscal 2017.

General Administration

This program area includes funding that supports all aspects of administration and planning of the Department, including payroll, budgeting, accounting, purchasing, data processing, training, and other services required to support executive and administrative operations that are not linked to specific program areas.

Figure 8: General Administration Spending



The General Administration program area decreased by \$1.4 million from \$130.4 million in Fiscal 2018 to \$128.9 million in the Fiscal 2019 Preliminary Plan. However, headcount in this program area increased by ten, from 411 in the Fiscal 2018 Adopted Budget to 421 in the Fiscal 2019 Preliminary Budget. This decrease is primarily due to \$4 million in one-time funding in Fiscal 2018 that is not included in Fiscal 2019 for software licenses and maintenance. This amount is partially offset by \$1.1 million to hire ten full-time positions for operational support in the Bureau of Information Technology, as well as \$2.5 million for a one-time lease adjustment.

Issues

Monitoring of E-Z Passes and Permits

On February 27, 2017, the New York City Comptroller released findings and recommendations of an audit it conducted regarding DSNY employee usage of city-issued E-ZPasses and parking permits while driving city-owned or personally-owned vehicles on city-issued business in accordance with applicable rules and regulations.

The audit found that DSNY did not properly monitor the use of E-ZPasses. Specifically, the Comptroller found that DSNY did not maintain either a log or trip tickets detailing agency E-ZPass usage, both of which are required by the DSNY’s policies and procedures, and that DSNY did not keep accurate track of its E-ZPass tags. No issues were found concerning parking permit usage.

Based on the findings, the Comptroller’s Office made the following recommendations.

1. DSNY should maintain both logs and trip tickets detailing E-ZPass usage as required by the City of New York’s *City Vehicle Driver Handbook* (the Handbook).
2. DSNY should ensure that its employees are properly completing trip tickets that record their vehicle and E-ZPass usage as required by the Handbook.

3. DSNY should require its Agency Transportation Coordinator (ATC) to review and monitor trip tickets submitted by the employees to ensure that they are properly completed and can be used for overseeing vehicle and E-ZPass usage as required by the Handbook.
4. DSNY should reinforce the policies and procedures detailing vehicle and E-ZPass usage among employees.
5. DSNY should ensure employees fully reimburse DSNY for any personal use of a DSNY E-ZPass including the cost of E-ZPass charges incurred for commuting and other non-business purposes.
6. DSNY should monitor and limit the personal use of City vehicles and recoup the full costs of the use of City vehicles for non-business purposes.
7. DSNY should ensure all current E-ZPass tags are properly documented and accounted for and clearly document its issuance of replacement E-ZPass tags.
8. DSNY should ensure that all deactivated E-ZPasses are collected and returned to the MTA.
9. DSNY should determine if any deactivated E-ZPasses were previously used for non-business purposes and recoup the cost of each past personal use.
10. DSNY should reconcile all E-ZPass statements to its list of E-ZPasses. E-ZPass tags that are found not to be current and active should be immediately deactivated and returned to the MTA.
11. DSNY should ensure that all DSNY vehicles have the appropriate E-ZPass tags when going through tolls.
12. DSNY should immediately contact the vehicles' manufacturers that have recalled DSNY vehicles and determine what steps should be taken to repair or, if necessary, return the vehicles to the manufacturer for repairs.
13. DSNY should confirm that its vehicle dealers and manufacturers contacted the National Highway Traffic Safety Administration (NHSTA) to inform that agency of repairs or recalls that have been cleared so the database can be updated.
14. DSNY should retire vehicles that pose a safety hazard to its employees.

PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	651	747	432	*	*	163	161
Payout (\$000)	\$25,500	\$42,999	\$50,040	*	*	\$10,489	\$24,267
Private transfer station permits	59	61	57	*	*	57	57
Private transfer station inspections performed	5,998	4,570	5,758	*	*	1,790	1,874
Total Environmental Control Board violations issued	402,251	458,050	456,373	*	*	163,760	132,779
Violations admitted to or upheld at the Environmental Control Board (%)	88%	89%	86%	*	*	85%	86%
Paper recycling revenue per ton (\$)	\$11	\$12	\$14	*	*	\$12	\$23
Collisions involving City vehicles	2,616	2,625	2,463	*	*	712	616
Workplace injuries reported (uniform and civilian)	1,266	1,304	1,329	*	*	429	442

In the first quarter of Fiscal 2018, there were 616 accidents involving City vehicles, a decrease of 96, or 13.5 percent when compared to the first quarter of Fiscal 2017. As a part of Vision Zero, the Department of Citywide Administrative Services (DCAS) will oversee new safety procedures and technologies for the City’s fleets.

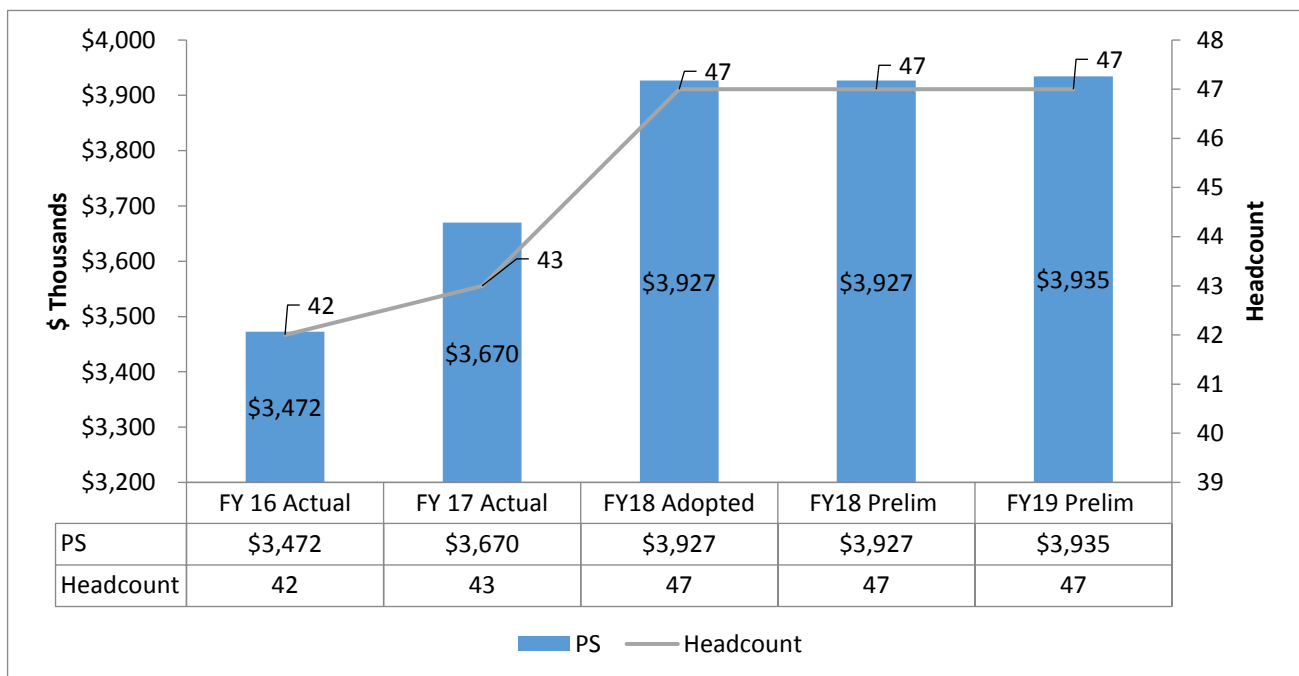
The number of Environmental Control Board violations issued by DSNY in the first quarter of Fiscal 2018 was 132,779, a decrease of 30,981 violations issued, or 18.9 percent when compared to the first quarter of Fiscal 2017.

In the first quarter of Fiscal 2018, the City paid out \$24.3 million for cases involving DSNY that were lost in court, an increase of \$13.8 million, or 131 percent when compared to the first quarter of Fiscal 2017.

Legal Services

This program area includes funding for the Department’s legal affairs division.

Figure 9: Legal Services Spending

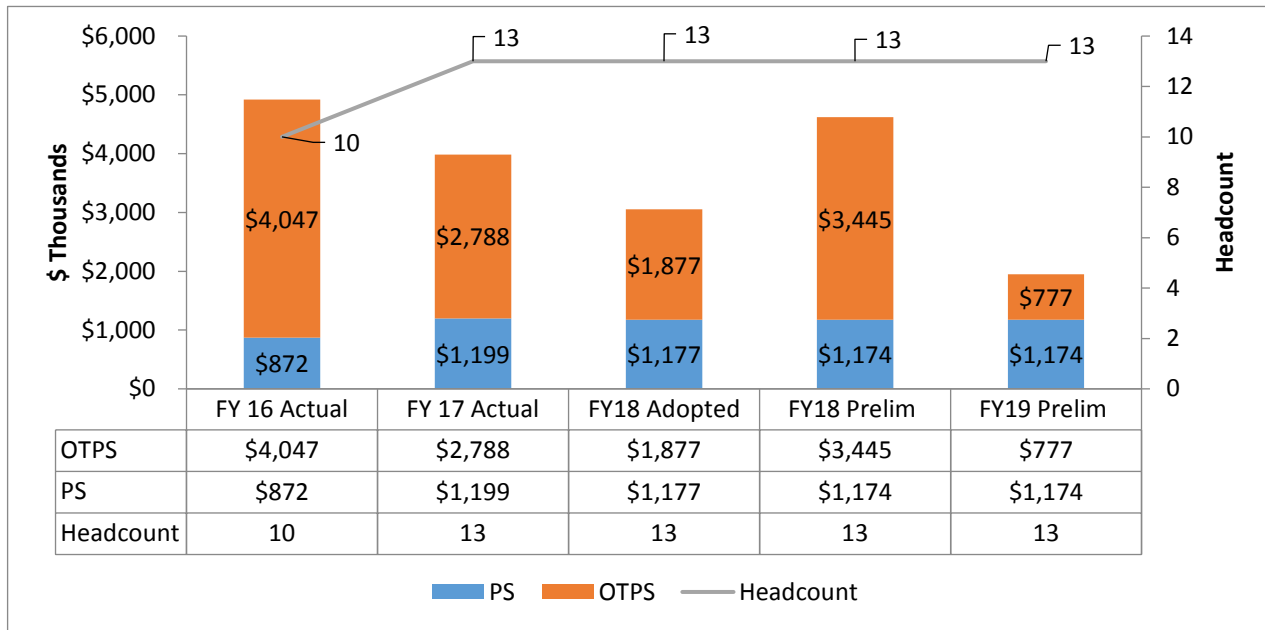


The Department’s Fiscal 2019 Preliminary Budget includes \$3.93 million for Legal Services, which is \$8,000, or less than one percent more than the Fiscal 2018 Adopted Budget of \$3.92 million. This increase is attributed to collective bargaining costs.

