

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 2020 Preliminary Plan and the
Fiscal 2019 Preliminary Mayor's Management Report for the
Department of Sanitation

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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.

Fiscal 2020 Preliminary Budget

The Department’s Fiscal 2020 Preliminary Budget totals \$1.77 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.

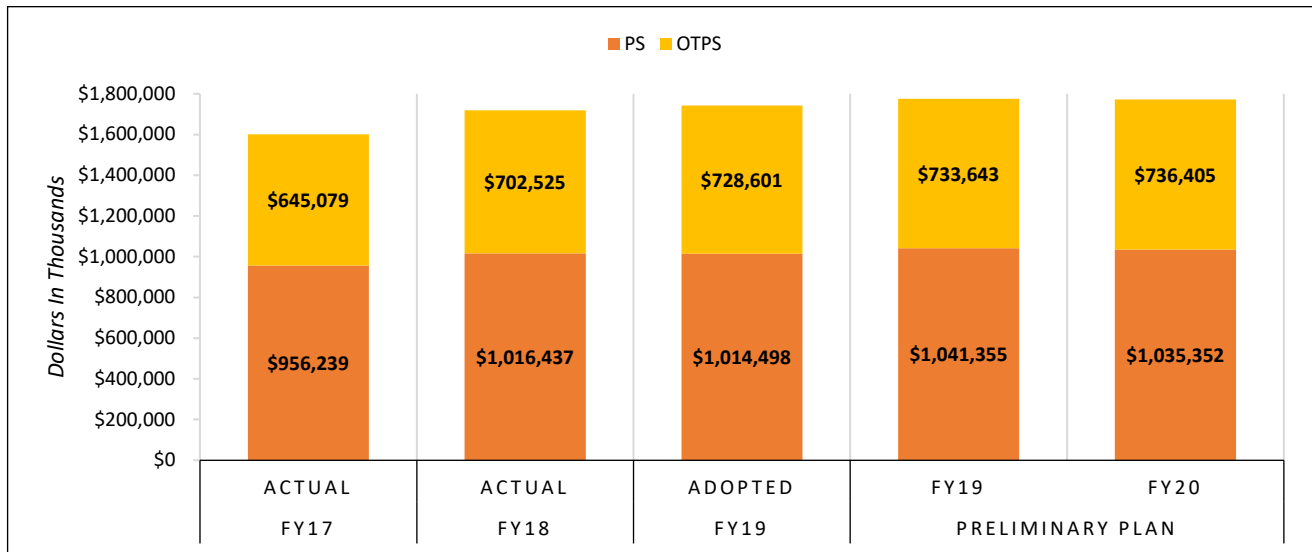
DSNY Program Areas

- Civilian Enforcement
- Collection & Street Cleaning
- Engineering
- Enforcement General
- General Administration
- Legal Services
- Long Term Export
- Public Information
- Snow Removal
- Solid Waste Transfer Stations
- Support Operations - Motor Equipment
- Support Operations - Building Management
- Waste Disposal - General
- Waste Disposal - Landfill Closure
- Waste Export
- Waste Prevention, Reuse, and Recycling

Fiscal 2020 Preliminary Budget Highlights

DSNY’s Fiscal 2020 Preliminary Budget is \$28.7 million or approximately two percent more than the Fiscal 2019 Adopted Budget of \$1.74 billion. For Fiscal 2020, DSNY’s budget is \$1.03 billion or 58 percent for personal services (PS) and \$736 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.

Figure 1: DSNY Budget Overview



The key actions included in DSNY’s Fiscal 2020 Preliminary Plan are as follows: \$27.1 million in new needs and \$4.8 million in other adjustments for Fiscal 2019 since Adoption, and \$8.9 million in new needs and \$4.3 million other adjustments for Fiscal 2020.

