

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 2021 Preliminary Plan and the
Fiscal 2020 Preliminary Mayor's Management Report for the
Department of Sanitation

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Finance Division

Jonathan Seltzer, Senior Financial Analyst
Crielhien Francisco, Unit Head

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director

Nathan Toth, Deputy Director
Paul Scimone, Deputy Director

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Department of Sanitation Overview

The Department of Sanitation (DSNY or the Department) ensures that the 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.

Strategic Plan: 2019 Progress Report

In July 2019, DSNY released its 2019 progress report that captured the progress the agency has made in achieving its strategic plan in the past 12 months. In this progress report, DSNY reported that it achieved 22 initiatives, partially achieved 17 initiatives, started four initiatives, deferred one initiative, and introduced one additional initiative – implementation of a commercial waste zone system.

Table 1: DSNY Strategic Plan - Progress Report

Initiative Status	2017 Progress Report	2018 Progress Report	2019 Progress Report
Achieved and Ongoing – met the milestones articulated in the 2016 Strategic Plan and incorporated into ongoing operations	11	17	22
Achieved – met the milestones articulated in the 2016 Strategic Plan	4	4	5
Partially Achieved – made progress toward significant milestones and on track to be fully achieved	20	24	17
Initiated – still in the early stages of development	11	2	4
Deferred – significantly delayed by choice or mandate or will be achieved through a different strategy	-	-	1
New – newly introduced initiative	-	4	1
TOTAL	46	51	50

Initially published in June 2016, the Department of Sanitation's Strategic Plan was an ambitious set of goals to ensure we continue to meet the needs of an evolving City. At the time, DSNY committed to 12 goals and 46 corresponding initiatives to guide their next four years of work. In June 2018, DSNY added four additional initiatives.

Fiscal 2021 Preliminary Budget

The Department’s Fiscal 2021 Preliminary Budget totals \$1.76 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 2021 Preliminary Budget Highlights

DSNY’s Fiscal 2021 Preliminary Budget is \$17.2 million or approximately one percent less than the Fiscal 2020 Adopted Budget of \$1.78 billion. For Fiscal 2021, DSNY’s budget is \$1.02 billion or 58 percent for personal services (PS) and \$731.7 million or 42 percent for other than personal services (OTPS). PS includes all full-time and part-time position costs, as well as overtime, while OTPS includes property, equipment, supplies, and services contracted out to private corporations.

The key actions included in DSNY’s Fiscal 2021 Preliminary Plan are as follows: \$25 million in new needs and \$1.29 million in other adjustments for Fiscal 2020 since Adoption, and \$813 million in new needs and \$4.7 million other adjustments for Fiscal 2021.

Figure 1: Fiscal 2021 DSNY Budget – PS/OTPS

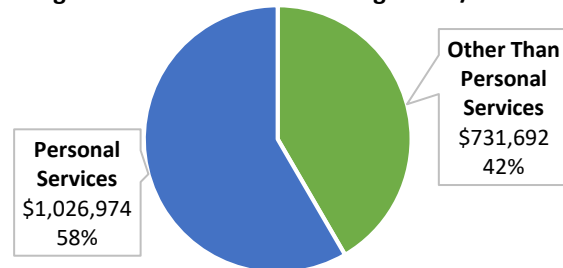
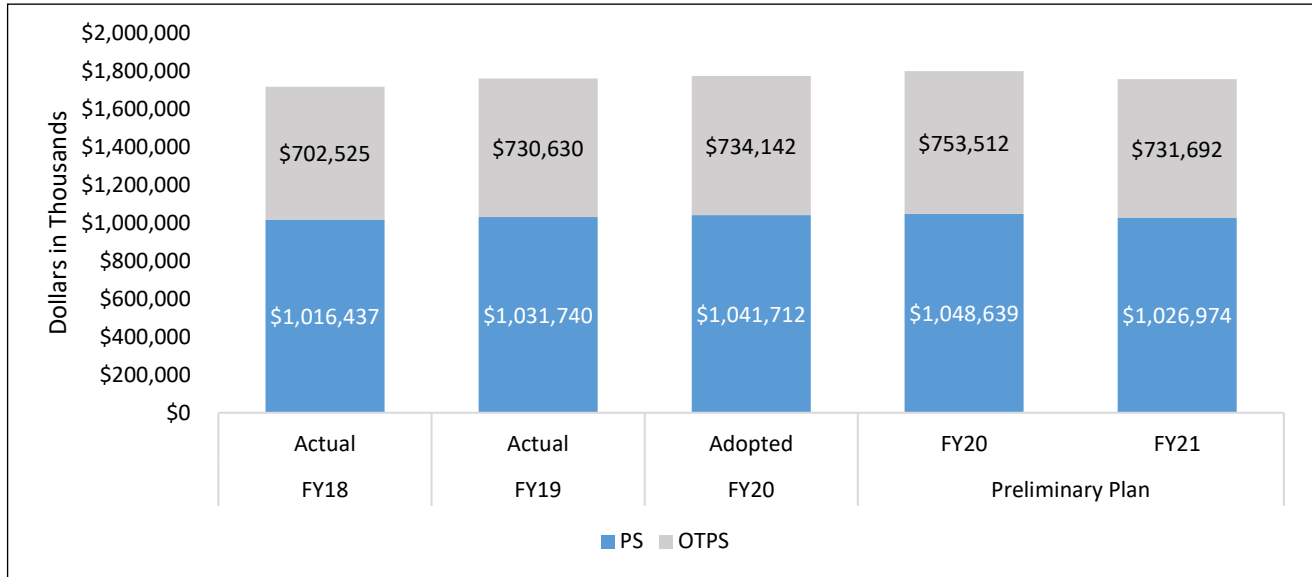


Figure 2: DSNY Budget Overview



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

New Needs

- 14th Street Mechanical Broom Service.** The Fiscal 2021 Preliminary Plan includes \$320,426 in Fiscal 2020 and \$144,740 in Fiscal 2021 to provide additional street cleaning service on 14th Street in Manhattan while L line tunnel construction is completed. Currently, the cleaning detail is funded via overtime; however, starting in January 2021 - three full-time sanitation workers will be assigned to this post. The construction is planned to be complete by the end of Fiscal 2021.
- Fall Leaf Collection.** The Fiscal 2021 Preliminary Plan includes \$719,142 in Fiscal 2020 to provide leaf collection in neighborhoods that are not currently being serviced by the organics program. Currently, only one-third of the City residents receive organics collection pick-up service citywide.
- Waste Export.** The Fiscal 2021 Preliminary Plan includes \$21.5 million in Fiscal 2020 as spending on waste export contracts is projected to be higher than previously budgeted.

Budget Items not in Fiscal 2021

Due to the advocacy of the City Council, the Fiscal 2020 Adopted Budget included roughly \$12 million for DSNY to address proposed service reductions made by the Administration for Fiscal 2020 related to highway ramp cleaning, and lot cleaning and expand litter basket services. These items are funded only for Fiscal 2020 and are not included in Fiscal 2021 and in the outyears. Included in this \$12 million are the following:

- \$8.6 million for increased litter basket service citywide;
- \$1.9 million to retain 37 sanitation workers for lot cleaning citywide;
- \$864,303 for supplementary highway ramp cleaning; and
- \$640,000 to procure additional reusable bags to disburse to the public.

Financial Plan Summary

Table 2: Department of Sanitation Financial Summary

<i>Dollars in Thousands</i>	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Budget by Program Area						
Civilian Enforcement	\$5,679	\$5,191	\$5,746	\$5,746	\$5,746	\$0
Collection & Street Cleaning	770,627	794,259	784,950	788,330	772,458	(12,491)
Enforcement - General	15,356	15,649	16,885	16,404	16,179	(705)
Engineering	7,480	10,015	8,357	8,292	8,325	(32)
General Administration	143,390	142,186	131,486	135,549	137,502	6,016
Legal Services	3,821	4,069	3,990	3,858	3,898	(92)
Long Term Export	3,801	2,690	1,994	2,326	1,061	(933)
Public Information	2,470	2,663	2,437	2,383	2,386	(51)
Snow Removal	105,818	82,381	111,068	111,069	101,715	(9,353)
Solid Waste Transfer Stations	15,418	21,052	25,731	25,594	25,589	(142)
Support Operations - Motor Equipment	97,440	98,302	92,898	97,308	97,871	4,973
Support Operations - Building Management	29,819	31,957	30,567	31,956	30,580	13
Waste Disposal - General	14,914	18,506	18,143	18,976	16,394	(1,749)
Waste Disposal - Landfill Closure	71,661	61,781	73,130	68,652	64,130	(9,000)
Waste Export	372,958	409,772	412,781	432,046	420,661	7,880
Waste Prevention, Reuse, and Recycling	58,309	61,896	55,692	53,663	54,170	(1,523)
Total	\$1,718,963	\$1,762,369	\$1,775,853	\$1,802,151	\$1,758,665	(\$17,188)
Funding						
City Funds			\$1,756,340	\$1,749,555	\$1,739,052	(\$17,288)
Other Categorical			750	850	750	0
Capital- IFA			5,651	5,651	5,698	47
Federal - Other			0	31,939	0	0
Intra City			13,113	14,156	13,166	53
TOTAL	\$1,718,963	\$1,762,369	\$1,775,853	\$1,802,151	\$1,758,665	(\$17,188)
Budgeted Headcount						
Full-Time Positions - Uniform	7,558	7,893	7,836	7,842	7,808	(28)
Full-Time Positions - Civilian	2,120	2,127	2,233	2,241	2,237	4
TOTAL	9,678	10,020	10,069	10,083	10,045	(24)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 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 16 program areas as illustrated in the chart above. These program areas are funded with a combination of City tax-levy 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 2021.

The year-over-year comparison reflects decreased Fiscal 2021 funding primarily for overtime, snow removal and landfill closure. For Fiscal 2021, overtime decreased by \$20 million, from \$130.3 million

to \$110.2 million; Fresh Kills landfill closure costs decreased by \$9 million, from \$73.1 million to \$64.1 million; and lastly, the Department's snow budget decreased by \$9.4 million, from \$111.1 million to \$102 million. This amount is partially offset by a net increase of \$7.8 million, from \$412.8 million to \$420.7 million for waste export.

State Budgetary Proposals

The Fiscal 2021 Executive State Budget introduced the following budgetary proposals that will impact New York City.

- Ban Single-Use and Packaging Styrofoam Products.** This proposal would prohibit the distribution and use of expanded polystyrene, commonly known as Styrofoam, single-use food containers and packaging materials by January 1, 2022. This proposal aligns with existing Local Law 142 of 2013, which restricts the sale or use of certain expanded polystyrene items, such as single-use service containers or packaging peanuts. Currently, enforcement resources have been deployed in New York City to enforce Local Law 142; therefore, the State legislation will have little to no impact on the City as it relates to cost.
- Expand Extended Producer Responsibility (EPR) Programs.** Currently, New York State administers three existing EPR programs – e-waste, mercury thermostats and rechargeable batteries – which have diverted 725 million pounds of difficult-to-manage waste from landfills. To build upon this, the State proposed legislation to mandate EPR include mattresses and carpets. This proposal would likely reduce the amount of waste disposed of in our landfills; however, the exact amount is unknown at this time as DSNY must first complete a waste characterization study to include assessment of mattresses and carpets.

Headcount

The Department's Fiscal 2021 Preliminary Budget provides for 10,045 full-time positions, of which 7,808 are uniform and 2,237 are civilian. The decrease in the Department's Fiscal 2021 headcount is primarily attributed to the reduction of uniformed lot cleaning staff to achieve savings.

Table 3: DSNY Headcount – Adopted vs. Actual

	FY15	FY16	FY17	FY18	FY19	FY20
Adopted Headcount						
Uniform	7,356	7,427	7,490	7,517	7,657	7,823
Civilian	2,154	2,247	2,276	2,255	2,302	2,270
Total	9,510	9,674	9,766	9,772	9,959	10,093
Actual Headcount						
Uniform	7,381	7,465	7,544	7,588	7,962	7,978
Civilian	2,005	2,104	2,077	2,120	2,089	2,131
Total	9,386	9,569	9,621	9,708	10,051	10,109

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.

Uniformed Overtime

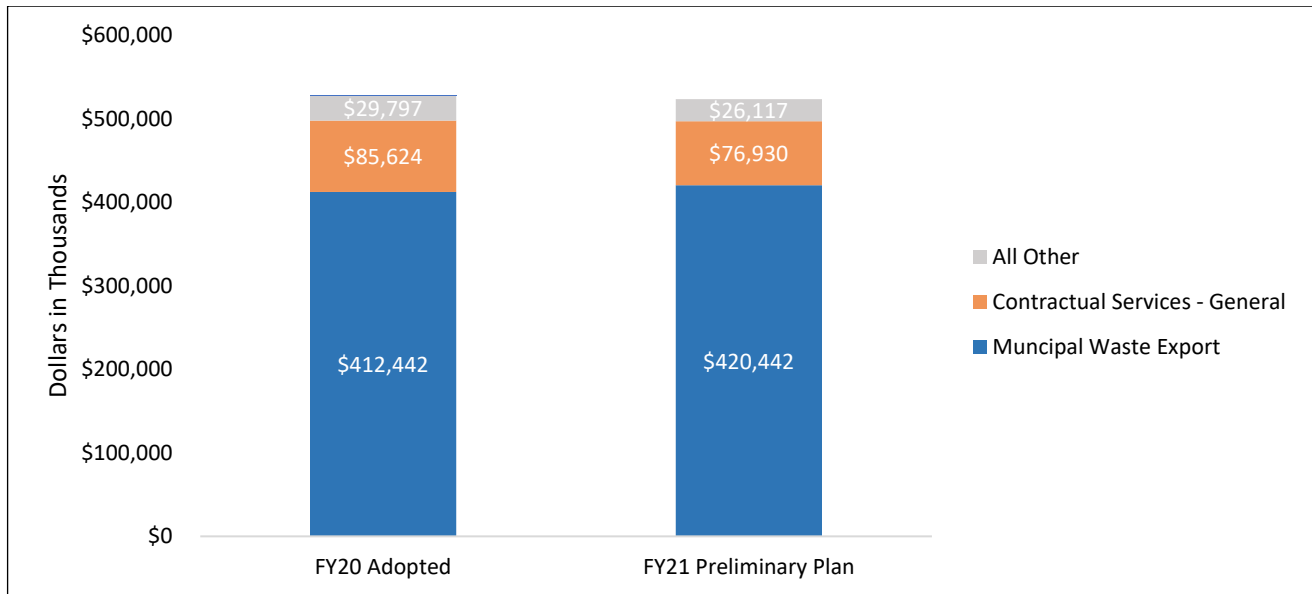
For Fiscal 2020, the Department's current modified overtime budget increased by \$1.9 million, to \$132.2 million when compared to the Fiscal 2020 Adopted Budget. The increase in PS funding was primarily driven by collection and cleaning. In Fiscal 2021, the overtime budget decreased by \$22

million, to \$110.2 million; this is primarily due to one-time funding in Fiscal 2020 not included in Fiscal 2021 for supplementary cleanup service, including street sweeping and litter basket service.