Long Term Export

The Bureau of Long Term Export is responsible for the development of DSNY’s long-term export facilities (connected to barge and rail transportation), the Solid Waste Management Plan (SWMP) and supporting Final Environmental Impact Statements.

Figure 10: Long Term Export Spending

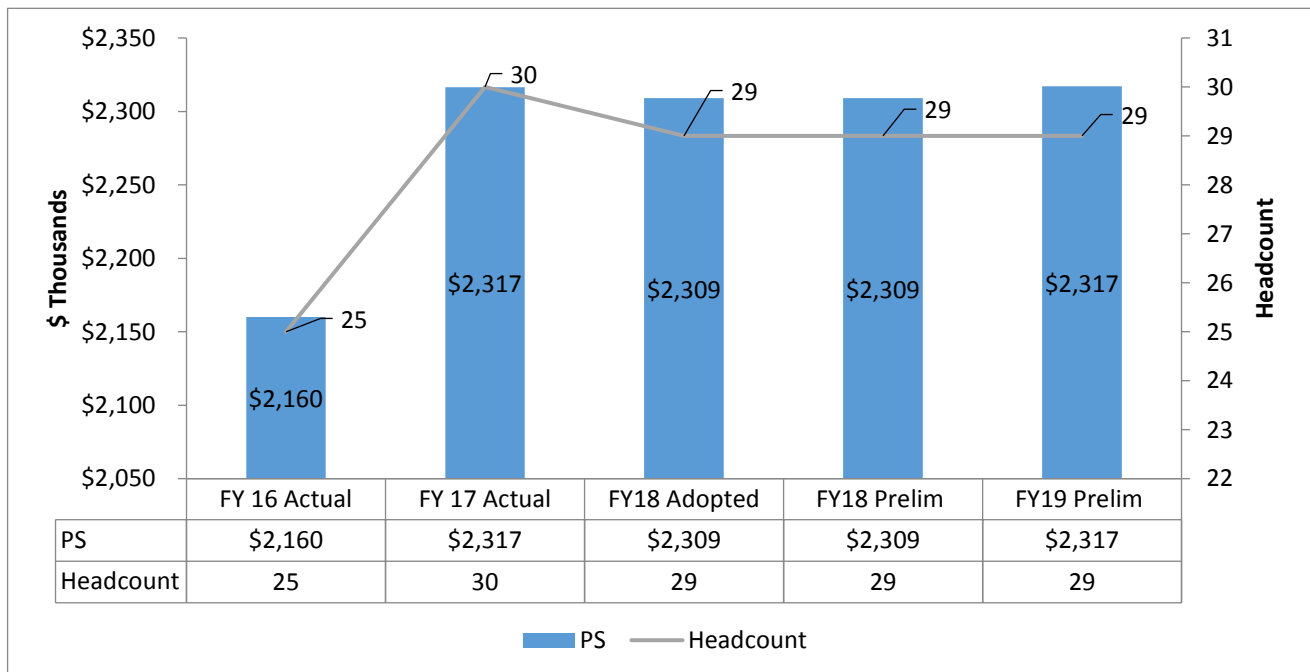


The Department’s Fiscal 2019 Preliminary Budget includes \$1.95 million for Long Term Export, which is \$1.1 million, or 36.1 percent less than the Fiscal 2018 Adopted Budget of \$3.1 million. This decrease is attributed to a reduction in contractual services costs for legal support in Fiscal 2019.

Public Information

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

Figure 11: Public Information Spending

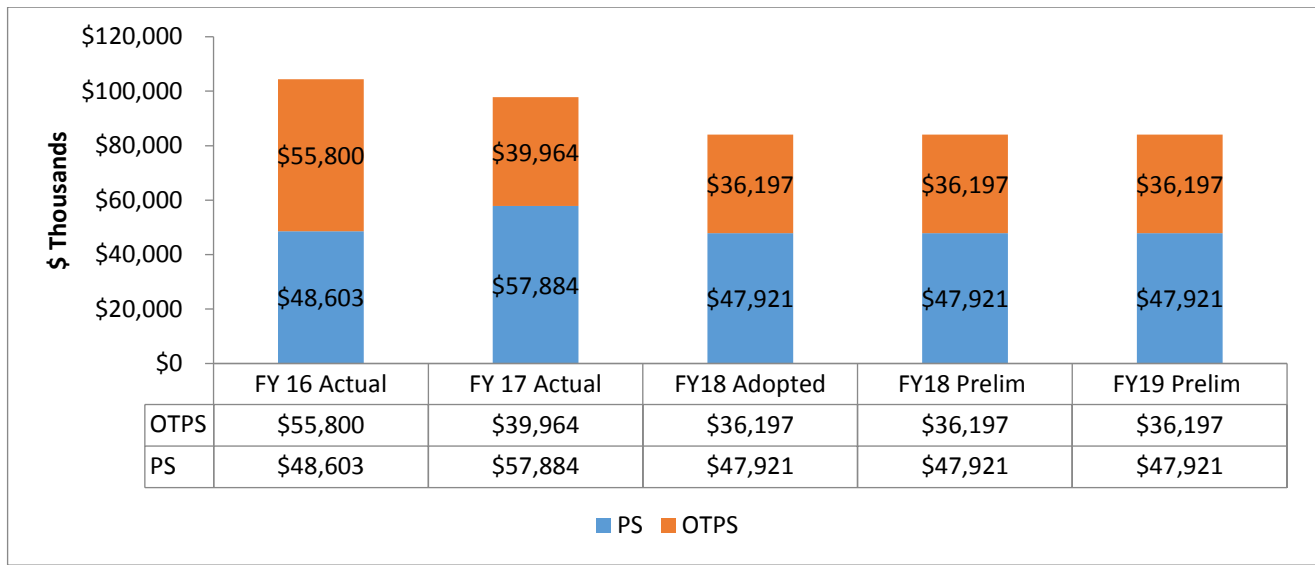


The Fiscal 2019 Preliminary Budget for the Bureau of Public Information is \$2.31 million, which is \$8,000, or less than a one percent increase from the Fiscal 2018 Adopted Budget of \$2.3 million. This increase is attributed to collective bargaining costs.

Snow Removal

This program area includes funding for the Department’s citywide snow removal program. The City Charter requires that DSNY’s snow removal budget be calculated as the spending average of the previous five fiscal years.

Figure 12: Snow Removal Spending



The Fiscal 2019 Preliminary Budget for snow removal remains unchanged from the Fiscal 2018 Adopted Budget. The Department’s snow budget is calculated using a five-year average on spending for snow removal.

Information Regarding Snow Removal Procedures

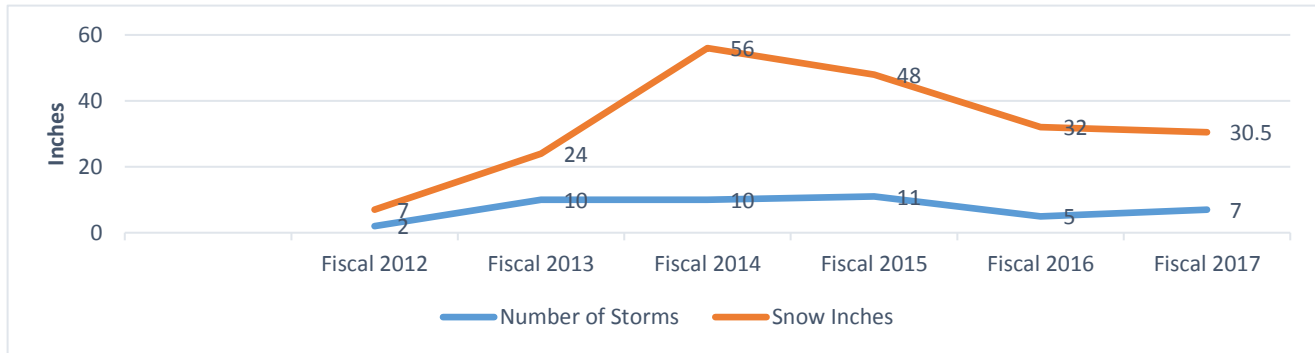
Uniformed sanitation workers are emergency responders due to the important role they play during snow storms. During snow events sanitation workers must report for twelve-hour shifts. To formulate an effective snow removal response, routes are designed to address roadways and categorized into classifications.

- **Critical Routes.** These routes are comprised of highways (main beds, entrances, exists and interchanges), arterial roadways, main travel thoroughfares (single lane and multi-lane), bus routes that contain emergency services & first responder facilities (Hospitals, EMS, FDNY, NYPD) and schools.
- **Sector Routes.** These routes are designed to encompass all streets that are not classified as Critical Streets and are wide enough to accommodate a full size DSNY collection truck with a plow attached.
- **Haulster Routes.** These routes are designed to service dead ends and streets that are not classified as Critical Streets and are wide enough to accommodate a full size DSNY collection truck with a plow attached.

DSNY coordinates with NYC Department of Transportation, NYC Department of Environmental Protection, and the NYC Department of Parks and Recreation for use of plows and snow removal vehicles that are not in use by those agencies. The Department also coordinates with emergency

responders, including the NYC Office of Emergency Management which coordinates citywide emergency response.