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

New Needs

- **Organics Program.** The Fiscal 2020 Preliminary Plan includes \$9.64 million in Fiscal 2019 for overtime costs related to the Department’s organic collection program. See Collection and Cleaning on page 7 for more details.
- **Boiler Improvements.** The Fiscal 2020 Preliminary Plan includes \$2.38 million in Fiscal 2019 for boiler upgrades in sanitation garages citywide. See Engineering on page 8 for more details.
- **Snow Response Enhancements.** The Fiscal 2020 Preliminary Plan includes \$2.1 million in Fiscal 2019 and \$1.4 million in the outyears to hire four uniform and five civilian staff to enhance snow response capabilities and coordination to snow events. See Collection and Cleaning on page 7 and snow removal on page 12 for more details.
- **Manhattan 6 Reallocation.** The Fiscal 2020 Preliminary Plan includes \$2 million in Fiscal 2019, growing to \$2.28 million in the outyears to hire 27 uniform personnel related to the relocation of the Manhattan 6 garage from 30th Street, to six separate section locations in Manhattan. See Collection and Cleaning on page 7 for more details.
- **Local Service Enhancements.** The Fiscal 2020 Preliminary Plan includes \$1.27 million in Fiscal 2019, growing to \$1.69 million in the outyears to provide additional basket collection service and illegal dumping enforcement in Brooklyn, Queens, and Manhattan. See Collection and Cleaning on page 7 for more details.
- **Fall Leaf Collection Program.** The Fiscal 2020 Preliminary Plan includes \$655,140 in Fiscal 2019 to provide leaf collection in neighborhoods that are not currently being serviced by the organics program. See Collection and Cleaning on page 7 for more details.

- **Commercial Waste Zone Consultant.** The Fiscal 2020 Preliminary Plan includes \$240,606 in Fiscal 2019 and \$282,917 in Fiscal 2020 for consultancy services related to the zone-based commercial waste collection program. See General Administration on page 9 for more details.

Financial Plan Summary

Table 1: Department of Sanitation Financial Summary

<i>Dollars in Thousands</i>	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Budget by Program Area						
Civilian Enforcement	\$5,423	\$5,679	\$4,344	\$5,746	\$5,746	\$1,402
Collection & Street Cleaning	721,327	770,627	761,641	787,956	771,551	9,910
Enforcement - General	14,754	15,356	18,210	16,853	16,885	(1,326)
Engineering	7,440	7,480	7,116	11,706	8,357	1,240
General Administration	129,140	143,444	132,687	136,047	139,169	6,482
Legal Services	3,670	3,821	3,935	3,967	3,990	55
Long Term Export	3,987	3,801	1,950	1,774	1,994	44
Public Information	2,317	2,470	2,317	2,413	2,437	120
Snow Removal	97,847	105,818	97,767	99,525	111,832	14,065
Solid Waste Transfer Stations	10,737	15,418	25,649	25,697	25,731	82
Support Operations - Motor Equipment	99,158	97,440	93,180	96,107	96,097	2,917
Support Operations-Building Management	28,707	29,819	30,718	31,439	30,923	204
Waste Disposal - General	19,033	14,914	18,764	19,773	16,058	(2,705)
Waste Disposal - Landfill Closure	44,044	71,661	73,130	70,400	73,130	0
Waste Export	355,096	372,958	411,116	409,796	412,781	1,665
Waste Prevention, Reuse, and Recycling	58,710	58,309	60,574	55,800	55,076	(5,498)
TOTAL	\$1,601,317	\$1,718,963	\$1,743,099	\$1,774,998	\$1,771,757	\$28,658
Funding						
City Funds			\$1,724,592	\$1,752,930	\$1,751,843	\$27,251
Other Categorical			750	1,116	750	0
Capital- IFA			5,345	5,523	5,651	306
State			25	866	0	(25)
Federal - Other			0	461	0	0
Intra City			12,387	14,103	13,513	1,125
TOTAL	\$1,601,317	\$1,718,963	\$1,743,099	\$1,774,998	\$1,771,757	\$28,658
Budgeted Headcount						
Full-Time Positions - Uniform	7,544	7,558	7,657	7,823	7,721	64
Full- Time Positions - Civilian	2,137	2,120	2,302	2,308	2,308	6
TOTAL	9,681	9,678	9,959	10,131	10,029	70

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 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 67 percent of DSNY's total funding in Fiscal 2020.

The year-over-year comparison reflects increased Fiscal 2020 funding primarily for snow removal and a lease adjustment. For Fiscal 2020, lease costs increased by \$6.1 million, to \$29 million. Furthermore,

the City Charter requires that the Department’s snow removal budget be calculated as the spending average of the previous five years, which resulted in an increase of \$14.1 million in Fiscal 2020, to \$111.8 million.

State Budgetary Proposals

The Fiscal 2020 Executive State Budget introduced the following budgetary proposals.