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 by means of a contract. The Contract Budget is a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The Fiscal 2021 Preliminary Contract Budget totals \$17 billion for procurement expenditures across all agencies.

Figure 3: DSNY Contract Budget



For DSNY, the Contract Budget for Fiscal 2021 is approximately \$523.5 million, which is three percent of the City’s Fiscal 2021 contract budget. 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 \$420.4 million. Waste export 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.

Miscellaneous Revenue

Table 4: DSNY Miscellaneous Revenue Budget Overview

<i>Dollars in Thousands</i>						
Revenue Sources	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Transfers Permits	\$563	\$563	\$563	\$563	\$563	\$0
Dumping Fees	900	1,250	1,250	1,250	1,250	0
Abandon Vehicles	275	275	275	100	100	(175)
Landfill Gas Concession	9,000	14,864	12,582	\$12,582	\$1,778	(12,582)
General Fees-Badges, Equipment	10	10	10	10	10	0
Pest Control Fees	1,000	1,000	1,000	1,000	1,000	0
Dynamometer Emissions Fees	30	30	30	62	30	0
Recovery of Refrigerants	130	330	330	130	130	(200)
Impound Fees-Illegal Dumping	50	50	50	50	50	0
Recycled Bulk & Paper Sales	4,819	3,600	4,819	3,096	3,096	(1,723)
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	2,866	5,285	2,866	4,971	4,971	2,105
Employee HLTH Contributions	2,550	4,200	2,550	4,300	2,550	0
TOTAL	\$23,789	\$33,053	\$27,921	\$17,128	\$15,346	(\$12,575)

**The difference of Fiscal 2020 Adopted compared to Fiscal 2021 Preliminary Budget.*

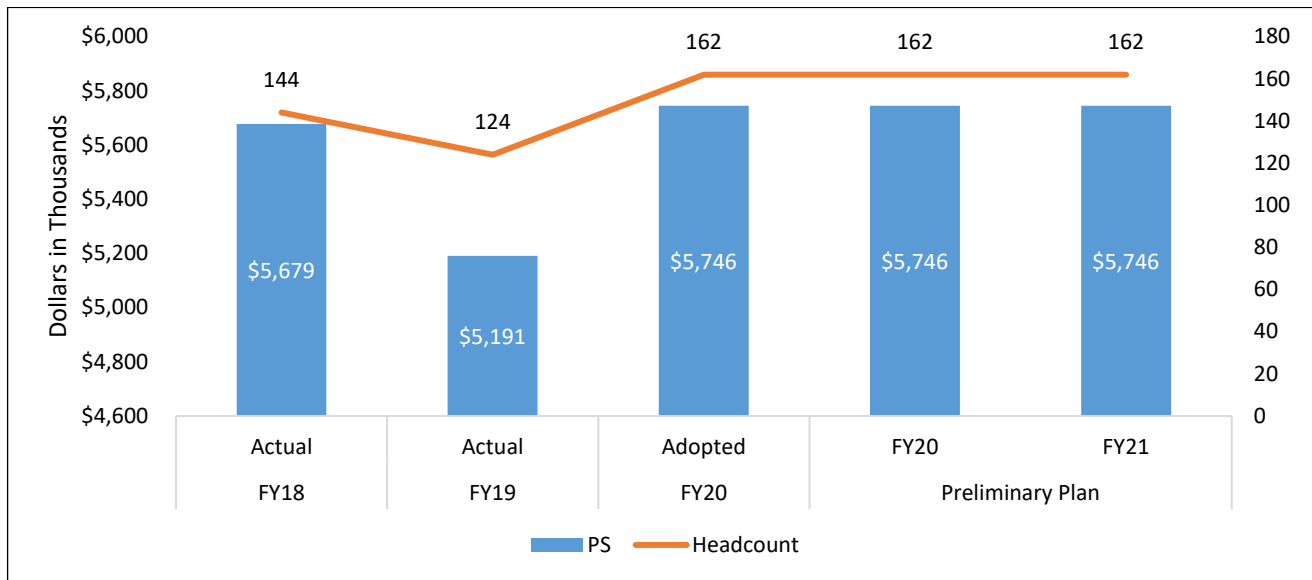
The chart above shows the fourteen categories of revenue generated by the Department and reports revenue for Fiscal 2018 through Fiscal 2021. The Preliminary 2020 and 2021 figures are prescribed by the Office of Management and Budget (OMB) based on historical patterns of actual revenues in previous fiscal years. The DSNY Revenue Budget totals \$15.3 million in Fiscal 2021, which is \$12.6 million or 45 percent, less than the Fiscal 2020 Adopted Budget of \$27.9 million. The decrease in Fiscal 2021 primarily reflects an adjustment for landfill gas capture at Fresh Kills.

Program Areas

Civilian Enforcement

The program area includes funding for borough specific enforcement of sanitation laws in all five boroughs.

Figure 4: Civilian Enforcement Spending



The Fiscal 2021 Preliminary Budget for Civil Enforcement remains unchanged from the Fiscal 2020 Adopted Budget at \$5.74 million; this provides for 162 full-time positions to enforce the sanitary laws citywide.

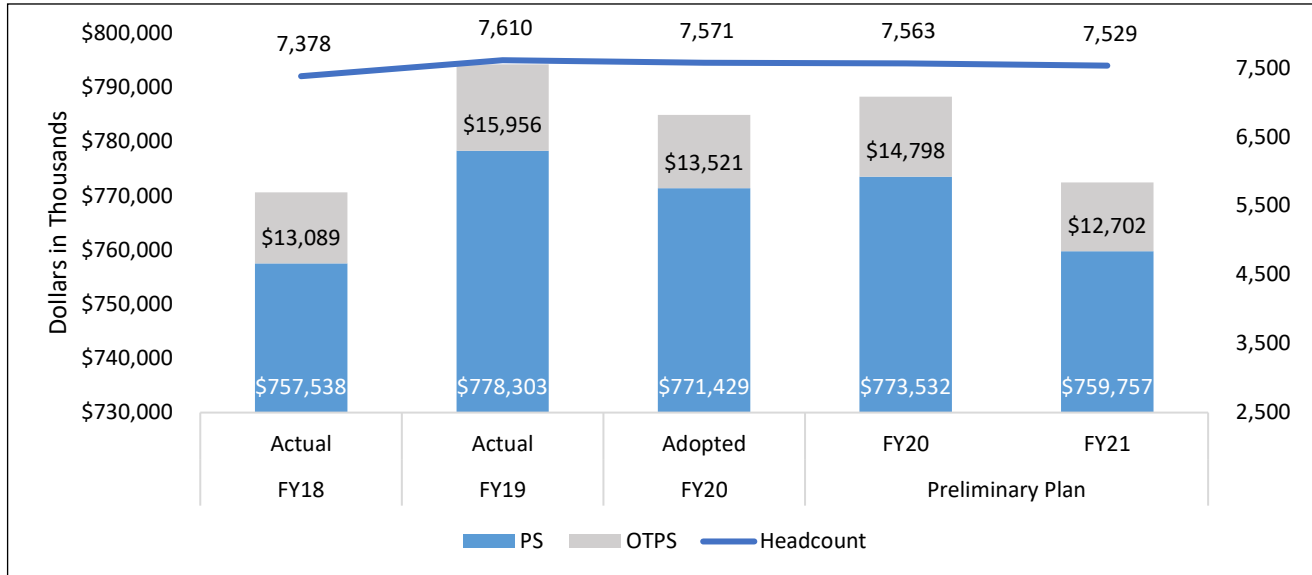
Overflowing litter baskets and garbage on City streets are a public health concern. Street and dump condition complaints received by 311 increased from 28,715 in Fiscal 2018 to 32,314 in Fiscal 2019. For the current fiscal year, as of February 2020, the number of complaints received was 15,641. As the number of complaints increased year-over-year, DSNY’s civilian enforcement headcount increased accordingly. The above chart provides a breakdown, by borough, of the Fiscal 2020 civilian enforcement headcount, for a total of 162 personnel.

Table 5: Fiscal 2020 Civilian Enforcement Headcount

Borough	Number of Enforcement Agents
Manhattan	39
Queens	40
Bronx	33
Brooklyn	45
Staten Island	5
TOTAL	162

Collection and Street Cleaning

Figure 5: Collection and Street Cleaning Spending



The Collection and Street Cleaning program area decreased by \$12.5 million from \$785 million in Fiscal 2020 to \$772.5 million in the Fiscal 2021 Preliminary Plan. Additionally, headcount in this program area decreased by 42 from 7,571 in the Fiscal 2020 Adopted Budget to 7,529 in the Fiscal 2021 Preliminary Budget. This decrease is due to a decrease in PS funding for uniformed overtime, as well as a reduction of 37 uniformed lot cleaning staff (31 sanitation workers and six supervisors) and 3 civilian staff.

For Fiscal 2020, DSNY received an additional \$8.6 million for increased litter basket service citywide - funding was not baselined. During the first four months of Fiscal 2020, the street cleanliness ratings increased from 95.5 percent during the same period last year to 97.7 percent this year. A total 56 of the 59 community boards rated above 90 percent.

PMMR Performance Measures

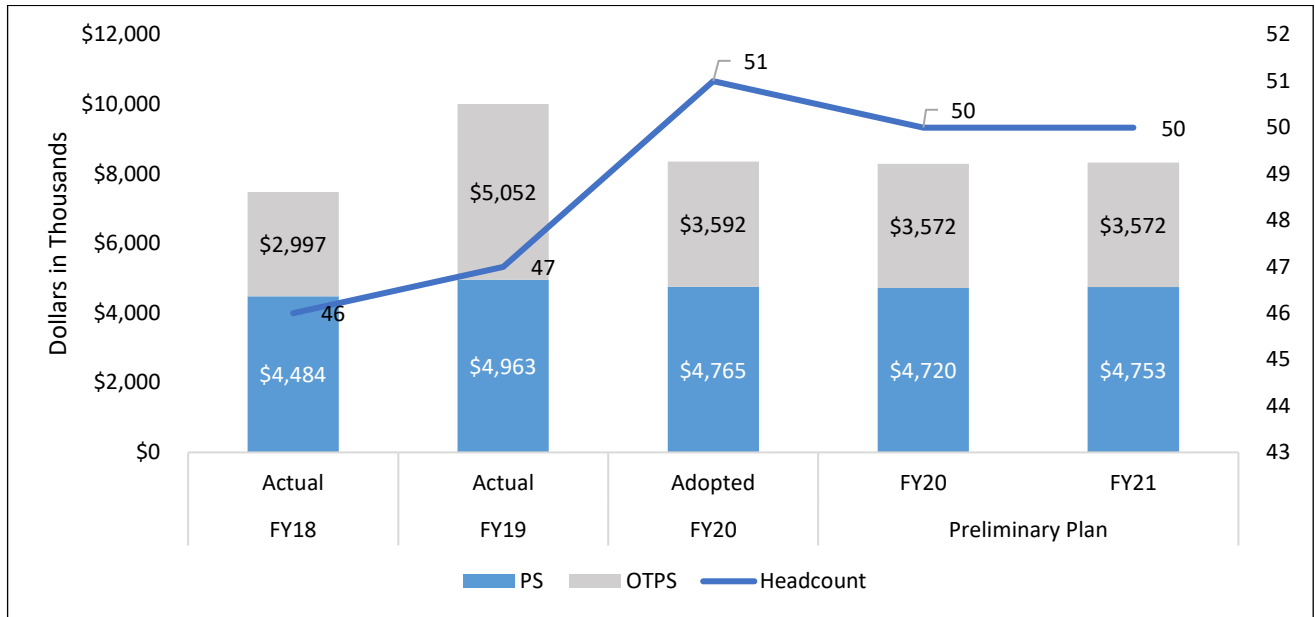
Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Vacant lot cleaning requests	2,730	3,140	2,937	2,500	2,500	1,462	1,414
Lots cleaned citywide	3,399	3,494	3,027	3,200	3,200	1,124	1,018
Tons of refuse disposed (000)	3,213	3,193	3,248	3,150	3,150	1,108	1,103
Refuse tons per truck-shift	9.6	9.3	9.5	10.7	10.7	9.7	9.4

DSNY received 1,414 vacant lot cleaning requests in the first quarter of Fiscal 2020, a decrease of 48 or three percent, when compared to the same period in Fiscal 2019. The Department cleaned 1,018 lots citywide in the first quarter of Fiscal 2020, a decrease of 106, or 9.4 percent when compared to the same period in Fiscal 2019. For the first quarter of Fiscal 2020, tons of refuse disposed of and tons per truck-shift remain essentially unchanged when compared to the same period in Fiscal 2019.