Fiscal 2012-2017 Winter Storm History:



PMMR Performance Measures

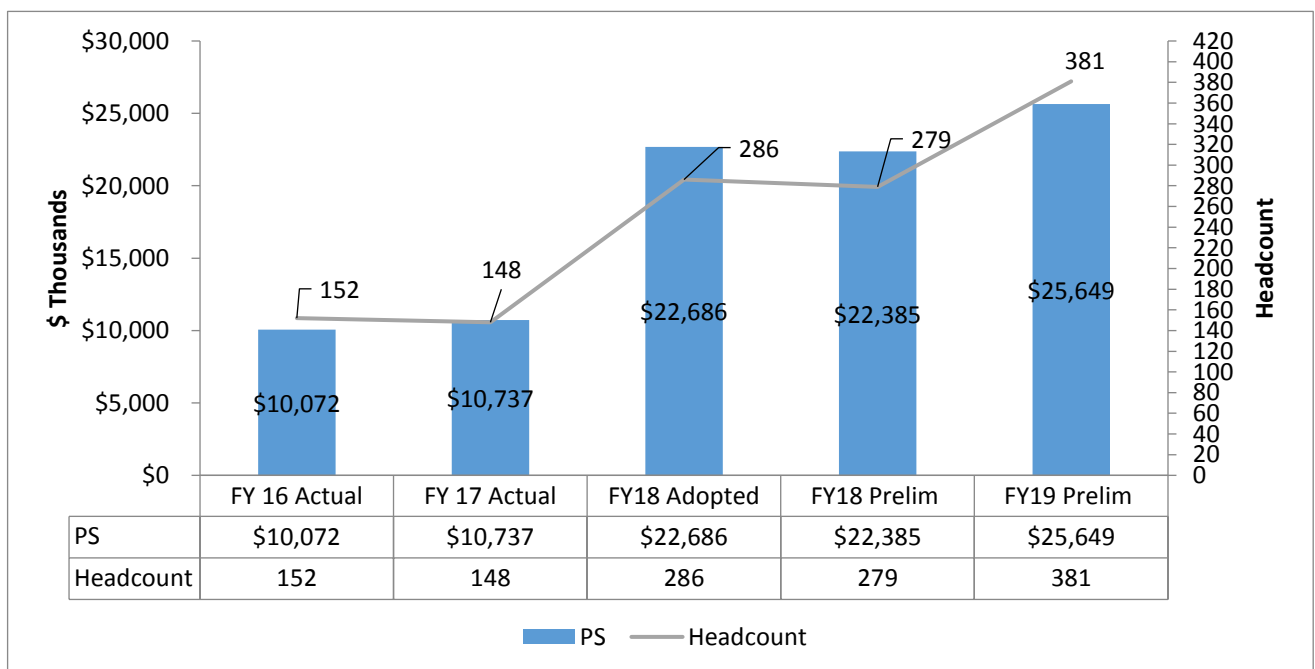
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Snowfall (total inches)	47.5	31.8	30.5	*	*	0	0
Salt used (tons)	522,841	302,229	391,719	*	*	0	0
Removal cost per inch of snow (\$000)	\$2,444	\$3,283	\$3,157	*	*	NA	NA

The first quarter of the City’s fiscal year is in the summer months so no metrics are included in the Preliminary Management Report pertaining to this winter’s snowfall.

Solid Waste Transfer Stations

This program area provides support for the operation of the Staten Island Transfer Station, the 59th Street Marine Transfer Station (MTS) and the marine loading and unloading operations. Future MTSs outlined in the Capital Program Overview will be included in this program area once built and operational.

Figure 13: Solid Waste Transfer Stations Spending

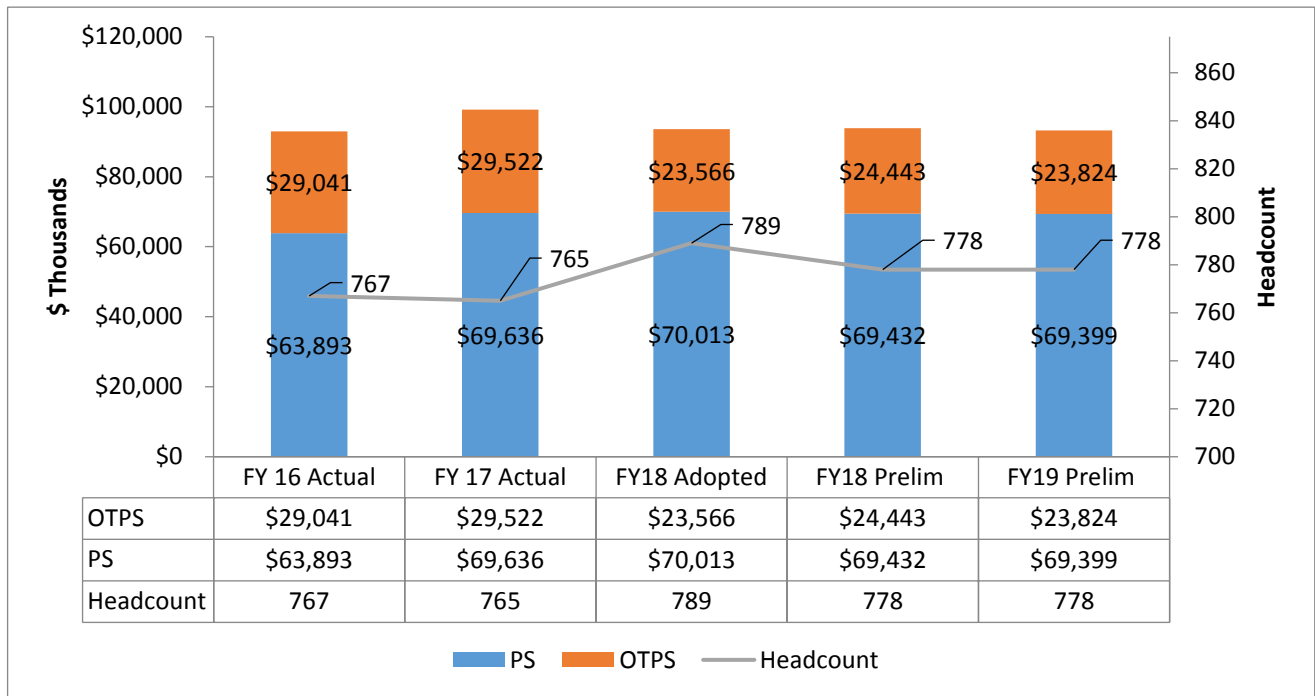


The Fiscal 2019 Preliminary Budget for solid waste transfer stations is \$25.6 million, which is \$2.9 million, or approximately 13.1 percent more than the Fiscal 2018 Adopted Budget of \$22.7 million. This increase reflects a headcount increase of 95 positions, including 31 civilian and 64 uniform for marine transfer station operations.

Support Operations - Motor Equipment

Funding in this program area provides for services related to the acquisition, repair and maintenance of the Department’s citywide fleet.

Figure 14: Support Operations – Motor Equipment Spending

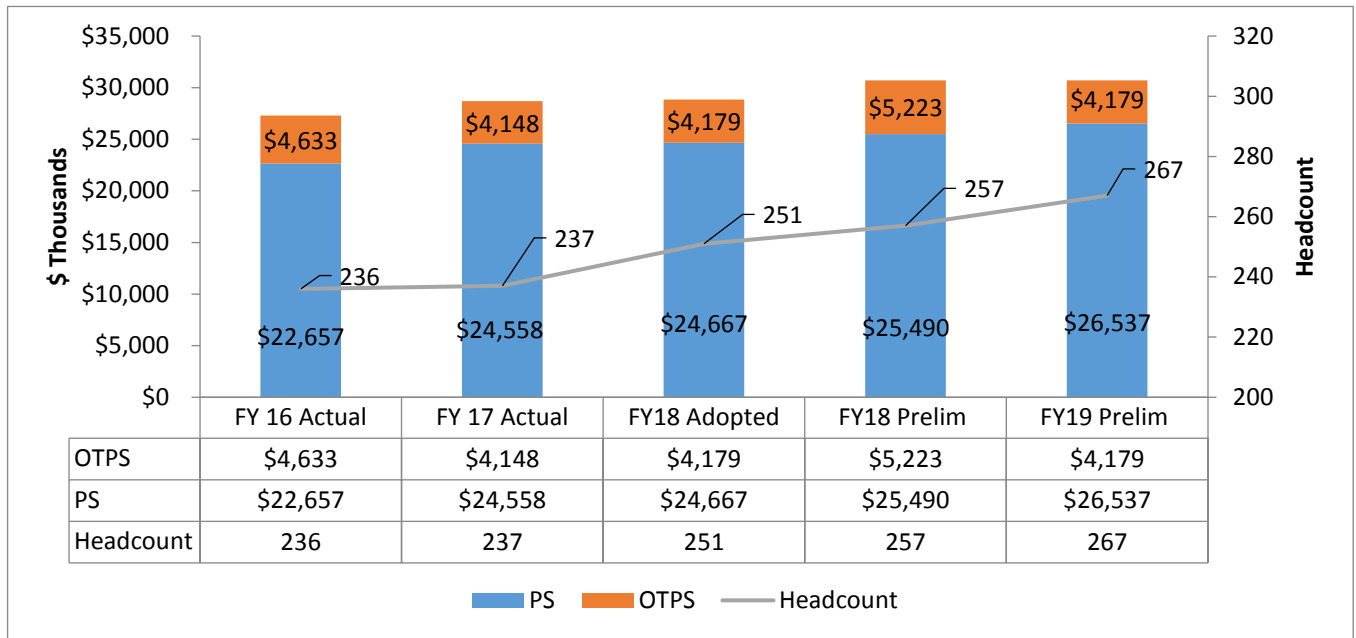


The Fiscal 2019 Preliminary Budget for the Bureau of Support Operations – Motor Equipment is \$93.2 million, which is \$356,000, or approximately one percent less than the Fiscal 2018 Adopted Budget of \$93.6 million. This change is the result of an internal transfer of 11 personnel from Support Operations – Motor Equipment to Solid Waste Transfer Stations.

Support Operations – Building Management

This program area provides support for services related to the acquisition, repair and maintenance of the Department’s buildings and equipment.