- **Expansion of the New York State Bottle Bill.** This proposal would amend the Returnable Container Act (RCA or Bottle Bill), to expand the types of beverage containers covered under the RCA, reduce fraud and strengthen enforcement. The types of beverage containers proposed for inclusion, include sports drinks, energy drinks, and ready to drink tea and coffees. This proposal would likely decrease the City’s recycling diversion rate, as private carters would collect and account for recyclable materials.
- **Ban Single-Use Plastic Bags.** This proposal would ban single-use plastic bags in the State and significantly reduce waste and pollution. This proposal would likely reduce costs associated with DSNY’s disposal of plastic bags. New York City spends approximately \$10 million annually to send 100,000 tons of plastic bags that are tossed in the general trash to landfills.

Headcount

The Department’s Fiscal 2020 Preliminary Budget provides for 10,029 full-time positions, of which 7,721 are uniform and 2,308 are civilian. The increase in the Department’s Fiscal 2020 headcount is attributed to 70 new positions, of which 64 are for collection and street cleaning/ illegal dumping enforcement/ e-waste collection, and six are for general administration/ snow response coordination. Funding for headcount increases will support vital collection, enforcement 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.

Figure 2: DSNY Headcount – Adopted vs. Actual

	FY15	FY16	FY17	FY18	FY19
Adopted Headcount					
Uniform	7,356	7,427	7,490	7,517	7,657
Civilian	2,154	2,247	2,276	2,255	2,302
Actual Headcount					
Uniform	7,381	7,465	7,544	7,588	7,962
Civilian	2,005	2,104	2,077	2,120	2,089

Civilian and Uniform Overtime

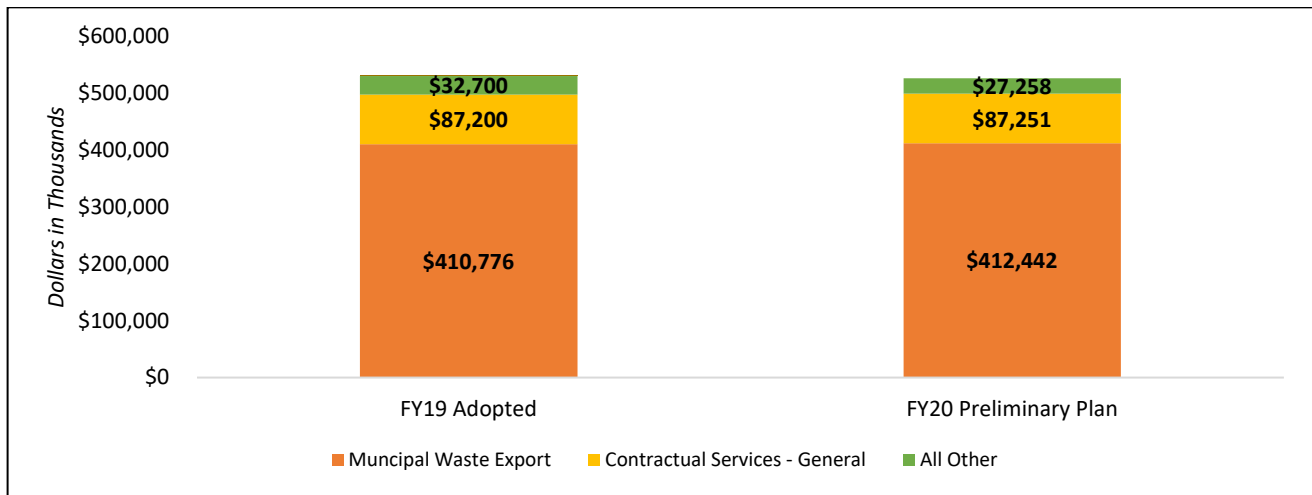
For Fiscal 2019, the Department’s current modified overtime budget increased by \$17 million, to \$138.6 million when compared to the Fiscal 2019 Adopted Budget. The increase in PS funding was primarily driven by the organics collection program. Routes were longer than originally anticipated by the Department. In Fiscal 2020, the overtime budget decreased by \$7.7 million, to \$130.9 million; this is primarily due to PS funding for fall leaf collection, as well as PS funding for local, enhanced litter

basket service (which was negotiated by the Council in Fiscal 2019) that was not restored in Fiscal 2020.

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 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 2020 Preliminary Contract Budget totals \$15.9 billion for procurement expenditures across all agencies.