Engineering

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

Figure 6: Engineering Spending

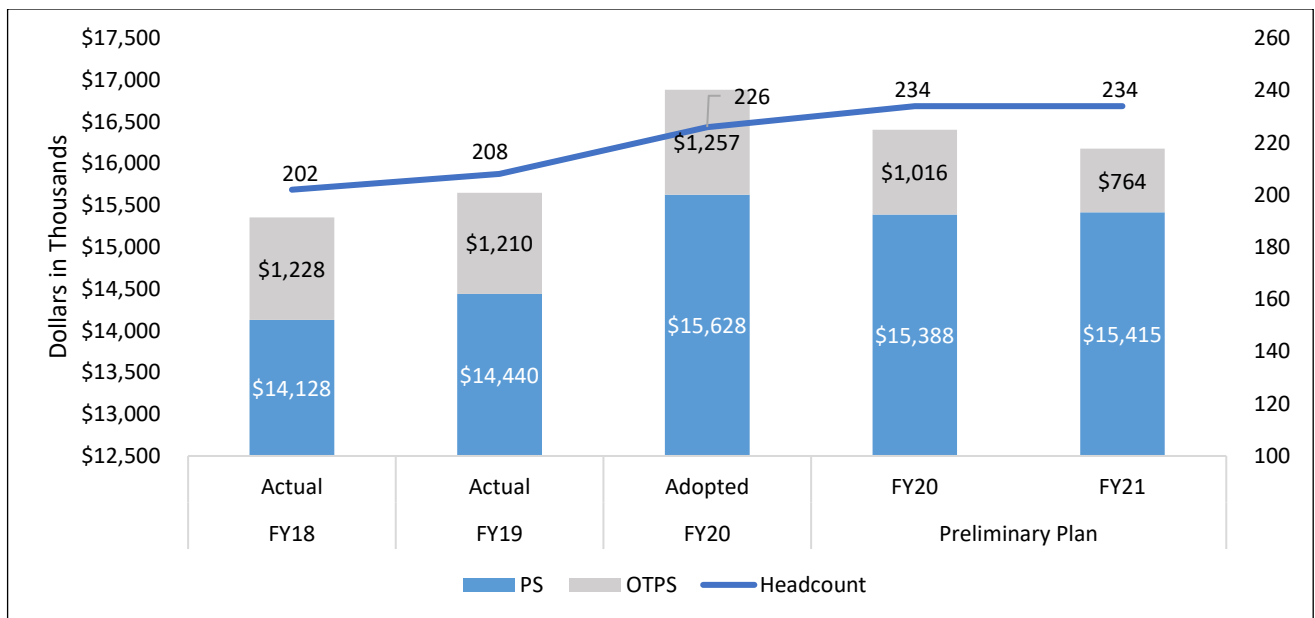


The Fiscal 2021 Preliminary Budget for the Engineering program area decreased by \$32,000 or less than one percent, from \$8.4 million in Fiscal 2020 to \$8.32 million in the Fiscal 2021 Preliminary Plan. The decrease is primarily due a decrease in OTPS funding to procure vehicle equipment, as well as a PS reduction with the elimination of one civilian position vacancy.

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 2021 Preliminary Budget for Enforcement- General decreased by \$705,392 from \$16.9 million in the Fiscal 2020 Adopted Budget to \$16.2 million in the Fiscal 2021 Preliminary Plan.

Additionally, headcount in this program area increased by eight from 226 in the Fiscal 2020 Adopted Budget to 234 in the Fiscal 2021 Preliminary Budget. The overall decrease reflects a decrease in OTPS funding to procure vehicle equipment, as well as a PS reduction with the elimination of three civilian position vacancies; slightly offset by an increase to hire 11 uniformed staff for enforcement and syringe collection.

PMMR Performance Measures

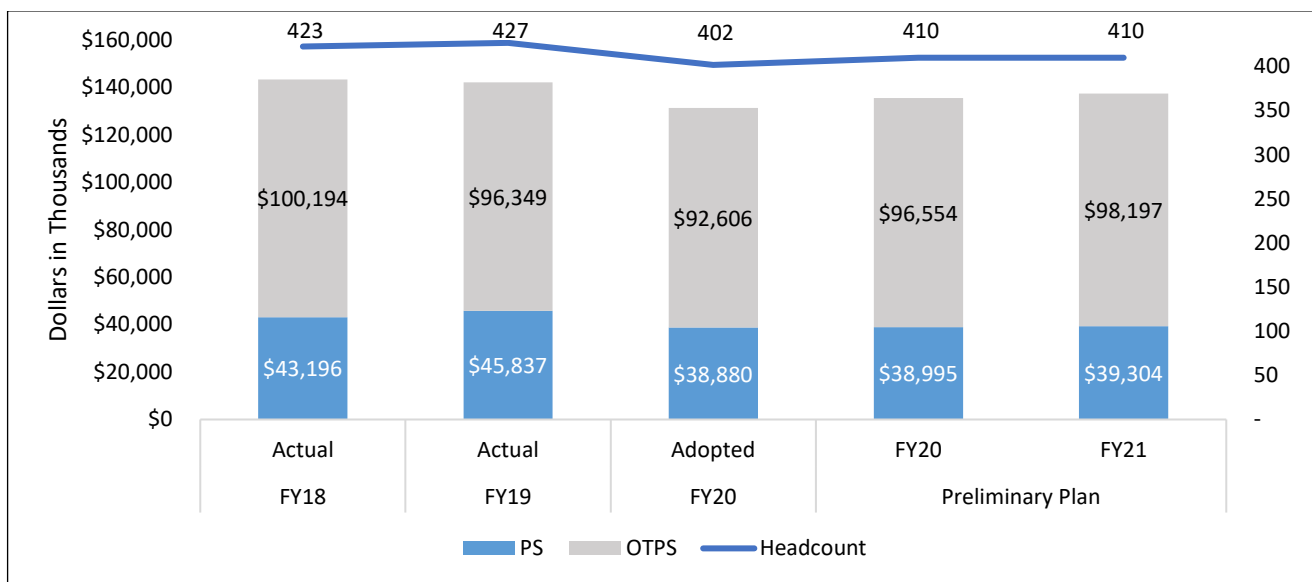
Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Streets rated acceptably clean (%)	95.9%	NA	NA	92.0%	92.0%	95.5%	97.5%
Streets rated filthy (%)	0.1%	0.2%	NA	*	*	0.2%	0.0%
Sidewalks rated acceptably clean (%)	97.3%	97.1%	NA	97.0%	97.0%	97.3%	98.2%
Sidewalks rated filthy (%)	0.1%	0.2%	NA	*	*	0.2%	0.1%
Violations issued for dirty sidewalks	65,272	55,913	59,904	*	*	23,630	24,266
Violations issued for illegal posting	10,892	3,954	4,706	*	*	1,297	2,041

In the first quarter of Fiscal 2020, streets and sidewalks rated acceptably clean remained high at 97.5 and 98.2 percent, respectively. In relation to sidewalk cleanliness and illegal posting enforcement, there was an overall increase during the first quarter of Fiscal 2020 when compared to the same period in Fiscal 2019.

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 increased by \$6 million from \$131.5 million or 4.5 percent in the Fiscal 2020 Adopted Budget to \$137.5 million in the Fiscal 2021 Preliminary Plan. This increase

is primarily due to an increase in OTPS funding for operational rental sites, as well as an increase in PS funding attributed to collective bargaining.

PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Payout (\$000)	\$50,040	\$80,522	\$70,072	*	*	\$41,846	\$15,240
Total Office of Administrative Trials violations issued	456,373	390,611	372,818	*	*	129,656	120,501

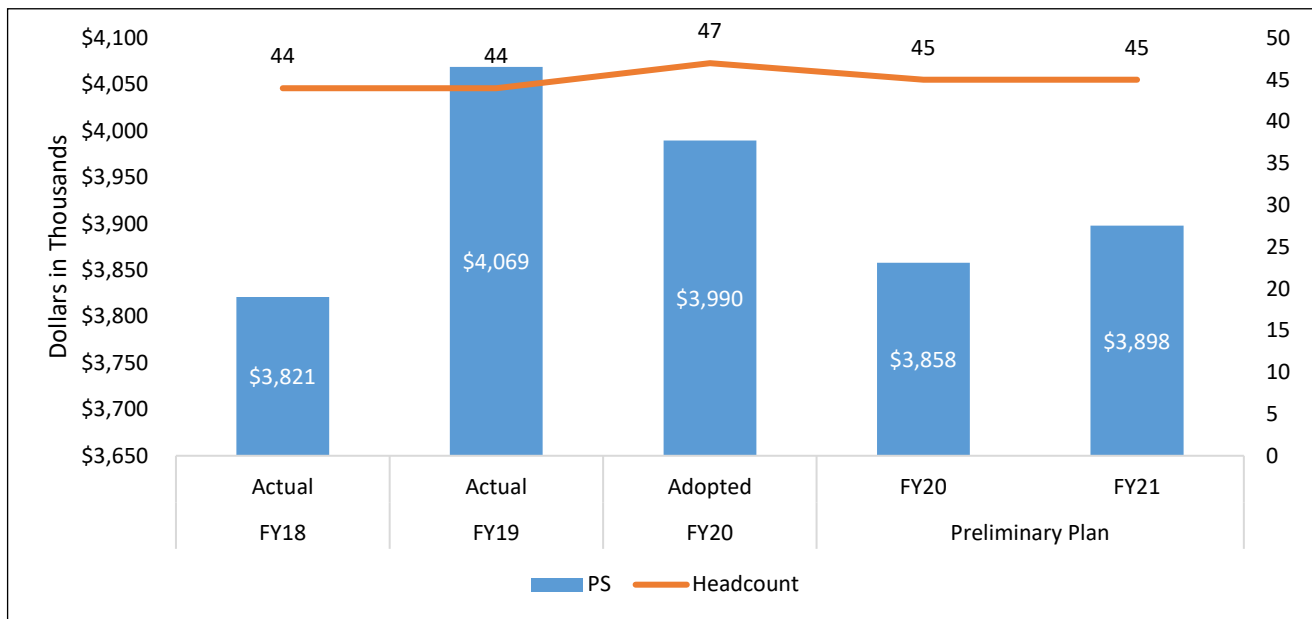
The number of Administrative Trials violations issued by DSNY in the first quarter of Fiscal 2020 was 120,501, a decrease of 9,155 violations issued, or nearly seven percent when compared to the first quarter of Fiscal 2019.

In the first quarter of Fiscal 2020, the City paid out \$15.2 million for cases involving DSNY that were lost in court, a decrease of \$26.6 million, or 64 percent when compared to the first quarter of Fiscal 2019.

Legal Services

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

Figure 9: Legal Services Spending

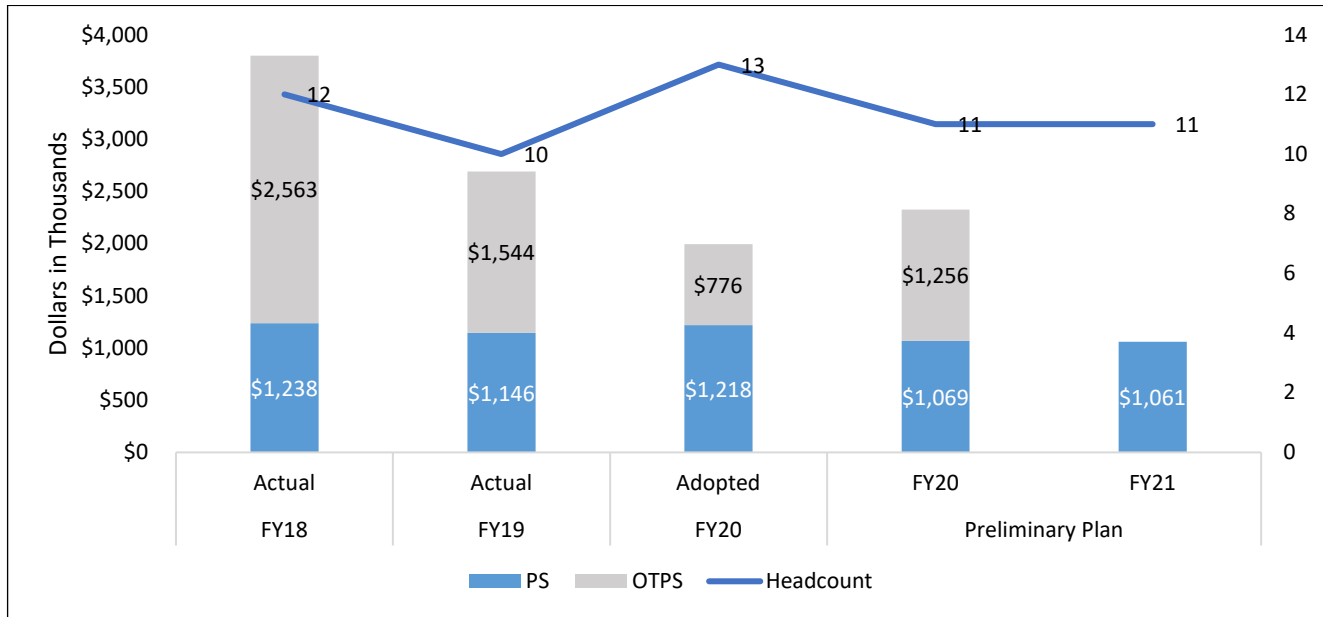


The Department’s Fiscal 2021 Preliminary Budget includes \$3.89 million for legal services, which is \$92,000, or nearly 2.5 percent, less than the Fiscal 2020 Adopted Budget of \$4 million. This decrease is attributed to a decrease in PS funding with the elimination of two civilian position vacancies.