Figure 15: Support Operations – Building Management Spending

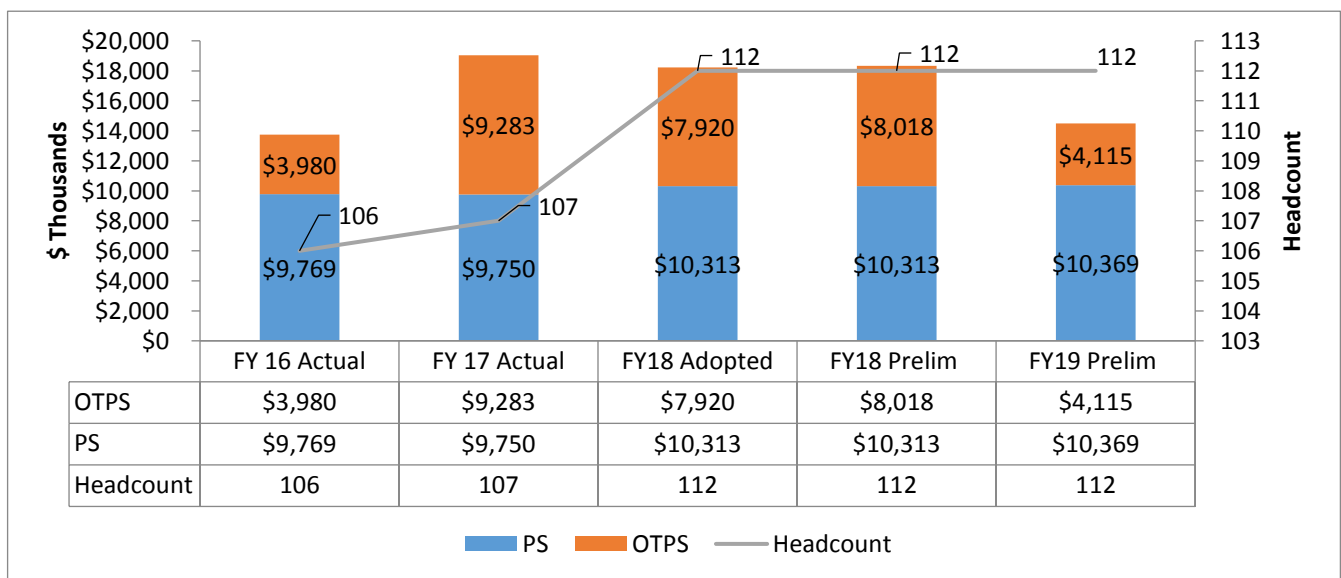


The Fiscal 2019 Preliminary Budget for Bureau of Support Operations – Building Management is \$30.7 million, which is \$1.9 million, or six and a half percent more than the Fiscal 2018 Adopted Budget of \$28.8 million. This increase reflects a headcount increase of 16 positions, including machinist, electricians and maintenance workers.

Waste Disposal – General

In this program area, funding provides for the general operation of waste disposal, including waste management engineering and waste export administration.

Figure 16: Waste Disposal – General Spending

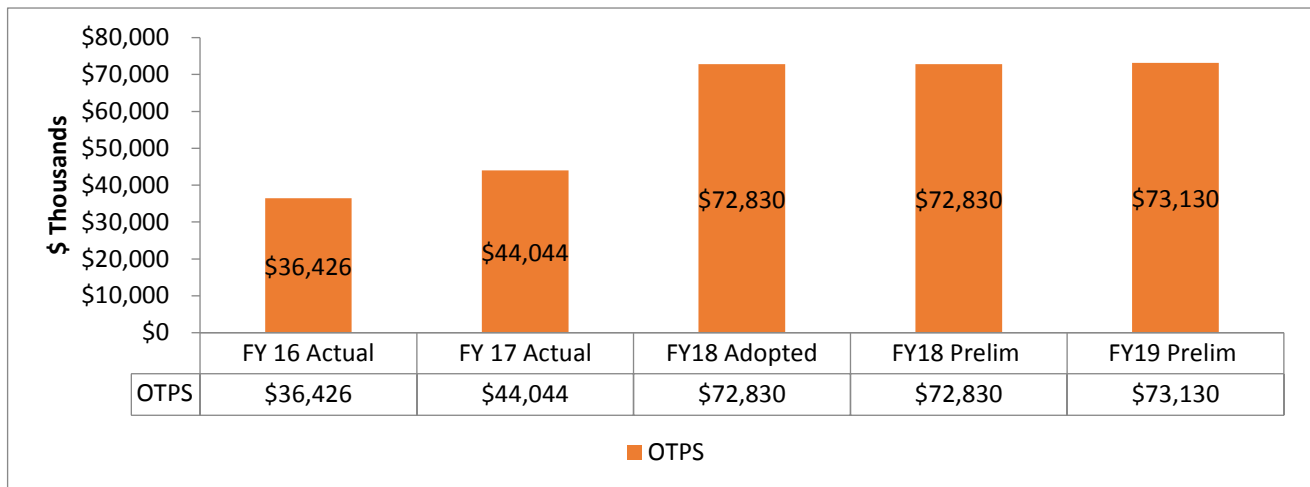


The Fiscal 2019 Preliminary Budget for the Bureau of Waste Disposal is \$14.5 million, which \$3.8 million, or approximately 20.6 percent less than the Fiscal 2018 Adopted Budget of \$18.2 million. This decrease reflects a cost re-estimate to remediate the Great Kills Landfill; slightly offset by an increase in collection bargaining costs.

Waste Disposal – Landfill Closure

This program area provides support for the engineering, remediation, closure construction, post-closure maintenance and environmental management of the Fresh Kills landfill. Closure activities include final capping of the landfill, leachate treatment and control, methane gas collection and flaring, maintenance of and security of the site and waterways, and environmental monitoring.

Figure 16: Waste Disposal – Landfill Closure Spending

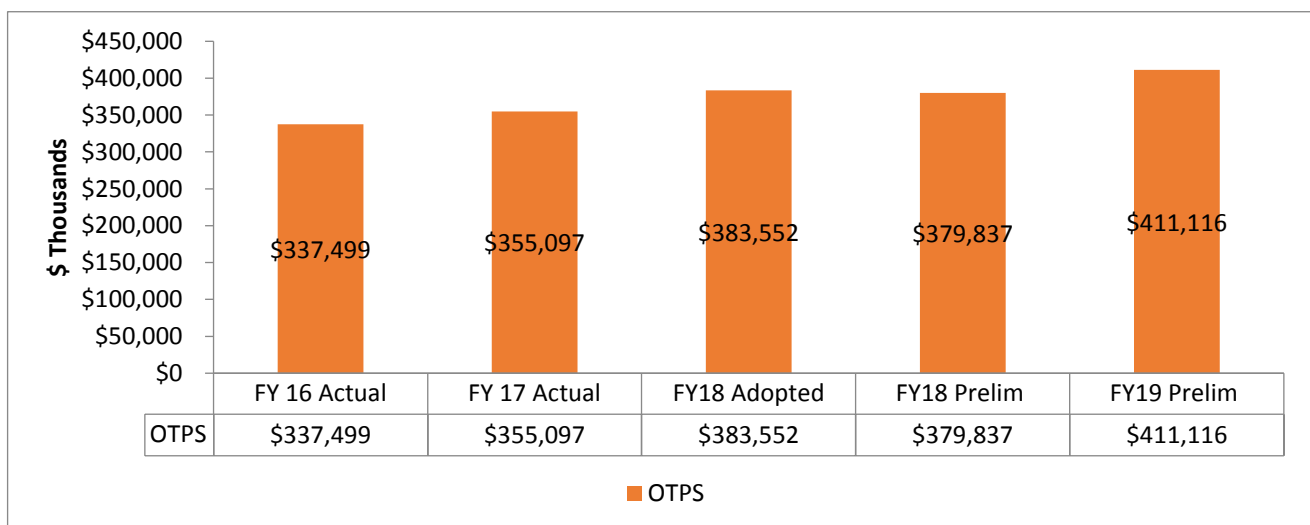


The Fiscal 2019 Preliminary Budget for the Bureau of Waste Disposal – Landfill Closure is \$73.1 million, which is \$300,000, or one percent more than the Fiscal 2018 Adopted Budget of \$72.8 million. The year-over-year increase reflects the current estimate to close the Fresh Kills Landfill.

Waste Export

Funding in this program area is for contracts with private vendors to dispose of all Department-collected refuse.

Figure 17: Waste Export Spending



The Fiscal 2019 Preliminary Budget for waste export is \$411.1 million, which is \$27.6 million, or 7.2 percent, more than the Fiscal 2018 Adopted Budget of \$383.6 million. This increase represents the projected additional cost to export refuse under the long-term export contracts.

Disposal Network by Borough

BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Bronx Refuse	WM-Harlem River Yard 98 Lincoln Ave Bronx, NY	Atlantic Waste LF Waverly, VA	Rail
Bronx Paper	SIMMS 850 Edgewater Road Bronx, NY		Sold to third party private truck
Bronx Metal, Glass, Plastic	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd ave Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Bronx Organics	Metropolitan Transfer Sta. 287 Halleck Street Bronx, NY	WeCare Environmental 856 Boston Post Road Marlborough, MA	Private Truck
Staten Island Refuse	Allied Waste (SITS) 600 West Service Road Staten Island, NY 10314	Lee County landfill Bishopville, SC	Rail
Staten Island Paper		Visy Paper 4435 Victory Blvd. Staten Island, NY	DSNY Truck
Staten Island Metal, Glass, Plastic		SIMMS 1 Linden Avenue East Jersey City, NJ	DSNY Truck
Manhattan Refuse		Covanta Essex 183 Raymond Blvd Newark, NJ	DSNY Truck
	A-1 Compaction 325 Yonkers Ave Yonkers, NY	Westchester Resco Peekskill, NY	Private Truck
	Interstate Waste 375 US 1 Truck Rt. Jersey City, NJ	Cumberland County LF Shippensburg, PA	Private Truck
	Waste Management Fairview Transfer Station Fairview, NJ	Grows North LF Morrisville, PA	Private Truck
Manhattan Paper	59th Street MTS Pier 59 New York, NY	Visy paper 4435 Victory Blvd. Staten Island, NY	Barge
Manhattan Metal, Glass, Plastic		SIMMS 1 Linden Avenue East Jersey City, NJ	DSNY Truck
	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd Ave, Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East, Jersey City, NJ	Barge