Figure 3: DSNY Contract Budget



For DSNY, the Contract Budget for Fiscal 2020 is approximately \$527 million, which is three percent of the City’s Fiscal 2020 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 \$412.4 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 2: DSNY Miscellaneous Revenue Budget Overview

<i>Dollars in Thousands</i>						
Revenue Sources	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Transfers Permits	\$563	\$563	\$563	\$563	\$563	\$0
Dumping Fees	900	900	900	900	1,250	350
Abandon Vehicles	150	275	275	275	275	0
Landfill Gas Concession	17,350	9,000	5,516	5,516	9,074	3,558
General Fees-Badges, Equipment	10	1,000	10	10	10	0
Pest Control Fees	440	1,000	1,000	1,000	1,000	0
Dynamometer Emissions Fees	17	30	30	30	30	0
Recovery of Refrigerants	250	130	130	130	130	0
Impound Fees-Illegal Dumping	50	50	50	50	50	0
Recycled Bulk & Paper Sales	2,794	4,819	4,819	4,819	4,819	0
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	5,000	2,866	2,866	2,866	2,866	0
Employee HLTH Contributions	3,700	2,550	2,550	2,550	2,550	0
TOTAL	\$32,820	\$24,779	\$19,742	\$20,305	\$24,213	\$4,471

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

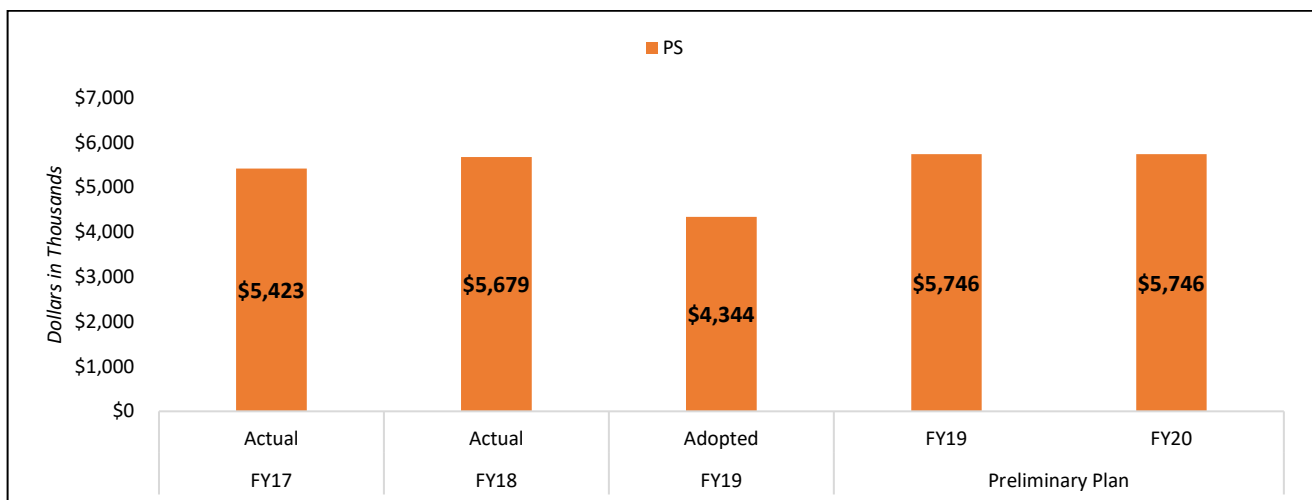
The chart above shows the fifteen categories of revenue generated by the Department and reports revenue for Fiscal 2017 through Fiscal 2020. The Preliminary 2019 and 2020 figures are prescribed by the Office of Management and Budget (OMB) based on historical patterns of actual revenues in previous fiscal years. The DSNY Revenue Budget totals \$24.2 million in Fiscal 2020, which is \$4.5 million or 22 percent, more than the Fiscal 2019 Adopted Budget of \$19.7 million. The increase in Fiscal 2020 primarily reflects an adjustment for increased landfill gas capture rates 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