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

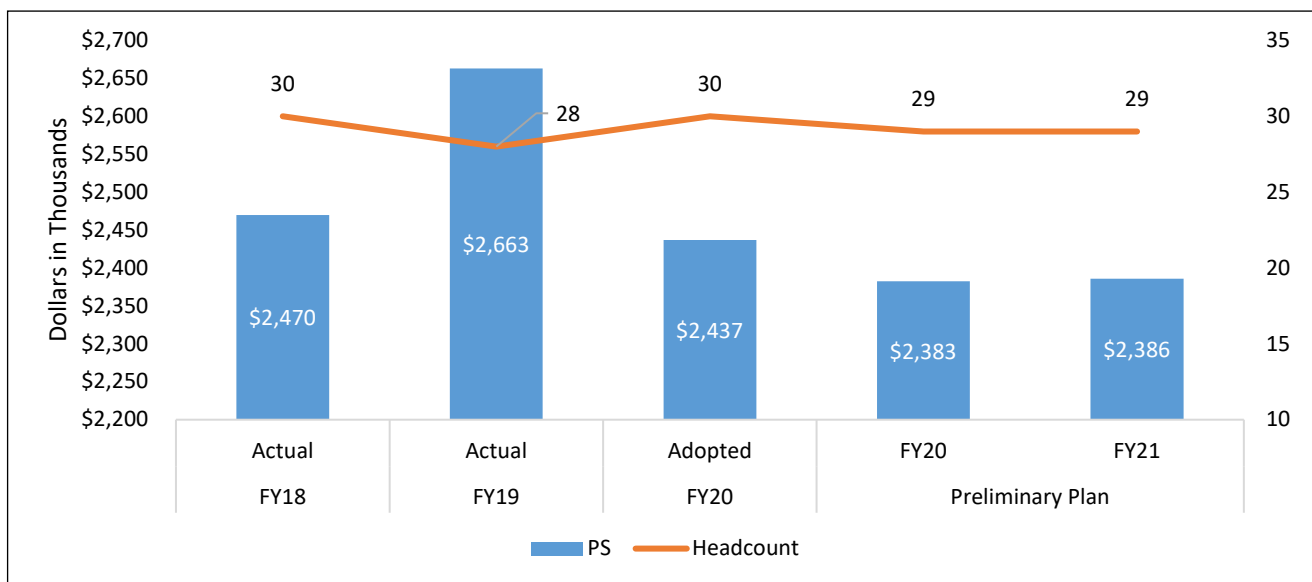


The Department’s Fiscal 2021 Preliminary Budget includes \$1.1 million for long term export, which is \$933,000, or 47 percent, less than the Fiscal 2020 Adopted Budget of \$2 million. This decrease is attributed to a decrease in OTPS funding for long term export contacts, as well as a reduction in PS funding with the elimination of two civilian position vacancies.

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

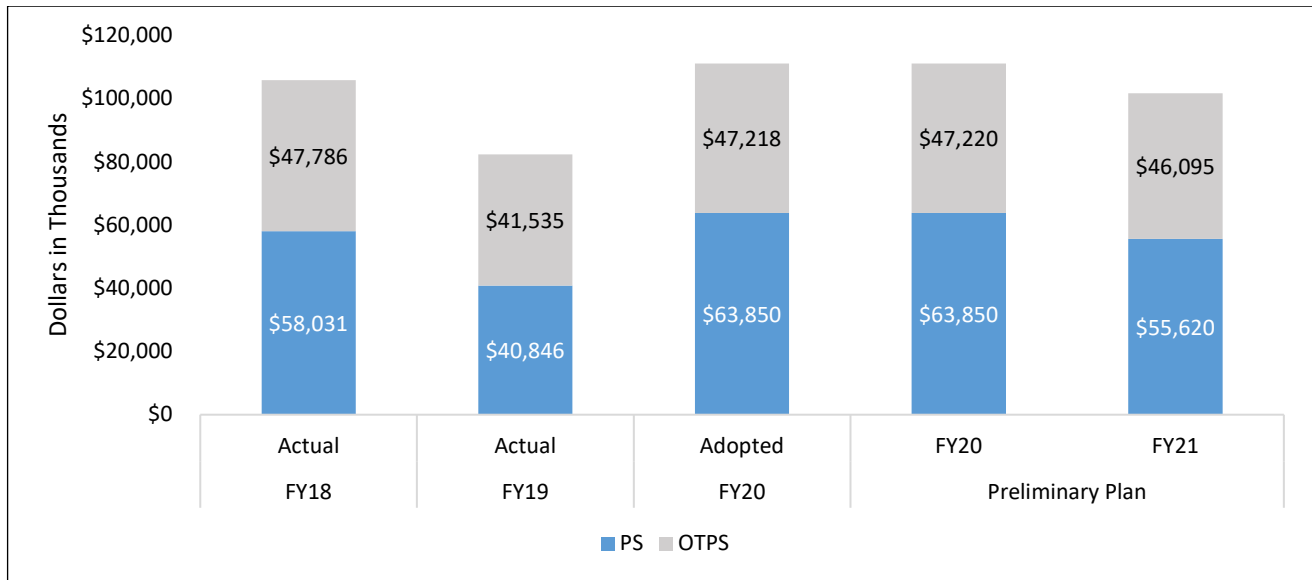


The Fiscal 2021 Preliminary Budget for the Bureau of Public Information is \$2.4 million, which is \$51,000 less, or a two percent decrease from the Fiscal 2020 Adopted Budget of \$2.4 million. This decrease is attributed to a decrease in PS funding with the elimination of one civilian position vacancy.

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 2021 Preliminary Budget for Snow Removal is \$101.7 million, which is \$9.4 million or an eight and a half percent decrease, from the Fiscal 2020 Adopted Budget of \$111.1 million. The decrease reflects a five-year average adjustment for snow removal versus the snow fall average.

Information Regarding Snow Removal Procedures

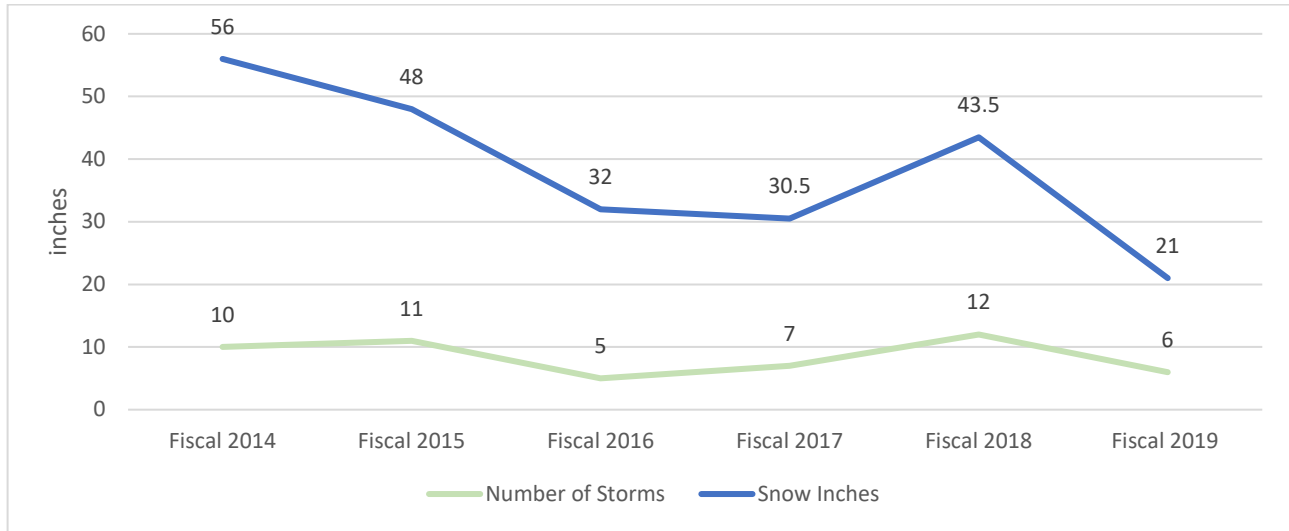
Uniformed sanitation workers are emergency responders due to the important role they play during snowstorms. During snow events sanitation workers must report for twelve-hour shifts. To formulate an effective snow removal response, routes are designed to address roadways and categorized into classifications.

- **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 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 the Department of Transportation (DOT), the Department of Environmental Protection (DEP), and the Department of Parks and Recreation (DPR) 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 Office of Emergency Management (OEM) and New York Police Department (NYPD).

Figure 13: FY14-19 Winter Storm History



PMMR Performance Measures

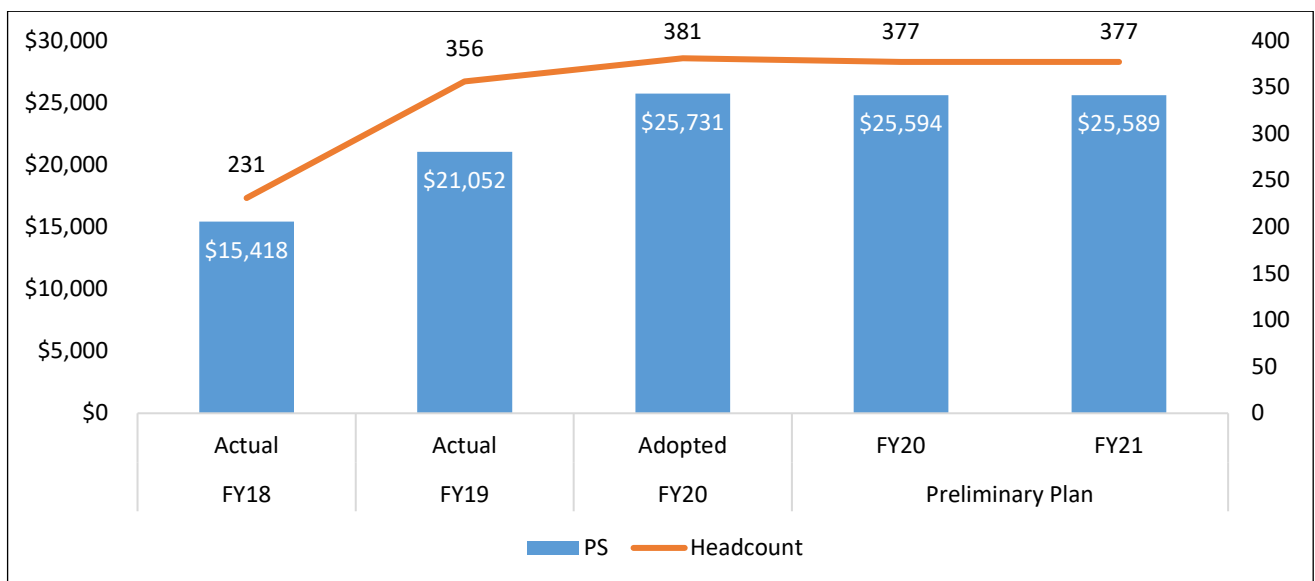
Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Snowfall (total inches)	30.5	43.5	21	*	*	0	0
Salt use (tons)	391,719	480,016	366,302	*	*	0	0

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 14: Solid Waste Transfer Stations Spending

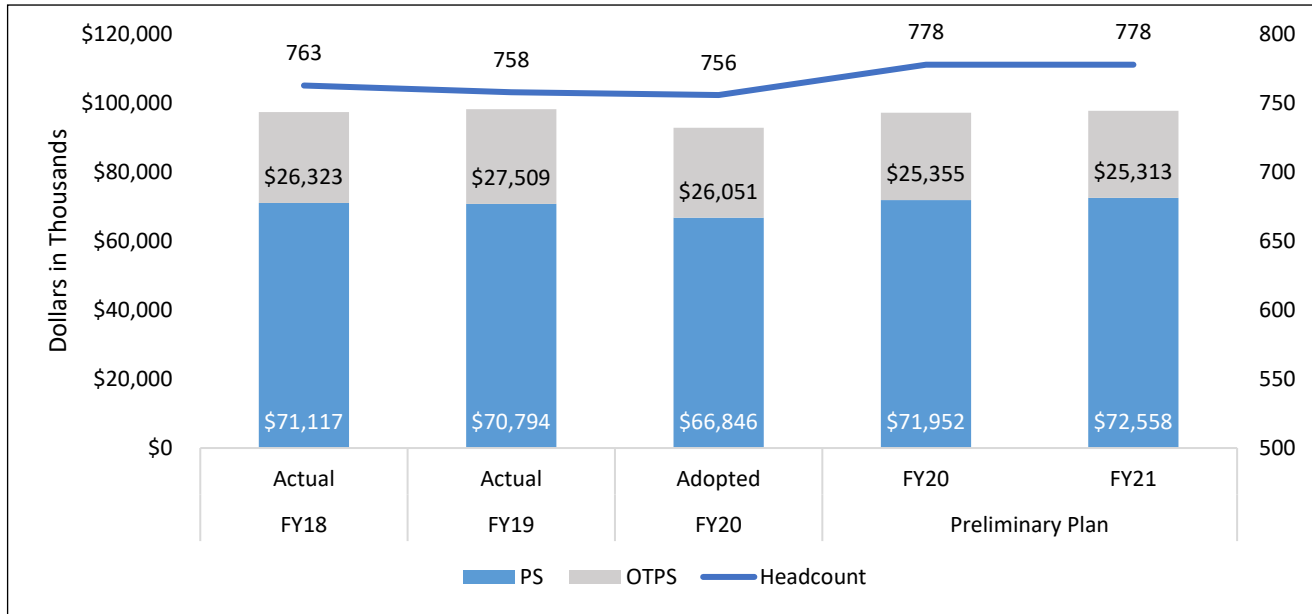


The Fiscal 2021 Preliminary Budget for the solid waste transfer stations is \$25.6 million, which is \$142,000 or, one percent less than the Fiscal 2020 Adopted Budget of \$25.7 million. The decrease is attributed to a decrease PS funding with the elimination of four civilian position vacancies.