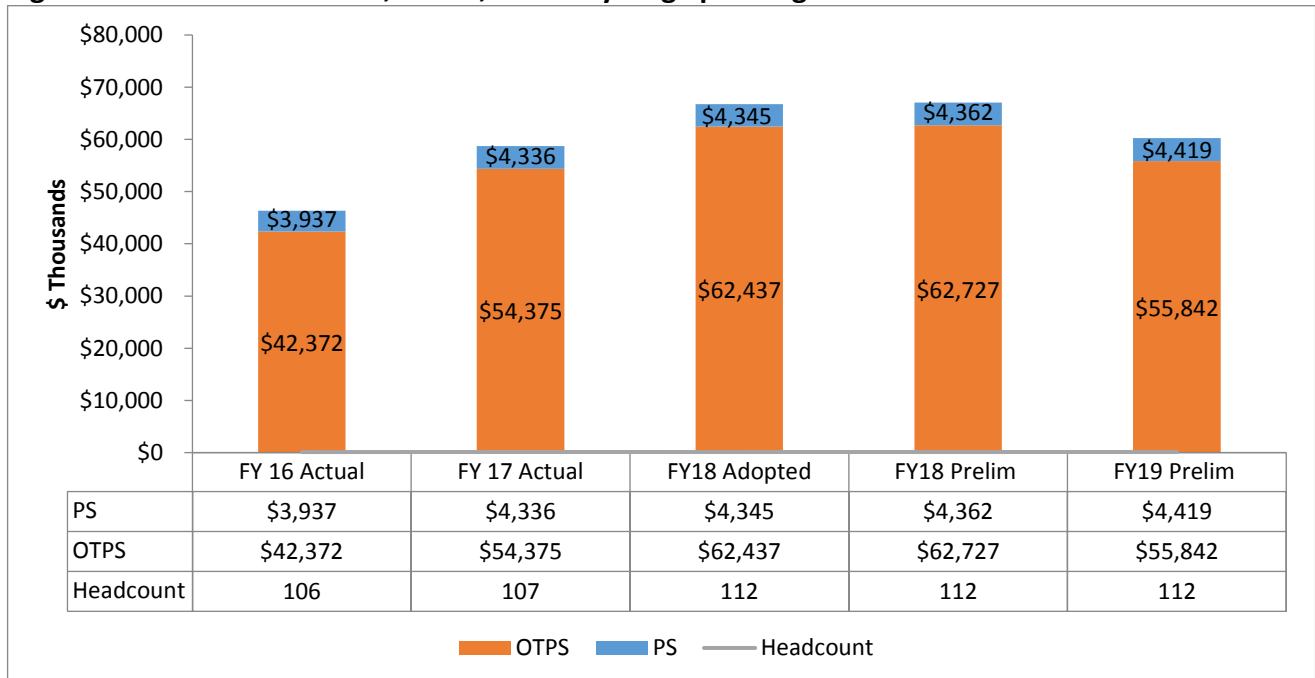
BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Queens Refuse	Covanta 4Recovery North Shore MTS Queens, NY	Covanta Energy Niagara Falls, NY	Barge to Rail
		Covanta Energy Delaware Valley, PA	Barge to Rail
	Waste Management 38-50 Review Ave Queens, NY	High Acres Landfill Fairport, NY	Rail
	Tully Environmental 127-30 34th Ave Corona, NY	Seneca Meadows Landfill Waterloo, NY	Private Truck
	American Recycling 172-33 Douglas Ave Jamaica, NY	Seneca Meadows Landfill Waterloo, NY	Private Truck
Queens Paper	SIMMS 30-27 Geenpoint Ave Queens, NY	Visy paper 4435 Victory Blvd. Staten Island, NY	Barge
	SIMMS 850 Edgewater Road Bronx, NY		Sold to third party private truck
Queens Metal, Glass, Plastic	SIMMS 30-27 Greenpoint Ave Queens, NY	SIMMS 472 2nd Ave Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd Ave Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Queens Organics	American Recycling 172-33 Douglas Ave Jamaica, NY	Gro-Max Hudson, NY	Private Truck
		Quantum Biopower Southington, CT	Private Truck
Brooklyn Refuse	Hamilton Ave. MTS Hamilton Ave./ Gowanus Brooklyn, NY	High Acres Landfill Fairport, NY	Barge to Rail
	Waste Management 215 Varick Street Brooklyn, NY	High Acres Landfill Fairport, NY	Rail
	IESI of NY 577 Court Street Brooklyn, NY	Seneca Meadows Landfill Waterloo, NY	Private Truck
	IESI of NY 110 50th Street Brooklyn, NY 11232	Seneca Meadows Landfill Waterloo, NY	Private Truck
	Action Environmental 941 Stanley Ave Brooklyn, NY 11231	Keystone Landfill Dunmore, PA	Private Truck

BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Brooklyn Paper	SIMMS 472 2nd Ave Brooklyn NY		Sold to third party private truck
	SIMMS 30-27 Greenpoint Ave Queens, NY	Visy paper 4435 Victory Blvd. Staten Island, NY	Barge
		Visy paper 4435 Victory Blvd. Staten Island, NY	DSNY Truck
Brooklyn Metal Glass, Plastic	SIMMS 472 2nd Ave Brooklyn, NY		Sold to third party private truck
	SIMMS 30-27 Greenpoint Ave Queens, NY	SIMMS 472 2nd Ave Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Brooklyn Organics	Waste Management 215 Varick Street Brooklyn, NY	Newtown Creek Brooklyn, NY	Private Truck
		Fresh Kills Compost Yard Waste	Private Truck

Waste Prevention, Reuse, and Recycling

The Department has several recycling initiatives, including waste prevention and reuse education. The Department’s recycling collection operation includes curbside collection, containerized collection, school night truck collection, bulk metal recycling, tire disposal, pilot public school and organic waste collections, leaf and Christmas tree collection and chlorofluorocarbon (CFC) evacuation.

Figure 18: Waste Prevention, Reuse, and Recycling Spending



The Fiscal 2019 Preliminary Budget for the Bureau of Waste Prevention, Reuse, and Recycling is \$60.3 million, which is \$6.5 million, or 9.8 percent less than the Fiscal 2018 Adopted Budget of \$66.8 million. This change reflects one-time funding in Fiscal 2018 that did not carry into Fiscal 2019 for organics program materials and the Save-As-You-Throw program; slightly offset by an increase in PS funding to hire an administrator to oversee the Department's food donation portal, as well as funding for a food drop-off program.

PMMR Performance Measures:

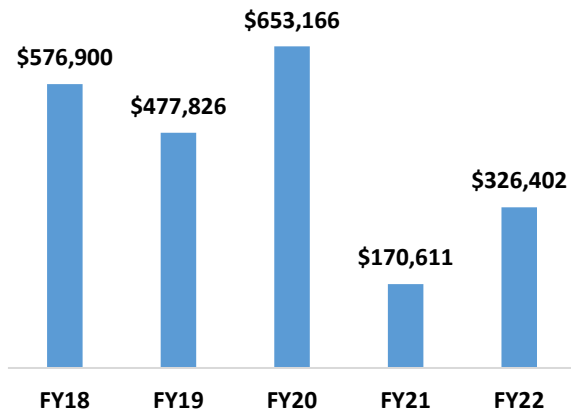
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Curbside and containerized recycling diversion rate (%)	16.0%	16.9%	17.4%	21.0%	23.0%	16.8%	17.2%
Curbside and containerized recycled tons (000)	575.4	613.8	644.3	764.4	848.6	207.9	213
Total annual Diversion Rate	17.8%	18.9%	20.5%	*	*	NA	NA
Recycled tons per day	2,197	2,373	2,565	2,270	2,270	NA	NA
Annual tons recycled total (000)	685	740	800	*	*	NA	NA
Recycling trucks dumped on shift (%)	25.8%	26.5%	25.5%	*	*	26.7%	24.7%
Missed recycling collections (%)	0.0%	0.1%	0.1%	*	*	0.0%	0.2%
Recycling summonses issued	107,428	118,407	100,629	*	*	34,763	26,953
Recycling collection cost per ton (\$)	\$640	\$629	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$684	\$670	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$11	\$12	\$14	NA	NA	\$12	\$23

Capital Program

Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022:

The Capital Budget provides the required appropriations for Fiscal 2019 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption. The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations. The Capital Budget is significantly less the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018 or the amount of funding that may be reappropriated or rolled into Fiscal 2019 in the Executive and Adopted Budget. This report will provide an overview of the Capital Budget and Commitment plan for the Department of Sanitation.

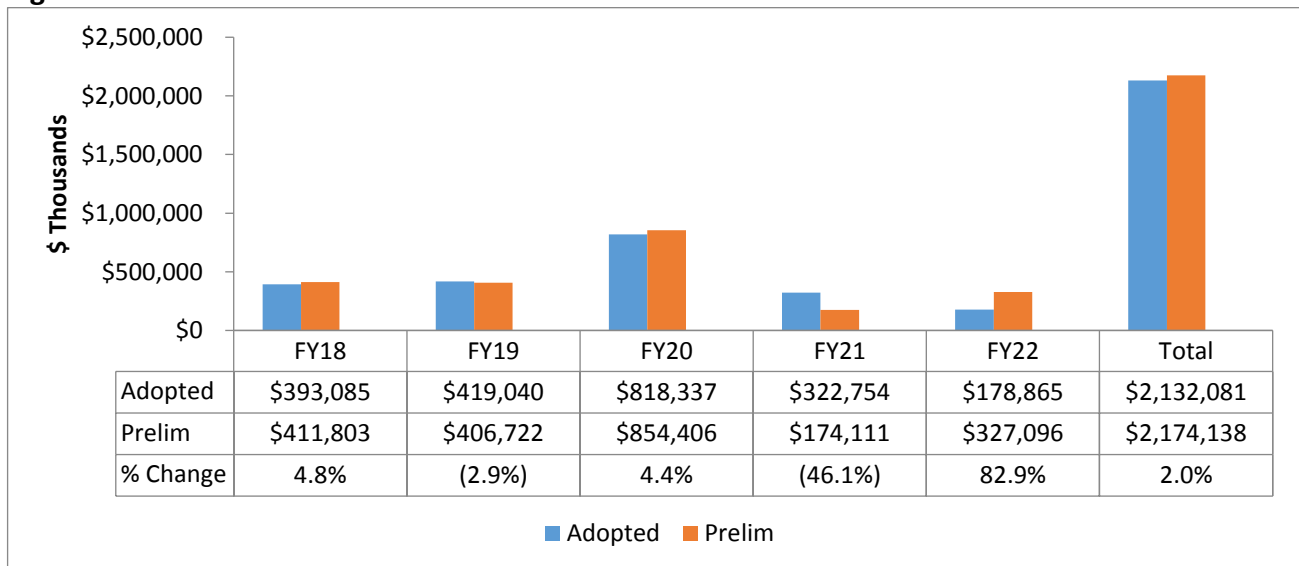
Figure 19: Department of Sanitation Fiscal 2018 Available Appropriations and FY19-FY22 Capital Budget



As shown in the chart at left, the Department of Sanitation’s Fiscal 2019 Preliminary Capital Budget includes \$1.63 billion in Fiscal 2019-2022. This represents approximately 2.6 percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$576.9 million. This includes \$480.6 million in reauthorized prior appropriations and \$259.3 million in authorized Fiscal 2018 appropriations, less actual commitments in the current fiscal year.

The Department of Satiation’s Preliminary Commitment Plan includes \$2.17 billion in Fiscal 2018-2022. This represents approximately three percent of the City’s total \$79.6 billion Preliminary Commitment Plan.