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 15: Support Operations – Motor Equipment Spending

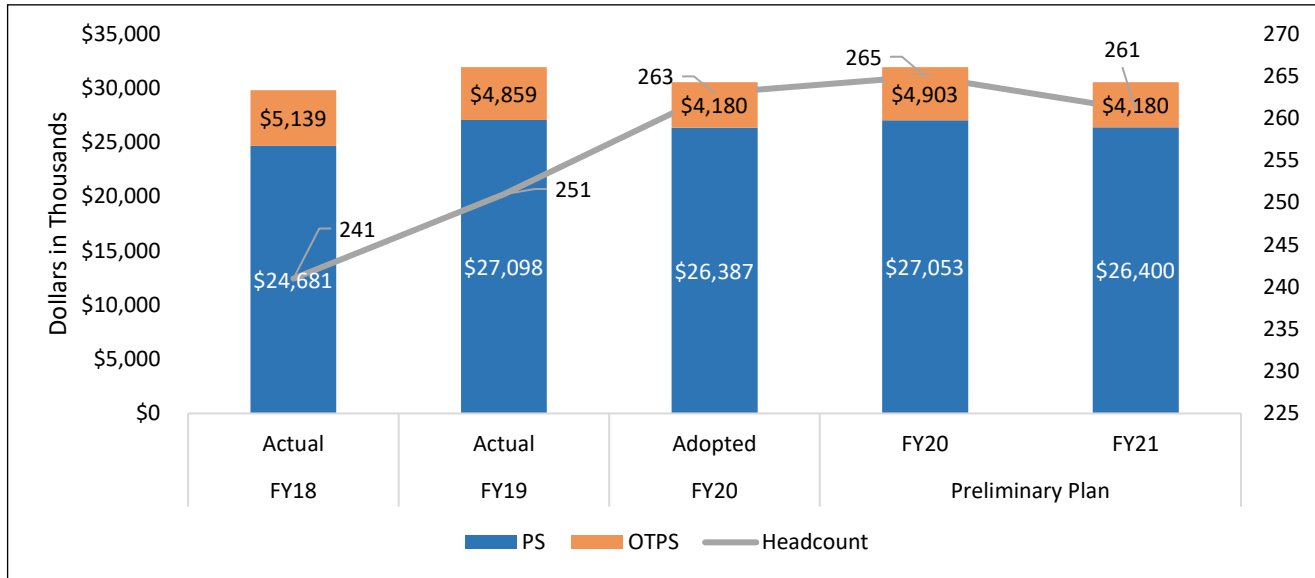


The Fiscal 2021 Preliminary Budget for the Bureau of Support Operations – Motor Equipment is \$97.9 million, which is \$4.9 million, or 5.5 percent more than the Fiscal 2020 Adopted Budget of \$92.9 million. This change reflects an increase in PS funding for collective bargaining costs; slightly offset by a reduction in OTPS funding to procure vehicle equipment.

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 16: Support Operations – Building Management Spending

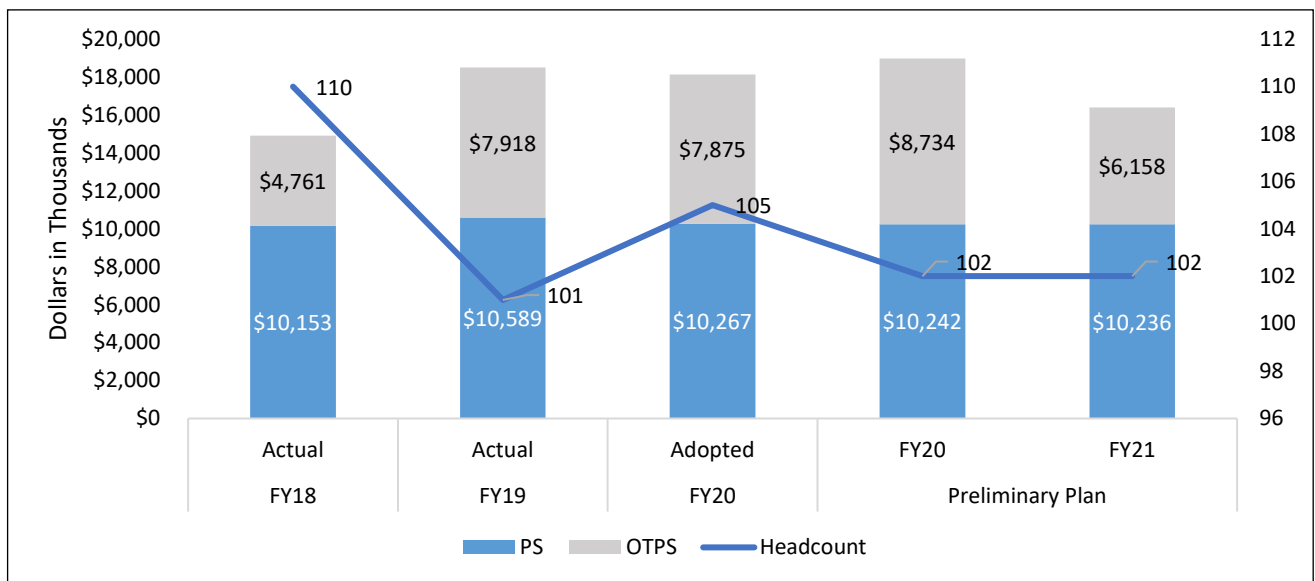


The Fiscal 2021 Preliminary Budget for Bureau of Support Operations – Building Management remains essentially unchanged from the Fiscal 2020 Adopted Budget.

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 17: Waste Disposal – General Spending

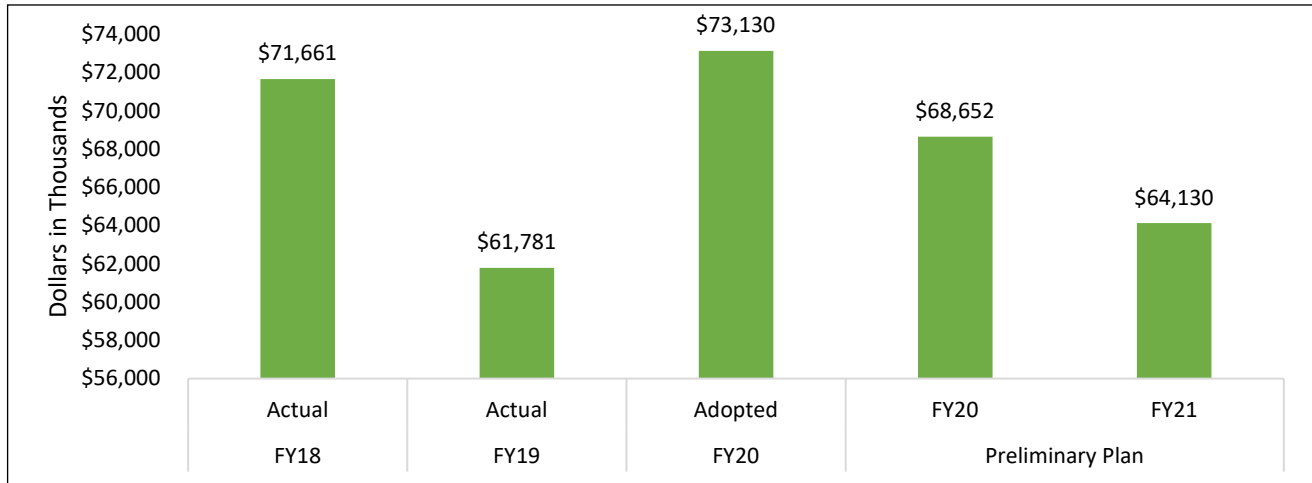


The Fiscal 2021 Preliminary Budget for the Bureau of Waste Disposal is \$16.4 million, which is \$1.7 million or approximately 9.6 percent less, than the Fiscal 2020 Adopted Budget of \$18.1 million. This decrease reflects a decrease in OTPS funding for vehicle towing and janitorial contracts, as well as a reduction in PS funding with the elimination of three civilian position vacancies.

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 18: Waste Disposal – Landfill Closure Spending

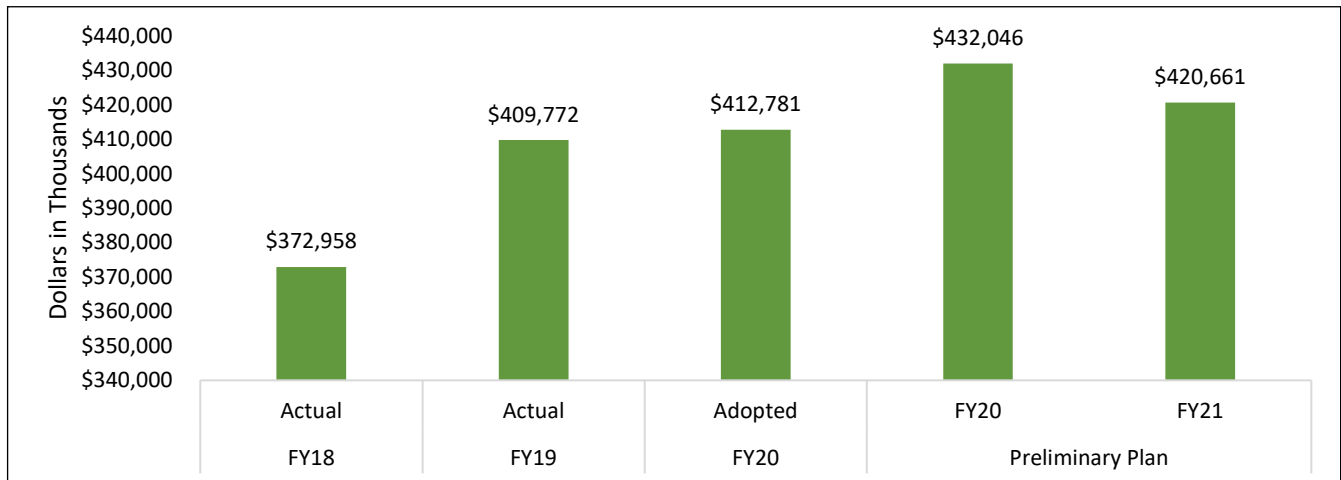


The Fiscal 2021 Preliminary Budget for the Bureau of Waste Disposal – Landfill Closure is \$64.1 million, which is \$9 million or 12.3 percent less, than the Fiscal 2020 Adopted Budget of \$73.1 million. This decrease reflects a cost re-estimate to remediate the Great Kills Landfill.

Waste Export

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

Figure 19: Waste Export Spending



The Fiscal 2021 Preliminary Budget for waste export is \$420.7 million, which is \$7.9 million, or nearly two percent, more than the Fiscal 2020 Adopted Budget of \$412.8 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 Landfill Waverly, VA	Rail
Bronx Paper	SIMMS 850 Edgewater Road Bronx, NY		Sold to third party truck
Bronx MPG	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd Ave Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Bronx Organics	Waste Management 215 Varick Street Bklyn, NY	Newtown Creek Digester Greenpoint Bklyn	Truck
Staten Island Refuse	Allied Waste (SITS) 600 West Service Road Staten Island, NY	Lee County Landfill Bishopville, SC	Rail
Staten Island Paper		Visy Paper 4435 Victory Blvd. Staten Island, NY	DSNY truck
Staten Island MPG		SIMMS 1 Linden Avenue East Jersey City, NJ	DSNY truck
Manhattan Refuse		Covanta Essex 183 Raymond Blvd Newark, NJ	DSNY truck
	Interstate Waste 375 US 1 Truck Rt. Jersey City, N.J.	Cumberland County LF Shippensburgh PA	Truck
	Covanta Sustainable Sol. 91st Street MTS Manhattan NY	Covanta Energy Niagara Falls NY	Barge to Rail
		Covanta Energy Delaware Valley PA	Barge to Rail
Manhattan Paper	59th Street MTS Pier 59 NY, NY	Visy paper 4435 Victory Blvd. Staten Island, NY	Barge
Manhattan MGP		SIMMS 1 Linden Avenue East Jersey City, NJ	DSNY Truck
	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd Avenue Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge

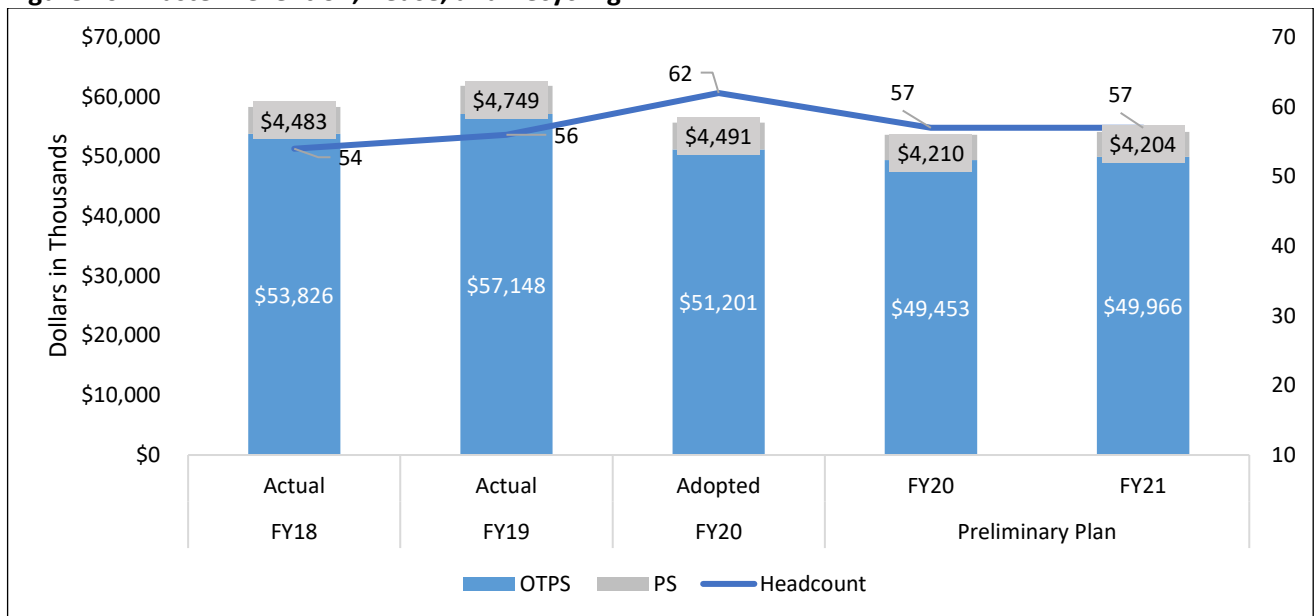
BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Queens refuse	Covanta 4Recovery North Shore MTS Queens, NY	Covanta Energy Niagara Falls, NY	Barge to Rail
		Covanta Energy Delaware Valley, PA	Barge to Rail
	Waste Management 38-50 Review Avenue Queens, NY	High Acres Landfill Fairport NY	Rail
	Tully Environmental 127-30 34th Avenue Corona, NY	Seneca Meadows Landfill Waterloo NY	Truck
		Commonwealth Environ. Hegins, PA	Truck
		Keystone Sanitary Dunmore, PA	Truck
	American Recycling 172-33 Douglas Ave Jamaica, NY 11433	Seneca Meadows Landfill Waterloo, NY	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 truck
Queens MGP	SIMMS 30-27 Geenpoint 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	Pine Island Dairy Farm Sheffield Mass	Truck
Brooklyn Refuse	Hamilton Ave. MTS Hamilton Ave./ Gowanus Brooklyn, NY	High Acres Landfill Fairport, NY	Barge to Rail
		Atlantic Landfill Waverly, VA	Barge to Rail
	South West MTS Bay 41st/25th Ave. Brooklyn, NY	High Acres Landfill Fairport, NY	Barge to Rail
		Atlantic Landfill Waverly, VA	Barge to Rail
	Waste Management 215 Varick Street Brooklyn, NY	High Acres Landfill Fairport, NY	Rail

BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Brooklyn Paper	SIMMS 472 2nd Ave Brooklyn, NY		Sold to third party truck
	SIMMS 30-27 Geenpoint Ave Queens, NY	Visy Paper 4435 Victory Blvd. Staten Island, NY	Barge
		Visy Paper 4435 Victory Blvd. Staten Island, NY	DSNY truck
Brooklyn MPG	SIMMS 472 2nd Ave Brooklyn, NY		Sold to third party truck
	SIMMS 30-27 Geenpoint Ave Queens, NY	SIMMS 472 2 nd Avenue Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Brooklyn Organics	Waste Management 215 Varick Street Brooklyn, NY	Newtown Creek Digester Greenpoint, Brooklyn	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 evacuation.

Figure 20: Waste Prevention, Reuse, and Recycling



The Fiscal 2021 Preliminary Budget for the Bureau of Waste Prevention, Reuse, and Recycling is \$54.2 million, which is \$1.5 million, or 2.5 percent less than the Fiscal 2020 Adopted Budget of \$55.7 million. This decrease is primarily due to one-time OTPS funding in Fiscal 2020 not included in Fiscal 2021 for

the Department’s food donation portal, as well a reduction in PS funding with the elimination of five civilian position vacancies.

PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Curbside and containerized recycling diversion rate (%)	17.4%	18.0%	18.1%	23.0%	23.0%	17.6%	17.8%
Curbside and containerized recycled tons (000)	644.3	663.6	681.6	848.6	848.6	224.2	226
Total annual Diversion Rate	20.5%	20.9%	21.1%	*	*	NA	NA
Recycled tons per day	2,565	2,676	2,765	2,270	2,270	NA	NA
Annual tons recycled total (000)	800	835	868	*	*	NA	NA
Missed recycling collections (%)	0.1%	0.2%	0.1%	*	*	0.1%	0.0%
Recycling summonses issued	100,629	84,682	76,492	*	*	25,836	20,231
Recycling collection cost per ton (\$)	\$686	\$706	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$738	\$783	NA	*	*	NA	NA

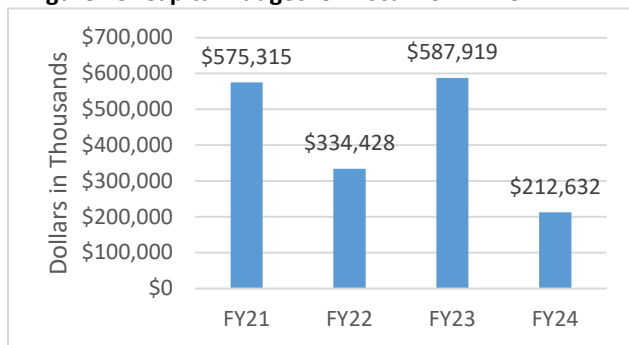
Capital Plan Overview

On January 16, 2020, Mayor Bill de Blasio released the Preliminary Capital Commitment Plan for Fiscal 2020-2024 (the Commitment Plan) and the Fiscal 2021-2024 Capital Budget (the Capital Budget).

The following section will provide an overview of the Preliminary Commitment Plan and Capital Budget for DSNY. Each one of these documents should support and be well integrated with one another to properly execute the City’s capital projects as well as meet its infrastructure goals. We will examine to what extent this is occurring, where improvements need to be made, and the overall feasibility of DSNY’s capital program.

Preliminary Capital Budget for Fiscal 2021-2024

Figure 23: Capital Budget for Fiscal 2022 – 2024



The Capital Budget provides the required appropriations for Fiscal 2021 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. As shown in the chart below, the Department of Sanitation’s Fiscal 2021 Preliminary Capital Budget includes \$1.71 billion in Fiscal 2021-2024. This

represents approximately three percent of the City’s total \$53.9 billion Capital Budget for 2021-2024.

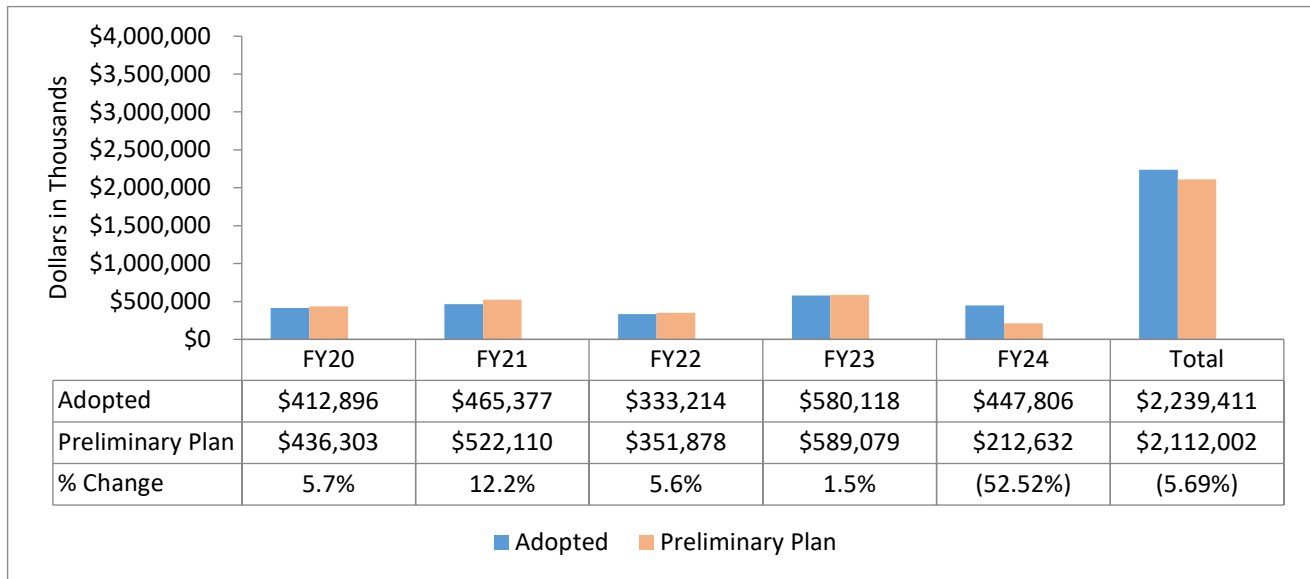
Preliminary Capital Commitment Plan for Fiscal 2020-2024

The City’s Capital Commitment Plan details the Administration’s plan to spend the appropriations voted on by the City Council at Adoption. The Commitment Plan provides project-level funding detail as well an estimate of expenditure dates. It is through this document that we gain insight into a project’s estimated cost, start date and time to completion.

DSNY’s Preliminary Commitment Plan includes \$2.1 billion in Fiscal 2020-2024. This represents approximately 2.5 percent of the City’s total \$85.5 billion Preliminary Commitment Plan. The Capital

Commitment is significantly higher than the Capital Budget because it includes the current appropriations for Fiscal 2020. The amount of uncommitted appropriations form the amount that will be re-appropriated or rolled into Fiscal 2021 in the Executive and Adopted Budgets.

Figure 24: DSNY Commitment Plan



The Preliminary Capital Plan for the Department for Fiscal 2020-2024 has decreased by \$127.4 million to a total of \$2.1 billion, demonstrating a 5.5 percent reduction when compared to the Department’s Adopted Commitment Plan. The decrease can be primarily attributed to two projects that were pushed past Fiscal 2024: (1) a \$191 million re-allocation for the 25th Street garage in Manhattan, and (2) a \$53 million re-allocation for Gansevoort Marine Transfer Station in Manhattan.

The total appropriations for DSNY in Fiscal 2020 are \$410.9 million against planned commitments totaling \$197.4 million.¹ This excess balance of \$213.5 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions, this flexibility is more limited than it appears from this variance alone.

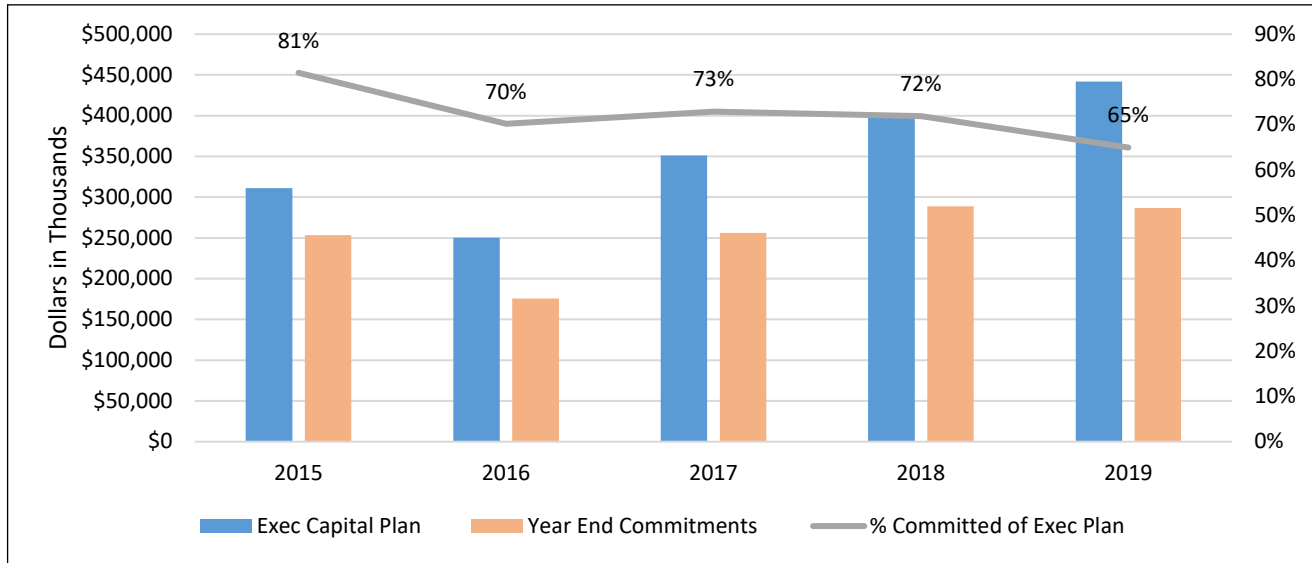
Historically, the Commitment Plan has frontloaded planned commitments for capital projects in the first year or two of the plan, and included unrealistically high planned commitments. At the Council’s continued urging that practice has largely ceased. Beginning with the Fiscal 2020 Executive Commitment Plan, agencies’ Commitment Plans are now more accurate, reflecting more evenly distributed planned spending across all years of the plan.

A natural result of more realistic timelines is capital projects extending beyond the Commitment Plan’s five-year time frame. To address this, the Administration has added Section VII. titled “Redistribution of the City’s Capital Plan” to the Commitment Plan. What this section does is increase the transparency of the Commitment Plan by showing the distribution of funding beyond the required five years to ten years (Fiscal 2020 -2029). This extension allows the Council and the public to better

¹ Appropriations for Fiscal 2020 are calculated by summing the available appropriations listed in the commitment plan with actual commitments to-date. Because commitments to-date excludes inter-fund agreements (IFA), this figure may be slightly lower than the total appropriations for Fiscal 2020. In addition, a very small portion of the difference between appropriations and planned commitments are necessary to fund IFA, which are excluded from this planned commitments figure.

differentiate between movement beyond the years of the Commitment Plan and a simple elimination of funding. DSNY’s ten-year total is \$3.42 billion which is \$1.34 billion greater than Department’s \$2.1 billion five-year plan.

Figure 24: DSNY Capital Commitment Rate

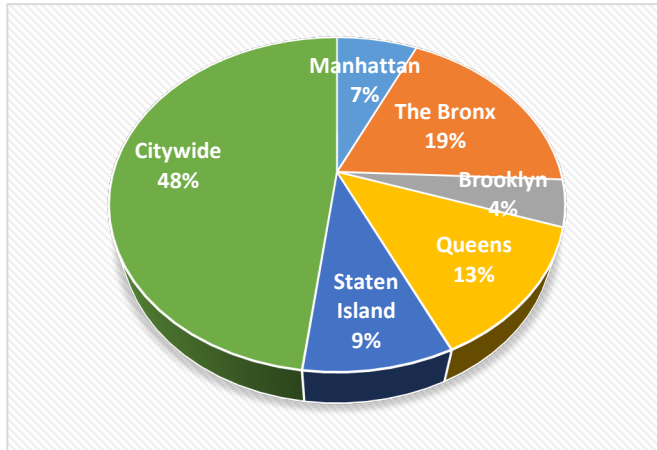


DSNY had actual commitments of \$286.9 million in Fiscal 2019, a commitment rate of 65 percent. The Department’s history of commitments is shown in the chart above. Given this performance history, it is likely that DSNY will end this year with some unmet commitment targets and uncommitted appropriations available to roll into Fiscal 2021 and in the outyears.

Furthermore, the chart above displays the Department’s capital commitment plan as of the Fiscal 2015-2019 Executive Budgets and the actual commitments in the corresponding fiscal years. The chart also shows the capital commitment rate as: the percentage of the capital plan committed per fiscal year.²

The Department’s Commitment Plan contains 156 project 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 7, Queens with no funding associated with it. Since Fiscal 2020 Adoption, the number of project ID’s decreased by four, for a total of 156 project lines included in the Preliminary Capital Commitment Plan; the following project ID’s were eliminated: (1) 827 S136-374 for boiler replacement citywide, (2) 827 S136-270 citywide brine application, (3) 827 S222-420J DSNY storage upgrade, and (4) 827 S216-403 Hamilton Avenue Marine Transfer Station.

² Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

Figure 25: Capital Projects by Borough

Citywide capital projects represent 48 percent or \$1 billion of DSNY's \$2.1 billion four-year capital plan. Generally, citywide projects include vehicle and information technology purchases, as well as marine transfer station construction. Of the \$2.1 billion in the plan, seven percent or \$145.1 million is allocated towards Manhattan projects, 19 percent or \$398.7 million is allocated towards Bronx projects, four and a half percent or \$95 million is allocated towards Brooklyn projects, 12.8 percent or \$271.3 million is allocated towards Queens projects, nine percent or

\$188.3 million is allocated towards Staten Island projects. Borough projects mainly include garage construction and/or rehabilitation. Currently, DSNY has 59 garages citywide.

Fiscal 2021 Preliminary Capital Commitment Plan Highlights

Major capital projects included in the Preliminary Capital Commitment Plan are outlined below.

- **Equipment & Vehicle Replacement.** The Preliminary Capital Commitment Plan includes \$872.9 million to replace various operational equipment and vehicles.
- **Bronx 9/10/11 Garage.** The Preliminary Capital Commitment Plan includes \$278.6 million to build a new Bronx 9/10/11 Garage. The anticipated completion year is 2026 and the total anticipated project cost is \$290.9 million.
- **Staten Island 1 and 3 Garage.** The Preliminary Capital Commitment Plan includes \$146.7 million to build a new Staten Island 1 and 3 Garage. The anticipated completion year is 2024 and the total anticipated cost is \$172.8 million.
- **Queens 1 Garage.** The Preliminary Capital Commitment Plan includes \$142.6 million to build a new Queens 1 Garage. The anticipated completion year is 2026.
- **Citywide Facility Rehabilitation.** The Preliminary Capital Commitment Plan includes \$89.5 million for rehabilitation of various facilities, including district garages and marine transfer stations citywide.
- **Queens 11 and 13 Floor Slab Replacement.** The Preliminary Capital Commitment Plan includes \$44.9 million to replace concrete slabs at the Queens 11 and 13 Garage. The anticipated completion year is 2023.
- **Information Technology.** The Preliminary Capital Commitment Plan includes \$32 million to procure technology equipment for Department operations.
- **Manhattan 11.** The Preliminary Capital Commitment Plan includes \$30 million rehabilitation and new construction at the Manhattan 11 Garage. The anticipated completion year is 2022.

Overall, DSNY's Preliminary Capital Commitment Plan supports the agencies core functions in four ways: (1) ensuring the fleet is on a replacement cycle to meet operational needs, (2) protecting critical equipment by installing resiliency measures at storage locations, (3) providing rehabilitated and new

personnel works spaces and (4) ensuring communication equipment is updated to support and streamline operations.

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY20			FY21		
	City	Non-City	Total	City	Non-City	Total
DSNY Budget as of the Fiscal 2020 Adopted Budget	\$1,756,340	\$19,514	\$1,775,853	\$1,733,537	\$19,164	\$1,753,151
New Needs						
Commercial Waste Zone	\$2,012	\$0	\$2,012	\$390	\$0	\$390
Syringe Litter Collection	459	0	459	278	0	278
14th Street Mechanical Broom Service	320	0	320	145	0	145
Fall Leaf Collection	719	0	719	0	0	0
Waste Export	21,500	0	21,500	0	0	0
Subtotal, New Needs	\$25,010	\$0	\$25,010	\$813	\$0	\$813
Other Adjustments						
1st Quarter Revenue	\$0	\$75	\$75	\$0	\$0	\$0
Agency Phone Plan Review	(27)	0	(27)	(54)	0	(54)
Cement Masons Collective Bargaining	51	0	51	51	0	51
CSBA Attorneys Collective Bargaining	108	0	108	118	0	118
Energy Personnel	0	185	185	0	0	0
Excel Projects	0	625	625	0	0	0
Fresh Kills Landfill Closure	(2,068)	0	(2,068)	0	0	0
Intra-City Mod for DSNY	0	130	130	0	0	0
L237 Collective Bargaining	58	0	58	99	0	99
Intra-City Fuel	0	15	15	0	0	0
L246 All Groups Collective Bargaining	3,786	0	3,786	4,456	0	4,456
Organics Processing	(2,908)	0	(2,908)	0	0	0
Training	0	25	25	0	0	0
Agency Phone Plan Re-Review	(16)	0	(16)	(31)	0	(31)
Energy Personnel	0	88	88	0	0	0
FY20 Member Item Reallocation	1,116	0	1,116	0	0	0
Lease Auditing	(5)	0	(5)	0	0	0
Motor Grade Operator & Tractor Collective Bargaining	36	0	36	36	0	36
NYSNA Collective Bargaining	13	0	13	27	0	27
Prior Year Revenue	(31,939)	31,939	0	0	0	0
Subtotal, Other Adjustments	(\$31,795)	\$33,082	\$1,287	\$4,702	\$0	\$4,702
TOTAL, All Changes	(\$6,785)	\$33,082	\$26,297	\$5,515	\$0	\$5,515
DSNY Budget as of the Fiscal 2021 Preliminary Budget	\$1,749,555	\$52,595	\$1,802,151	\$1,739,052	\$19,163	\$1,758,665

B: DSNY Contract Budget

DSNY Fiscal 2021 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY20 Adopted	Number of Contracts	FY21 Preliminary	Number of Contracts
Cleaning Services	\$266	17	\$707	17
Contractual Services - General	85,624	16	76,930	16
Data Processing Equipment Maintenance	534	1	533	1
Maintenance and Operation of Infrastructure	2,416	22	2,517	22
Maintenance and Repairs - General	1,814	12	982	12
Maintenance and Repairs - Motor Vehicle Equip	1,138	13	1,138	13
Municipal Waste Export	412,442	30	420,442	30
Office Equipment Maintenance	143	6	106	6
Printing Services	1,238	6	1,188	6
Prof. Services - Computer Services	1,764	14	1,754	14
Prof. Services - Other	14,874	21	11,632	21
Security Services	4,286	6	4,286	6
Telecommunications Maintenance	840	5	789	5
Temporary Services	401	3	391	3
Training Program for City Employees	83	6	94	6
TOTAL	\$527,863	178	\$523,489	178

C: Program Areas**Civilian Enforcement**

Civilian Enforcement						
<i>Dollars in Thousands</i>						
	FY18 Actual	FY19 Actual	FY20 Adopted	Preliminary Plan		*Difference FY20-FY21
				FY20	FY21	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$5,413	\$4,891	\$5,746	\$5,746	\$5,746	\$0
Additional Gross Pay	167	192	0	0	0	0
Overtime - Civilian	99	108	0	0	0	0
TOTAL	\$5,679	\$5,191	\$5,746	\$5,746	\$5,746	\$0
Funding						
City Funds			\$5,746	\$5,746	\$5,746	\$0
TOTAL	\$5,679	\$5,191	\$5,746	\$5,746	\$5,746	\$0
Budgeted Headcount						
Full-Time Positions - Civilian	144	124	162	162	162	0
TOTAL	144	124	162	162	162	0

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Collection and Street Cleaning

Collection and Street Cleaning						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$505,500	\$529,094	\$544,731	\$544,567	\$544,556	(\$174)
Full-Time Salaried - Civilian	12,428	12,540	13,254	13,519	13,559	305
Other Salaried and Unsalari ed	5,994	7,744	10,688	10,688	10,727	39
Additional Gross Pay	98,580	99,624	93,872	93,974	94,006	134
Overtime - Uniformed	98,249	91,606	69,438	71,313	57,574	(11,864)
Overtime - Civilian	1,011	1,037	216	216	216	0
Fringe Benefits	35,776	36,659	39,228	39,253	39,117	(111)
Subtotal	\$757,538	\$778,303	\$771,429	\$773,532	\$759,757	(\$11,672)
Other Than Personal Services						
Supplies and Materials	\$4,947	\$4,789	\$3,789	\$3,444	\$3,180	(\$609)
Fixed and Misc Charges	1	1	5	7	5	0
Property and Equipment	2,014	2,770	1,850	3,144	1,644	(206)
Other Services and Charges	3,743	5,005	6,047	6,135	6,042	(5)
Contractual Services	2,384	3,392	1,830	2,068	1,830	0
Subtotal	\$13,089	\$15,956	\$13,521	\$14,798	\$12,702	(\$819)
TOTAL	\$770,627	\$794,259	\$784,950	\$788,330	\$772,458	(\$12,491)
Funding						
City Funds			\$772,207	\$743,604	\$759,665	(\$12,542)
Other Categorical			750	794	750	0
Federal - Other			0	31,939	0	0
Intra City			11,993	11,993	12,043	50
TOTAL	\$770,627	\$794,259	\$784,950	\$788,330	\$772,458	(\$12,491)
Budgeted Headcount						
Full-Time Positions - Civilian	270	266	278	275	275	(3)
Full-Time Positions - Uniform	7,108	7,344	7,293	7,288	7,254	(39)
TOTAL	7,378	7,610	7,571	7,563	7,529	(42)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Enforcement – General

Enforcement - General						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$7,433	\$8,064	\$8,852	\$9,238	\$9,315	\$462
Full-Time Salaried - Civilian	4,660	4,454	4,995	4,366	4,313	(681)
Other Salaried and Unsalariied	11	16	35	35	35	0
Additional Gross Pay	833	896	884	884	884	0
Overtime - Uniformed	1,102	927	780	783	786	6
Overtime - Civilian	89	82	82	82	82	0
Subtotal	\$14,128	\$14,440	\$15,628	\$15,388	\$15,415	(\$213)
Other Than Personal Services						
Supplies and Materials	\$121	\$548	\$543	\$577	\$543	\$0
Fringe Benefits	0	0	47	47	47	0
Fixed and Misc Charges	2	0	0	0	0	0
Property and Equipment	478	26	563	257	70	(493)
Other Services and Charges	603	615	100	101	100	0
Contractual Services	26	20	4	34	4	0
Subtotal	\$1,228	\$1,210	\$1,257	\$1,016	\$764	(\$493)
TOTAL	\$15,356	\$15,649	\$16,885	\$16,404	\$16,179	(\$705)
Funding						
City Funds			\$16,885	\$16,404	\$16,179	(\$705)
TOTAL	\$15,356	\$15,649	\$16,885	\$16,404	\$16,179	(\$705)
Budgeted Headcount						
Full-Time Positions - Civilian	95	99	114	111	111	(3)
Full-Time Positions - Uniform	107	109	112	123	123	11
TOTAL	202	208	226	234	234	8

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Engineering

Engineering						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$4,199	\$4,646	\$4,616	\$4,571	\$4,604	(\$12)
Other Salaried and Unsalari ed	69	92	36	36	36	0
Additional Gross Pay	209	202	64	64	64	0
Overtime - Civilian	7	24	49	49	49	0
Subtotal	\$4,484	\$4,963	\$4,765	\$4,720	\$4,753	(\$12)
Other Than Personal Services						
Supplies and Materials	\$277	\$281	\$284	\$284	\$284	\$0
Property and Equipment	25	17	37	7	17	(20)
Other Services and Charges	729	2,950	33	1,343	33	0
Contractual Services	1,965	1,803	3,238	1,938	3,238	0
Subtotal	\$2,997	\$5,052	\$3,592	\$3,572	\$3,572	(\$20)
TOTAL	\$7,480	\$10,015	\$8,357	\$8,292	\$8,325	(\$32)
Funding						
City Funds			\$4,066	\$4,002	\$3,998	(\$67)
Capital- IFA			4,291	4,291	4,327	36
TOTAL	\$7,480	\$10,015	\$8,357	\$8,292	\$8,325	(\$32)
Budgeted Headcount						
Full-Time Positions - Civilian	46	47	51	50	50	(1)
TOTAL	46	47	51	50	50	(1)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

General Administration

General Administration						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$9,684	\$10,028	\$8,223	\$8,223	\$8,223	\$0
Full-Time Salaried - Civilian	28,226	30,470	27,927	28,040	28,348	421
Other Salaried and Unsalariated	1,316	1,526	868	868	868	0
Additional Gross Pay	1,643	1,701	1,131	1,132	1,134	4
Overtime - Uniformed	1,325	1,435	539	539	539	0
Overtime - Civilian	986	655	123	123	123	0
Fringe Benefits	15	24	70	70	70	0
Subtotal	\$43,196	\$45,837	\$38,880	\$38,995	\$39,304	\$424
Other Than Personal Services						
Supplies and Materials	\$34,032	\$31,965	\$36,225	\$33,294	\$36,214	(\$11)
Fixed and Misc Charges	2,479	6,319	12	34	12	0
Property and Equipment	1,342	949	(1,377)	695	469	1,846
Other Services and Charges	47,895	45,904	52,052	52,888	56,101	4,049
Contractual Services	14,446	11,211	5,694	9,643	5,401	(293)
Subtotal	\$100,194	\$96,349	\$92,606	\$96,554	\$98,197	\$5,592
TOTAL	\$143,390	\$142,186	\$131,486	\$135,549	\$137,502	\$6,016
Funding						
City Funds			\$129,262	\$133,145	\$135,266	\$6,004
Other Categorical			0	35	0	0
Capital- IFA			1,130	1,130	1,141	11
Intra City			1,093	1,238	1,095	2
TOTAL	\$143,390	\$142,186	\$131,486	\$135,549	\$137,502	\$6,016
Budgeted Headcount						
Full-Time Positions - Civilian	322	322	328	336	336	8
Full-Time Positions - Uniform	101	105	74	74	74	0
TOTAL	423	427	402	410	410	8