Figure 20: DSNY Commitment Plan

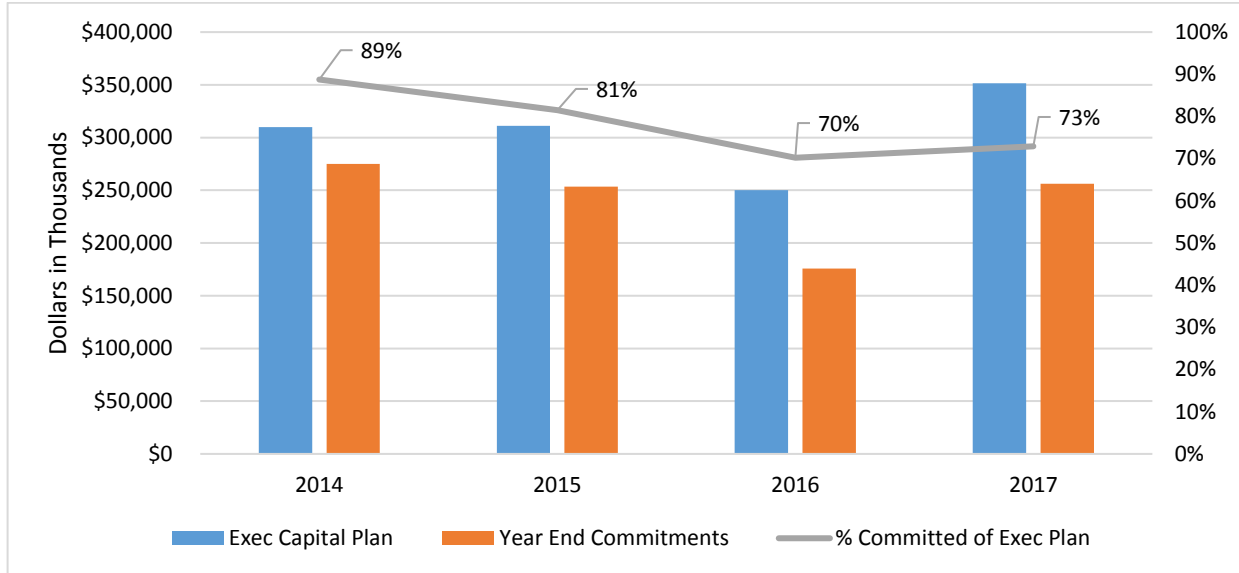


The Preliminary Capital Plan for the Department for Fiscal 2018-2022 has increased by more than \$42.1 million to a total of \$2.17 billion, demonstrating a two percent growth when compared to the Department’s Adopted Commitment Plan. The increase can be attributed to a variety of projects, including allocations towards collection trucks and equipment, as well as garage rehabilitation and new building construction.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. The Department of Sanitation’s Commitment Plan shows 73 percent of all commitments in the first year. Its history of commitments is shown below. Given this performance history, it is likely that DSNY will end this year with unmet commitment targets and significant appropriations available to rolled into Fiscal 2019 and in the outyears.

The chart below displays the Department’s capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart shows also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year. Since 2014, the Department has maintained a high commitment rate (above 70 percent) year-over-year.

Figure 21: DSNY Capital Commitment Rate

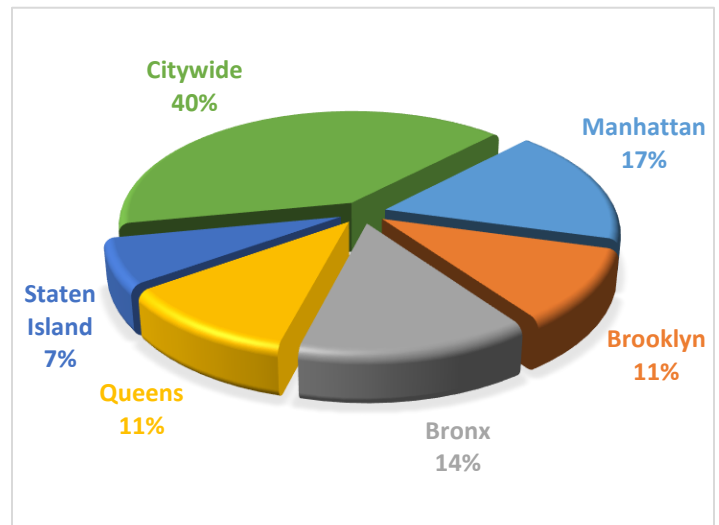


The Department’s Commitment Plan contains 191 project lines within 21 budget lines. However, not all of these projects have funding allocated to them or are managed by the agency. For example, the Department’s capital plan contains a project line for a garage in District 14, Queens with no funding associated with it.

While, the Department’s capital plan does contain 191 project lines, 37 percent or \$813.8 million of the capital plan is allocated towards equipment purchases for composting and vehicle replacement. Additionally, 25 percent or \$551.4 million is allocated towards garage and other facility improvements. The remaining commitments (\$809 million or 38 percent) is allocated towards marine transfer stations, radio and computer devices, and other various construction projects.

Citywide capital projects represent 40 percent or \$882.2 million of DSNY's \$2.2 billion four-year capital plan. Generally, citywide projects include vehicle and information technology purchases, as well as marine transfer station construction. Of the \$2.2 billion in the plan, 17 percent or \$373.8 million is allocated towards Manhattan projects, 14 percent or \$307.3 million is allocated towards Bronx projects, 11 percent or \$237.1 million is allocated towards Brooklyn projects, 11 percent or \$243.7 million is allocated towards Queens projects, seven percent or \$146.9 million is allocated towards Staten Island projects. Borough projects mainly include garage construction and/or rehabilitation. Currently, DSNY has 59 garages citywide.

Figure 21: Capital Projects by Borough



2019 Preliminary Capital Commitment Plan Highlights:

Major capital projects included in the Preliminary Capital Plan for Fiscal 2018-2021 are outlined below.

- **Brooklyn 3 Garage.** The Preliminary Capital Commitment Plan includes \$9 million for construction management and \$176 million for construction of the Brooklyn 3 garage.
- **Queens 1 Garage.** The Preliminary Capital Commitment Plan includes \$10 million for garage design, \$12 million construction management, and \$121 million for the construction of the Queens 1 garage.
- **Manhattan 11 Garage.** The Preliminary Capital Commitment Plan includes \$27 million for rehabilitation of the Manhattan 11 garage.
- **Bronx 6/6A Garage.** The Preliminary Capital Commitment Plan includes \$1 million for the design, \$2 million for construction management and \$18 million for garage rehabilitation of the Bronx 6/6A garage.
- **Queens 8/10/12 Garage.** The Preliminary Capital Commitment Plan includes \$1 million for the design, \$2 million for construction management and \$21 million for rehabilitation of the Queens 8/10/12.
- **Manhattan 6/6A/8 Garage.** The Preliminary Capital Commitment Plan includes \$9 million for change orders, and \$191 for construction of the Manhattan 6/6A/8.
- **Bronx 9/10/11 Garage.** The Preliminary Capital Commitment Plan includes \$12 million for design, \$26 million for construction management, and \$209 million in Fiscal 2020.
- **Staten Island 1/3 Garage.** The Preliminary Capital Commitment Plan includes \$17 million for construction management and \$116 million for the construction of the Staten Island 1/3 garage.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	Fiscal 2018			Fiscal 2019		
	City	Non-City	Total	City	Non-City	Total
DSNY Budget as of the Fiscal 2018 Adopted Budget	\$1,661,960	\$17,460	\$1,679,421	\$1,690,450	\$18,357	\$1,708,807
New Needs						
Marine Transfer Station Repair Work	\$2,048	\$0	\$2,048	\$0	\$0	\$0
24x6 Information Technology Staff	1,101	0	1,101	1,101	0	1,101
Food Donation Portal	118	0	118	120	0	120
Marine Transfer Station Maintenance Staff	723	0	723	1,461	0	1,461
Organics Program	462	0	462	0	0	0
Rat Mitigation	3,151	0	3,151	2,342	0	2,342
Subtotal, New Needs	\$7,603	\$0	\$7,603	\$5,024	\$0	\$5,024
Other Adjustments						
City Services Corps Transfer	(212)	-	(212)	-	-	-
Energy Manager	-	100	100	-	-	-
Handheld Devices	-	513	513	-	-	-
IC Mod to Pay Sanitation Department	-	120	120	-	-	-
Local Government Records Management Improvement Grant	73	-	73	-	-	-
Marine Transfer Station Staffing PS Accruals	(1,187)	-	(1,187)	-	-	-
Member Item Reallocation	3,296	-	3,296	-	-	-
New York Power Authority - Encore II Contract	-	25	25	-	-	-
Petroleum Storage Tank Inspect	-	179	179	-	-	-
Recover Funds From Sanitation	-	(3)	(3)	-	-	-
1st Quarter Revenue	141	-	141	-	-	-
DSNY Fuel for August and December	3	-	3	-	-	-
ExCEL Program	-	133	133	-	-	-
Lease Adjustment	(427)	-	(427)	-	-	-
Minimum Wage for Job Training Participants	-	70	70	140	-	140
Street Fair Revenue	-	213	213	-	-	-
Training	-	1	1	-	-	-
Subtotal, Other Adjustments	\$1,687	\$1,351	\$3,038	\$140	\$0	\$140
TOTAL, All Changes	\$9,290	\$1,351	\$10,641	\$5,164	\$0	\$5,164
DSNY Budget as of the Fiscal 2019 Preliminary Budget	\$1,671,031	\$18,811	\$1,690,069	\$1,695,473	\$18,357	\$1,713,968

B: DSNY Contract Budget

DSNY Fiscal 2019 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	Fiscal 2018 Adopted	Number of Contracts	Fiscal 2019 Preliminary	Number of Contracts
Cleaning Services	\$266	17	\$266	17
Contractual Services - General	85,790	16	87,200	16
Data Processing Equipment Maintenance	534	1	534	1
Maintenance and Operation of Infrastructure	2,416	22	2,416	22
Maintenance and Repairs - General	593	12	593	12
Maintenance and Repairs - Motor Vehicle Equip	1,138	13	1,138	13
Municipal Waste Export	383,212	30	410,776	30
Office Equipment Maintenance	143	6	143	6
Printing Services	2,188	6	1,738	6
Prof. Services - Computer Services	5,300	14	1,764	14
Prof. Services - Other	19,071	21	13,082	21
Security Services	4,286	6	4,286	6
Telecommunications Maintenance	840	5	840	5
Temporary Services	473	3	473	3
Training Program for City Employees	93	6	93	6
TOTAL	\$506,343	178	\$525,342	178

C: Program Area Tables

Civilian Enforcement

Civilian Enforcement						
<i>Dollars in Thousands</i>						
	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference
				2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$4,804	\$5,157	\$4,344	\$4,344	\$4,344	\$0
Additional Gross Pay	301	167	0	0	0	0
Overtime - Civilian	139	99	0	0	0	0
TOTAL	\$5,244	\$5,423	\$4,344	\$4,344	\$4,344	\$0
Funding						
City Funds			\$4,344	\$4,344	\$4,344	\$0
TOTAL	\$5,244	\$5,423	\$4,344	\$4,344	\$4,344	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	157	148	125	125	125	0
TOTAL	157	148	125	125	125	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Collection and Street Cleaning

Collection and Street Cleaning						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$485,411	\$491,486	\$523,424	\$523,299	\$533,508	\$10,084
Full-Time Salaried - Civilian	12,052	12,669	13,513	13,513	13,513	1
Other Salaried and Unsalariated	1,503	3,860	9,204	9,273	9,343	140
Additional Gross Pay	87,330	93,974	88,877	90,149	90,385	1,508
Overtime - Uniformed	54,666	70,543	54,958	58,201	56,560	1,603
Overtime - Civilian	969	1,050	216	216	216	0
P.S. Other	0	0	545	545	1,441	896
Fringe Benefits	33,390	34,804	37,272	37,754	37,889	617
Subtotal	\$675,321	\$708,387	\$728,008	\$732,950	\$742,857	\$14,849
Other Than Personal Services						
Supplies and Materials	\$2,982	\$3,027	\$3,181	\$4,981	\$3,540	\$359
Fixed and Misc Charges	1	2	5	7	5	0
Property and Equipment	1,713	3,282	1,850	2,116	1,850	0
Other Services and Charges	4,414	3,940	4,353	4,756	4,353	0
Contractual Services	2,837	2,690	1,830	2,162	1,830	0
Subtotal	\$11,947	\$12,940	\$11,219	\$14,022	\$11,578	\$359
TOTAL	\$687,268	\$721,327	\$739,227	\$746,972	\$754,435	\$15,208
Funding						
City Funds			\$728,626	\$736,051	\$742,799	\$14,173
Other Categorical			750	1,001	750	0
Intra City			9,851	9,920	10,886	1,035
TOTAL	\$687,268	\$721,327	\$739,227	\$746,972	\$754,435	\$15,208
Budgeted Headcount						
Full-Time Positions - Civilian	293	292	295	295	295	0
Full-Time Positions - Uniform	7,098	7,163	7,038	7,078	7,091	53
TOTAL	7,391	7,455	7,333	7,373	7,386	53

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Enforcement – General

Enforcement - General						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$7,285	\$7,228	\$8,723	\$8,723	\$8,852	\$130
Full-Time Salaried - Civilian	4,829	4,664	6,320	6,320	6,320	0
Other Salaried and Unsalariated	13	2	35	35	35	0
Additional Gross Pay	886	807	883	883	884	1
Overtime - Uniformed	607	751	780	780	780	0
Overtime - Civilian	133	71	223	82	82	(141)
Fringe Benefits	0	0	47	47	47	0
Subtotal	\$13,752	\$13,523	\$17,011	\$16,870	\$17,000	(\$10)
Other Than Personal Services						
Supplies and Materials	\$440	\$561	\$568	\$583	\$568	\$0
Property and Equipment	591	518	538	520	538	0
Other Services and Charges	122	92	100	105	100	0
Contractual Services	47	59	4	1	4	0
Subtotal	\$1,200	\$1,230	\$1,210	\$1,209	\$1,210	\$0
TOTAL	\$14,953	\$14,754	\$18,220	\$18,079	\$18,210	(\$10)
Funding						
City Funds			18,220	18,079	18,210	(\$10)
TOTAL	\$14,953	\$14,754	\$18,220	\$18,079	\$18,210	(\$10)
Budgeted Headcount						
Full-Time Positions - Uniform	96	108	112	112	112	0
TOTAL	96	108	112	112	112	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Engineering

Engineering						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$2,398	\$2,345	\$2,438	\$2,267	\$2,238	(\$200)
Full-Time Salaried - Civilian	3,151	3,785	4,364	4,364	4,365	0
Other Salaried and Unsalariad	56	70	36	36	36	0
Additional Gross Pay	112	115	64	64	64	0
Overtime - Civilian	8	2	46	49	49	3
Subtotal	\$5,725	\$6,317	\$6,948	\$6,780	\$6,752	(\$197)
Other Than Personal Services						
Supplies and Materials	\$289	\$265	\$284	\$276	\$284	\$0
Property and Equipment	21	40	37	30	37	0
Other Services and Charges	1,563	817	33	973	33	0
Subtotal	\$1,874	\$1,122	\$354	\$1,278	\$354	\$0
TOTAL	\$7,599	\$7,439	\$7,302	\$8,058	\$7,106	(\$197)
Funding						
City Funds			\$3,258	\$4,011	\$3,058	(\$200)
Capital- IFA			4,045	4,048	4,048	3
TOTAL	\$7,599	\$7,439	\$7,302	\$8,058	\$7,106	(\$197)
Budgeted Headcount						
Full-Time Positions - Civilian	41	46	51	51	51	0
TOTAL	41	46	51	51	51	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

General Administration

General Administration						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$6,735	\$9,222	\$7,826	\$7,826	\$8,099	\$273
Full-Time Salaried - Civilian	21,189	26,930	25,570	26,671	27,710	2,140
Other Salaried and Unsalariated	1,189	1,332	849	849	849	0
Additional Gross Pay	1,482	1,500	1,061	1,061	1,117	56
Overtime - Uniformed	596	962	446	446	506	60
Overtime - Civilian	755	958	(18)	123	123	141
P.S. Other	(245)	(71)	0	0	0	0
Fringe Benefits	11	13	70	70	70	0
Subtotal	\$31,712	\$40,846	\$35,803	\$37,045	\$38,473	\$2,670
Other Than Personal Services						
Supplies and Materials	\$22,371	\$26,376	\$35,351	\$31,518	\$32,268	(\$3,082)
Fixed and Misc Charges	674	6,529	27	38	27	0
Property and Equipment	2,225	4,440	842	3,860	469	(374)
Other Services and Charges	40,607	40,152	48,109	48,784	50,991	2,883
Contractual Services	8,789	10,726	10,279	11,335	6,743	(3,536)
Subtotal	\$74,666	\$88,223	\$94,608	\$95,535	\$90,498	(\$4,109)
TOTAL	\$106,378	\$129,069	\$130,410	\$132,580	\$128,972	(\$1,439)
Funding						
City Funds			\$127,842	\$129,291	\$126,406	(\$1,436)
Capital- IFA			1,059	1,059	1,059	\$0
State			25	108	25	\$0
Intra City			1,484	2,117	1,482	(\$2)
TOTAL	\$106,378	\$129,069	\$130,410	\$132,580	\$128,972	(\$1,439)
Budgeted Headcount						
Full-Time Positions - Civilian	289	322	337	347	347	10
Full-Time Positions - Uniform	99	101	74	74	74	0
TOTAL	388	423	411	421	421	10

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Legal Services

Legal Services						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$147	\$171	\$153	\$153	\$155	\$2
Full-Time Salaried - Civilian	3,057	3,240	3,547	3,547	3,548	1
Other Salaried and Unsalariad	38	30	26	26	26	0
Additional Gross Pay	209	208	175	175	179	5
Overtime - Uniformed	12	16	22	22	22	0
Overtime - Civilian	9	5	5	5	5	0
TOTAL	\$3,472	\$3,670	\$3,927	\$3,927	\$3,935	\$8
Funding						
City Funds			\$3,794	\$3,794	\$3,801	\$8
Capital- IFA			133	133	133	0
TOTAL	\$3,472	\$3,670	\$3,927	\$3,927	\$3,935	\$8
Budgeted Headcount						
Full-Time Positions - Civilian	40	41	45	45	45	0
Full-Time Positions - Uniform	2	2	2	2	2	0
TOTAL	42	43	47	47	47	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Long Term Export

Long Term Export						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed						
Full-Time Salaried - Civilian	\$800	\$1,126	\$1,137	\$1,137	\$1,137	\$0
Other Salaried and Unsalariad	0	2	13	13	13	0
Additional Gross Pay	68	71	21	21	21	0
Overtime - Civilian	4	0	7	4	4	(3)
Subtotal	\$872	\$1,199	\$1,177	\$1,174	\$1,174	(\$3)
Other Than Personal Services						
Supplies and Materials	\$4	\$3	\$10	\$5	\$10	\$0
Property and Equipment	3	6	4	2	4	0
Other Services and Charges	1,129	44	5	622	5	0
Contractual Services	2,911	2,735	1,858	2,815	758	(1,100)
Subtotal	\$4,047	\$2,788	\$1,877	\$3,445	\$777	(\$1,100)
TOTAL	\$4,919	\$3,987	\$3,053	\$4,619	\$1,950	(\$1,103)
Funding						
City Funds			\$3,053	\$4,619	\$1,950	(\$1,103)
TOTAL	\$4,919	\$3,987	\$3,053	\$4,619	\$1,950	(\$1,103)
Budgeted Headcount						
Full-Time Positions - Uniform	10	13	13	13	13	0
TOTAL	10	13	13	13	13	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Public Information

Public Information						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$421	\$442	\$480	\$480	\$488	\$8
Full-Time Salaried - Civilian	1,605	1,699	1,615	1,615	1,615	0
Other Salaried and Unsalari ed	13	6	49	49	49	0
Additional Gross Pay	28	26	38	38	38	0
Overtime - Uniformed	65	99	98	98	98	0
Overtime - Civilian	28	45	29	29	29	0
TOTAL	\$2,160	\$2,317	\$2,309	\$2,309	\$2,317	\$8
Funding						
City Funds			\$2,309	\$2,309	\$2,317	\$8
TOTAL	\$2,160	\$2,317	\$2,309	\$2,309	\$2,317	\$8
Budgeted Headcount						
Full-Time Positions - Civilian	20	24	24	24	24	0
Full-Time Positions - Uniform	5	6	5	5	5	0
TOTAL	25	30	29	29	29	0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Snow Removal