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Legal Services

Legal Services <i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$175	\$153	\$155	\$155	\$155	\$0
Full-Time Salaried - Civilian	3,353	3,584	3,603	3,471	3,511	(\$92)
Other Salaried and Unsalariad	49	34	26	26	26	0
Additional Gross Pay	219	249	179	179	179	0
Overtime - Uniformed	19	34	22	22	22	0
Overtime - Civilian	6	15	5	5	5	0
TOTAL	\$3,821	\$4,069	\$3,990	\$3,858	\$3,898	(\$92)
Funding						
City Funds			\$3,851	\$3,720	\$3,759	(\$92)
Capital- IFA			138	138	139	1
TOTAL	\$3,821	\$4,069	\$3,990	\$3,858	\$3,898	(\$92)
Budgeted Headcount						
Full-Time Positions - Civilian	42	42	45	43	43	(2)
Full-Time Positions - Uniform	2	2	2	2	2	0
TOTAL	44	44	47	45	45	(2)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Long Term Export

Long Term Export <i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$1,209	\$1,106	\$1,181	\$1,032	\$1,024	(\$157)
Other Salaried and Unsalariad	7	7	13	13	13	0
Additional Gross Pay	21	19	21	21	21	0
Overtime - Civilian	1	14	4	4	4	0
Subtotal	\$1,238	\$1,146	\$1,218	\$1,069	\$1,061	(\$157)
Other Than Personal Services						
Supplies and Materials	\$4	\$3	\$10	\$0	\$0	(\$10)
Property and Equipment	1	0	4	0	0	(4)
Other Services and Charges	636	128	5	0	0	(5)
Contractual Services	1,923	1,413	758	1,256	0	(758)
Subtotal	\$2,563	\$1,544	\$776	\$1,256	\$0	(\$776)
TOTAL	\$3,801	\$2,690	\$1,994	\$2,326	\$1,061	(\$933)
Funding						
City Funds			\$1,994	\$2,326	\$1,061	(\$933)
TOTAL	\$3,801	\$2,690	\$1,994	\$2,326	\$1,061	(\$933)
Budgeted Headcount						
Full-Time Positions - Civilian	12	10	13	11	11	(2)
TOTAL	12	10	13	11	11	(2)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Public Information

Public Information						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$474	\$463	\$488	\$488	\$488	\$0
Full-Time Salaried - Civilian	1,779	1,981	1,735	1,680	1,684	(51)
Other Salaried and Unsalariated	13	6	49	49	49	0
Additional Gross Pay	27	34	38	38	38	0
Overtime - Uniformed	108	105	98	98	98	0
Overtime - Civilian	69	74	29	29	29	0
TOTAL	\$2,470	\$2,663	\$2,437	\$2,383	\$2,386	(\$51)
Funding						
City Funds			\$2,437	\$2,383	\$2,386	(51)
TOTAL	\$2,470	\$2,663	\$2,437	\$2,383	\$2,386	(\$51)
Budgeted Headcount						
Full-Time Positions - Civilian	24	23	25	24	24	(1)
Full-Time Positions - Uniform	6	5	5	5	5	0
TOTAL	30	28	30	29	29	(1)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Snow Removal

Snow Removal						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,741	\$2,741	\$2,741	\$2,741	\$2,741	\$0
Other Salaried and Unsalariated	3,063	2,819	1,898	1,898	1,898	0
Additional Gross Pay	2,433	4,383	54	54	54	0
Overtime - Uniformed	40,150	25,567	57,768	57,768	49,538	(8,230)
Overtime - Civilian	9,644	5,336	1,388	1,388	1,388	0
Subtotal	\$58,031	\$40,846	\$63,850	\$63,850	\$55,620	(\$8,230)
Other Than Personal Services						
Supplies and Materials	\$40,198	\$33,883	\$42,672	\$38,252	\$41,549	(\$1,123)
Property and Equipment	1,657	2,774	1,429	3,034	1,429	0
Other Services and Charges	3,949	1,360	2,940	3,057	2,940	0
Contractual Services	1,983	3,518	178	2,877	178	0
Subtotal	\$47,786	\$41,535	\$47,218	\$47,220	\$46,095	(\$1,123)
TOTAL	\$105,818	\$82,381	\$111,068	\$111,069	\$101,715	(\$9,353)
Funding						
City Funds			\$111,068	\$111,068	\$101,715	(\$9,353)
Other Categorical			0	1	0	0
TOTAL	\$105,818	\$82,381	\$111,068	\$111,069	\$101,715	(\$9,353)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Solid Waste Transfer Stations

Solid Waste Transfer Stations						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$10,656	\$14,951	\$18,543	\$18,543	\$18,543	\$0
Full-Time Salaried - Civilian	2,327	3,248	4,631	4,493	4,488	(143)
Other Salaried and Unsalariied	0	25	0	1	1	1
Additional Gross Pay	874	1,051	1,103	1,103	1,103	0
Overtime - Uniformed	1,396	1,477	1,158	1,158	1,158	0
Overtime - Civilian	157	292	169	169	169	0
Fringe Benefits	8	8	128	128	128	0
TOTAL	\$15,418	\$21,052	\$25,731	\$25,594	\$25,589	(\$142)
Funding						
City Funds			\$25,731	\$25,594	\$25,589	(\$142)
TOTAL	\$15,418	\$21,052	\$25,731	\$25,594	\$25,589	(\$142)
Budgeted Headcount						
Full-Time Positions - Civilian	47	74	82	78	78	(4)
Full-Time Positions - Uniform	184	282	299	299	299	0
TOTAL	231	356	381	377	377	(4)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Support Operations – Motor Equipment

Support Operations - Motor Equipment						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$60,613	\$61,373	\$63,764	\$68,468	\$69,053	\$5,290
Full-Time Salaried - Uniformed	70	176	0	0	0	0
Other Salaried and Unsalariied	231	378	61	61	61	0
Additional Gross Pay	3,614	3,548	2,640	2,640	2,640	0
Overtime - Civilian	6,589	5,318	381	783	804	422
Subtotal	\$71,117	\$70,794	\$66,846	\$71,952	\$72,558	\$5,712
Other Than Personal Services						
Supplies and Materials	\$21,490	\$21,940	\$22,154	\$21,284	\$22,118	(\$36)
Fixed and Misc Charges	1	0	1	1	1	0
Property and Equipment	894	889	891	253	194	(697)
Other Services and Charges	153	252	149	250	144	(5)
Contractual Services	3,784	4,427	2,856	3,567	2,856	0
Subtotal	\$26,323	\$27,509	\$26,051	\$25,355	\$25,313	(\$739)
TOTAL	\$97,440	\$98,302	\$92,898	\$97,308	\$97,871	\$4,973
Funding						
City Funds			\$92,878	\$97,286	\$97,851	\$4,973
Other Categorical			0	1	0	0
Intra City			20	20	20	0
TOTAL	\$97,440	\$98,302	\$92,898	\$97,308	\$97,871	\$4,973
Budgeted Headcount						
Full-Time Positions - Civilian	762	757	756	778	778	22
Full-Time Positions - Uniform	1	1	0	0	0	0
TOTAL	763	758	756	778	778	22

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Support Operations – Building Management

Support Operations - Building Management						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$20,610	\$21,654	\$22,967	\$23,009	\$22,933	(\$34)
Full-Time Salaried - Uniformed	0	0	69	69	69	0
Other Salaried and Unsalariated	56	51	26	26	26	0
Additional Gross Pay	1,076	1,332	1,518	1,418	1,535	17
Overtime - Civilian	2,051	2,896	910	1,131	939	30
Fringe Benefits	888	1,165	897	1,399	897	0
Subtotal	\$24,681	\$27,098	\$26,387	\$27,053	\$26,400	\$13
Other Than Personal Services						
Supplies and Materials	\$2,634	\$3,191	\$1,747	\$2,919	\$1,747	\$0
Fixed and Misc Charges	3	3	1	1	1	0
Property and Equipment	143	89	125	100	125	0
Other Services and Charges	110	119	121	1	121	0
Contractual Services	2,249	1,457	2,186	1,882	2,186	0
Subtotal	\$5,139	\$4,859	\$4,180	\$4,903	\$4,180	\$0
TOTAL	\$29,819	\$31,957	\$30,567	\$31,956	\$30,580	\$13
Funding						
City Funds			\$30,561	\$31,052	\$30,573	\$12
Intra City			6	904	7	1
TOTAL	\$29,819	\$31,957	\$30,567	\$31,956	\$30,580	\$13
Budgeted Headcount						
Full-Time Positions - Civilian	241	251	262	264	260	(2)
Full-Time Positions - Uniform	0	0	1	1	1	0
TOTAL	241	251	263	265	261	(2)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Waste Disposal – General

Waste Disposal - General						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$4,329	\$4,248	\$3,875	\$3,837	\$3,830	(\$45)
Full-Time Salaried - Uniformed	4,433	4,782	4,941	4,941	4,941	0
Other Salaried and Unsalariated	6	0	65	65	65	(1)
Additional Gross Pay	800	969	810	810	810	0
Overtime - Uniformed	573	578	491	491	491	0
Overtime - Civilian	12	12	86	98	100	14
Subtotal	\$10,153	\$10,589	\$10,267	\$10,242	\$10,236	(\$31)
Other Than Personal Services						
Supplies and Materials	\$304	\$595	\$179	\$625	\$472	\$293
Property and Equipment	70	121	193	137	108	(85)
Other Services and Charges	1,443	2,168	1,579	1,974	1,533	(46)
Contractual Services	2,945	5,033	5,924	5,998	4,045	(1,879)
Subtotal	\$4,761	\$7,918	\$7,875	\$8,734	\$6,158	(\$1,717)
TOTAL	\$14,914	\$18,506	\$18,143	\$18,976	\$16,394	(\$1,749)
Funding						
City Funds			\$18,051	\$18,866	\$16,303	(\$1,749)
Other Categorical			0	18	0	0
Capital- IFA			91	91	91	0
TOTAL	\$14,914	\$18,506	\$18,143	\$18,976	\$16,394	(\$1,749)
Budgeted Headcount						
Full-Time Positions - Civilian	61	56	55	52	52	(3)
Full-Time Positions - Uniform	49	45	50	50	50	0
TOTAL	110	101	105	102	102	(3)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Waste Disposal – Landfill Closure

Waste Disposal - Landfill Closure						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Other Than Personal Services						
Supplies and Materials	\$4	\$5	\$19	\$16	\$19	\$0
Property and Equipment	1	1	7	7	7	0
Other Services and Charges	1,001	674	2,406	1,005	2,406	0
Contractual Services	70,655	61,101	70,698	67,624	61,698	(9,000)
TOTAL	\$71,661	\$61,781	\$73,130	\$68,652	\$64,130	(\$9,000)
Funding						
City Funds			\$73,130	\$68,652	\$64,130	(\$9,000)
TOTAL	\$71,661	\$61,781	\$73,130	\$68,652	\$64,130	(\$9,000)

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Waste Export

Waste Export						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Other Than Personal Services						
Supplies and Materials	\$64	\$95	\$139	\$0	\$139	\$0
Property and Equipment	122	70	134	0	14	(120)
Other Services and Charges	48	262	9	35	9	0
Contractual Services	372,724	409,345	412,500	432,011	420,500	8,000
TOTAL	\$372,958	\$409,772	\$412,781	\$432,046	\$420,661	\$7,880
Funding						
City Funds			\$412,781	\$432,046	\$420,661	\$7,880
TOTAL	\$372,958	\$409,772	\$412,781	\$432,046	\$420,661	\$7,880

**The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.*

Waste Prevention, Reuse, and Recycling

Waste Prevention, Reuse, and Recycling						
<i>Dollars in Thousands</i>						
	FY18	FY19	FY20	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY20	FY21	FY20-FY21
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$3,979	\$4,202	\$4,467	\$4,186	\$4,179	(\$288)
Other Salaried and Unsalariated	255	310	8	8	8	0
Additional Gross Pay	67	61	16	16	16	0
Overtime - Civilian	183	175	0	0	0	0
Subtotal	\$4,483	\$4,749	\$4,491	\$4,210	\$4,204	(\$288)
Other Than Personal Services						
Supplies and Materials	\$7,722	\$2,528	\$975	\$1,638	\$272	(\$703)
Fixed and Misc Charges	0	0	0	3	0	0
Property and Equipment	35	50	241	194	138	(103)
Other Services and Charges	36,919	44,191	27,988	36,383	28,003	15
Contractual Services	9,151	10,378	21,998	11,235	21,553	(445)
Subtotal	\$53,826	\$57,148	\$51,201	\$49,453	\$49,966	(\$1,235)
TOTAL	\$58,309	\$61,896	\$55,692	\$53,663	\$54,170	(\$1,523)
Funding						
City Funds			\$55,692	\$53,663	\$54,170	(\$1,523)
TOTAL	\$58,309	\$61,896	\$55,692	\$53,663	\$54,170	(\$1,523)
Budgeted Headcount						
Full-Time Positions - Civilian	54	56	62	57	57	(5)
TOTAL	54	56	62	57	57	(5)

*The difference of Fiscal 2020 Adopted Budget compared to Fiscal 2021 Preliminary Budget.