Snow Removal						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,741	\$2,741	\$2,741	\$2,741	\$2,741	\$0
Other Salaried and Unsalari ed	3,655	2,999	1,898	1,898	1,898	0
Additional Gross Pay	4,521	1,535	54	54	54	0
Overtime - Uniformed	6,615	8,692	1,388	1,388	1,388	0
Overtime - Civilian	31,070	41,916	41,839	41,839	41,839	0
Subtotal	\$48,603	\$57,884	\$47,921	\$47,921	\$47,921	\$0
Other Than Personal Services						
Supplies and Materials	\$42,808	\$29,726	\$31,638	\$28,335	\$31,638	\$0
Property and Equipment	2,313	1,794	1,429	2,200	1,429	0
Other Services and Charges	9,834	7,357	2,953	3,807	2,953	0
Contractual Services	845	1,087	178	1,855	178	0
Subtotal	\$55,800	\$39,964	\$36,197	\$36,197	\$36,197	0
TOTAL	\$104,404	\$97,847	\$84,118	\$84,118	\$84,118	\$0
Funding						
City Funds			\$84,118	\$84,118	\$84,118	\$0
TOTAL	\$104,404	\$97,847	\$84,118	\$84,118	\$84,118	\$0

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Solid Waste Transfer Stations

Solid Waste Transfer Stations						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$7,519	\$7,749	\$17,681	\$16,678	\$18,543	\$861
Full-Time Salaried - Civilian	1,317	1,419	2,615	3,244	4,549	1,934
Additional Gross Pay	570	634	1,103	1,103	1,103	0
Overtime - Uniformed	649	902	1,125	1,125	1,158	33
Overtime - Civilian	9	26	33	108	169	135
Fringe Benefits	7	8	128	128	128	0
TOTAL	\$10,072	\$10,737	\$22,686	\$22,385	\$25,649	\$2,963
Funding						
City Funds			\$22,686	\$22,385	\$25,649	\$2,963
TOTAL	\$10,072	\$10,737	\$22,686	\$22,385	\$25,649	\$2,963
Budgeted Headcount						
Full-Time Positions - Civilian	32	30	51	58	82	31
Full-Time Positions - Uniform	120	118	235	221	299	64
TOTAL	152	148	286	279	381	95

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Support Operations Motor Equipment

Support Operations Motor Equipment						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$57,109	\$60,376	\$65,154	\$64,342	\$64,312	(\$843)
Other Salaried and Unsalariated	355	183	56	56	56	0
Additional Gross Pay	3,962	5,050	2,640	2,640	2,640	0
Overtime - Civilian	2,467	4,028	2,163	2,393	2,391	229
Subtotal	\$63,893	\$69,636	\$70,013	\$69,432	\$69,399	(\$614)
Other Than Personal Services						
Supplies and Materials	\$24,240	\$24,077	\$19,669	\$19,844	\$19,927	\$258
Fixed and Misc Charges	1	1	1	1	1	0
Property and Equipment	1,909	1,161	891	936	891	0
Other Services and Charges	250	205	149	149	149	0
Contractual Services	2,642	4,078	2,856	3,512	2,856	0
Subtotal	\$29,041	\$29,522	\$23,566	\$24,443	\$23,824	\$258
TOTAL	\$92,934	\$99,158	\$93,579	\$93,874	\$93,223	(\$356)
Funding						
City Funds			\$93,579	\$93,854	\$93,203	(\$376)
Intra City			0	20	20	20
TOTAL	\$92,934	\$99,158	\$93,579	\$93,874	\$93,223	(\$356)
Budgeted Headcount						
Full-Time Positions - Civilian	767	765	789	778	778	(11)
TOTAL	767	765	789	778	778	(11)

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Support Operations – Building Management

Support Operations - Building Management						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$0	\$0	\$69	\$69	\$69	\$0
Full-Time Salaried - Civilian	19,113	20,450	21,532	22,097	22,850	1,318
Other Salaried and Unsalari ed	21	59	25	25	25	0
Additional Gross Pay	982	1,481	1,077	1,289	1,513	436
Overtime - Civilian	1,657	1,757	1,066	1,112	1,183	117
Fringe Benefits	884	810	897	897	897	0
Subtotal	\$22,657	\$24,558	\$24,667	\$25,490	\$26,537	\$1,870
Other Than Personal Services						
Supplies and Materials	\$2,234	\$2,226	\$1,747	\$2,769	\$1,747	\$0
Property and Equipment	102	123	125	89	125	0
Other Services and Charges	153	101	121	130	121	0
Contractual Services	2,145	1,698	2,186	2,235	2,186	0
Subtotal	\$4,633	\$4,148	\$4,179	\$5,223	\$4,179	\$0
TOTAL	\$27,290	\$28,707	\$28,847	\$30,714	\$30,717	\$1,870
Funding						
City Funds			\$28,847	\$30,276	\$30,717	\$1,870
Intra City			0	438	0	0
TOTAL	\$27,290	\$28,707	\$28,847	\$30,714	\$30,717	\$1,870
Budgeted Headcount						
Full-Time Positions - Civilian	236	237	251	257	267	16
TOTAL	236	237	251	257	267	16

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

Support Operations – Building Management

Support Operations - Building Management						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$0	\$0	\$69	\$69	\$69	\$0
Full-Time Salaried - Civilian	19,113	20,450	21,532	22,097	22,850	1,318
Other Salaried and Unsalariated	21	59	25	25	25	0
Additional Gross Pay	982	1,481	1,077	1,289	1,513	436
Overtime - Civilian	1,657	1,757	1,066	1,112	1,183	117
Fringe Benefits	884	810	897	897	897	0
Subtotal	\$22,657	\$24,558	\$24,667	\$25,490	\$26,537	\$1,870
Other Than Personal Services						
Supplies and Materials	\$2,234	\$2,226	\$1,747	\$2,769	\$1,747	\$0
Property and Equipment	102	123	125	89	125	0
Other Services and Charges	153	101	121	130	121	0
Contractual Services	2,145	1,698	2,186	2,235	2,186	0
Subtotal	\$4,633	\$4,148	\$4,179	\$5,223	\$4,179	\$0
TOTAL	\$27,290	\$28,707	\$28,847	\$30,714	\$30,717	\$1,870
Funding						
City Funds			\$28,847	\$30,276	\$30,717	\$1,870
Intra City			0	438	0	0
TOTAL	\$27,290	\$28,707	\$28,847	\$30,714	\$30,717	\$1,870
Budgeted Headcount						
Full-Time Positions - Civilian	236	237	251	257	267	16
TOTAL	236	237	251	257	267	16

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Waste Disposal – General

Waste Disposal - General						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$4,589	\$4,356	\$4,827	\$4,827	\$4,873	\$46
Full-Time Salaried - Civilian	4,007	4,255	4,069	4,069	4,070	1
Other Salaried and Unsalaries	9	12	65	65	65	0
Additional Gross Pay	763	732	794	794	803	9
Overtime - Uniformed	384	387	473	473	473	0
Overtime - Civilian	16	8	86	86	86	0
Subtotal	\$9,769	\$9,750	\$10,313	\$10,313	\$10,369	\$55
Other Than Personal Services						
Supplies and Materials	\$277	\$313	\$179	\$315	\$179	\$0
Property and Equipment	189	351	193	95	193	0
Other Services and Charges	1,321	1,693	1,495	1,236	1,579	84
Contractual Services	2,193	6,927	6,053	6,372	2,164	(3,889)
Subtotal	\$3,980	\$9,283	\$7,920	\$8,018	\$4,115	(\$3,805)
TOTAL	\$13,749	\$19,033	\$18,233	\$18,331	\$14,483	(\$3,750)
Funding						
City Funds			\$18,142	\$18,142	\$14,392	(\$3,750)
Other Categorical			0	98	91	91
Capital- IFA			91	91	0	(91)
TOTAL	\$13,749	\$19,033	\$18,233	\$18,331	\$14,483	(\$3,750)
Budgeted Headcount						
Full-Time Positions - Civilian	61	61	62	62	62	0
Full-Time Positions - Uniform	45	46	50	50	50	0
TOTAL	106	107	112	112	112	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Waste Disposal – Landfill Closure

Waste Disposal - Landfill Closure						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Other Than Personal Services						
Contractual Services	\$35,413	\$42,903	\$70,648	\$70,648	\$70,948	\$300
Other Services & Charges	985	931	2,156	2,156	2,156	0
Property & Equipment	13	1	7	7	7	0
Supplies & Materials	14	209	19	19	19	0
TOTAL	\$36,426	\$44,044	\$72,830	\$72,830	\$73,130	\$300
Funding						
City Funds			\$72,830	\$72,830	\$73,130	\$300
TOTAL	\$36,426	\$44,044	\$72,830	\$72,830	\$73,130	\$300

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Waste Export

Waste Export						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Other Than Personal Services						
Contractual Services	\$336,593	\$354,144	\$383,270	\$370,324	\$410,834	\$27,564
Other Services & Charges	11	15	9	25	9	0
Property & Equipment	616	263	134	134	134	0
Supplies & Materials	279	675	139	9,354	139	0
TOTAL	\$337,499	\$355,097	\$383,551	\$379,838	\$411,116	\$27,564
Funding						
City Funds			\$383,551	\$379,838	\$411,116	\$27,564
TOTAL	\$337,499	\$355,097	\$383,551	\$379,838	\$411,116	\$27,564

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Waste Prevention, Reuse, and Recycling

Waste Prevention, Reuse, and Recycling						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$3,600	\$3,933	\$4,325	\$4,343	\$4,395	\$70
Full-Time Salaried - Uniformed	8	0	0	0	0	0
Other Salaried and Salaried	117	153	8	8	8	0
Overtime - Civilian	146	183	0	0	0	0
Overtime - Uniformed	1	0	0	0	0	0
Additional Gross Pay	65	67	12	12	16	5
Subtotal	\$3,937	\$4,336	\$4,345	\$4,362	\$4,419	\$75
Other Than Personal Services						
Fixed & Misc. Charges	\$0	\$0	\$0	\$1	\$0	\$0
Other Services & Charges	34,090	39,235	26,187	36,309	26,525	337
Property & Equipment	356	96	241	158	241	0
Supplies & Materials	1,980	8,438	11,265	8,061	4,474	(6,792)
Contractual Services	5,946	6,606	24,744	18,198	24,603	(141)
Subtotal	\$42,372	\$54,375	\$62,437	\$62,727	\$55,842	(\$6,595)
TOTAL	\$46,309	\$58,710	\$66,782	\$67,090	\$60,262	(\$6,521)
Funding						
City Funds			\$66,782	\$67,090	\$60,262	(\$6,521)
TOTAL	\$46,309	\$58,710	\$66,782	\$67,090	\$60,262	(\$6,521)
Budgeted Headcount						
Full-Time Positions - Uniform	56	55	62	63	63	1
TOTAL	56	55	62	63	63	1

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.