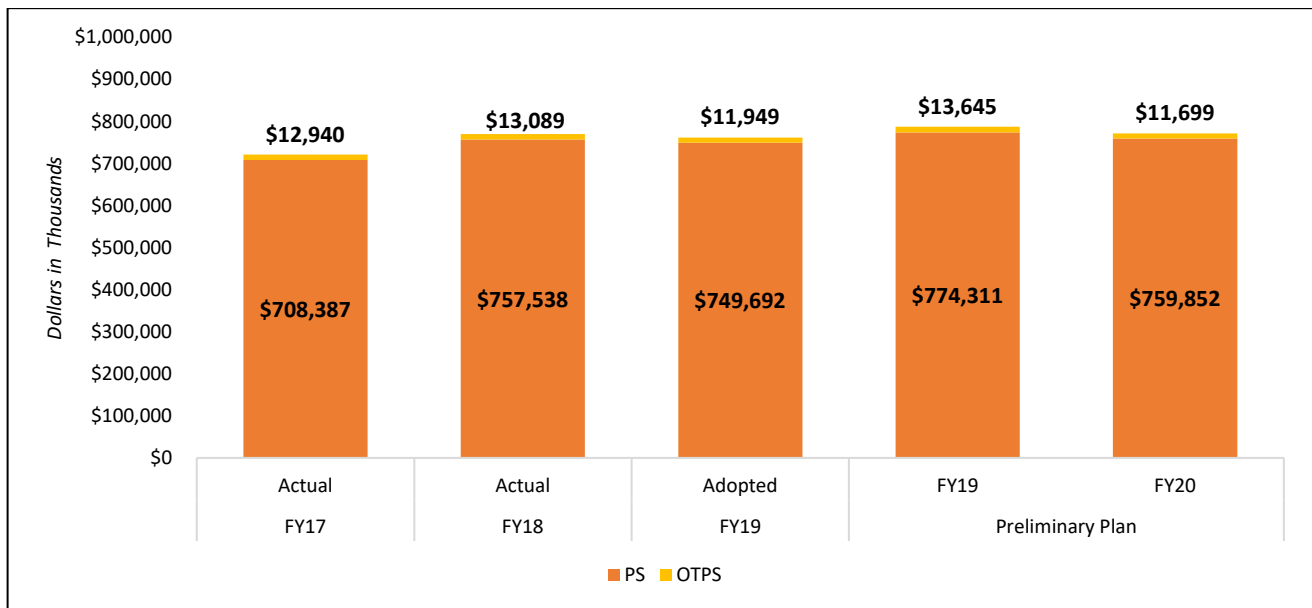
The Fiscal 2020 Preliminary Budget for Civil Enforcement increased by \$1.4 million from \$4.3 million in Fiscal 2019 to \$5.7 million in the Fiscal 2020 Preliminary Plan. Additionally, headcount in this program area increased by 37 from 125 in the Fiscal 2019 Adopted Budget to 162 in the Fiscal 2020 Preliminary Budget. This increase in personnel is due to a technical headcount realignment.

Overflowing litter baskets and garbage on City streets are a public health concern. Street and dump condition complaints received by 311 increased from 24,383 in Fiscal 2017 to 28,688 in Fiscal 2018. For the current fiscal year, as of December 2018, the number of complaints received was 15,216. As the number of complaints increased year-over-year, DSNY’s civilian enforcement headcount increased accordingly. Below is a breakdown, by borough, of the Fiscal 2020 civilian enforcement headcount, for a total of 162 personnel.

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

Collection and Street Cleaning

Figure 5: Collection and Street Cleaning Spending



The Collection and Street Cleaning program area increased by \$9.9 million from \$761.6 million in Fiscal 2019 to \$771.6 million in the Fiscal 2020 Preliminary Plan. Additionally, headcount in this program area increased by 64 from 7,674 in the Fiscal 2019 Adopted Budget to 7,738 in the Fiscal 2020 Preliminary Budget. This increase is due to an increase in PS funding for the 64 uniform personnel, of which 27 personnel will provide daily refuse/ recycling collection in the Manhattan 6 District; 20 personnel for corner litter basket collection and illegal dumping enforcement; 13 personnel for e-waste collection; four personnel for brine application during snow events; and

overtime funding for leaf collection. The Manhattan 6 garage will be reallocated to the following locations:

- 155-157th Street, 1st Ave, Manhattan;
- 223 East 26th Street 16th Street, Manhattan;
- 350 East 60th Street, Manhattan;
- 10th Street between 1st and 2nd Avenue, Manhattan;
- 27th Street between 26th and 27th Street, Manhattan; and
- York Avenue between 59th and 60th Street, Manhattan.

PMMR Performance Measures

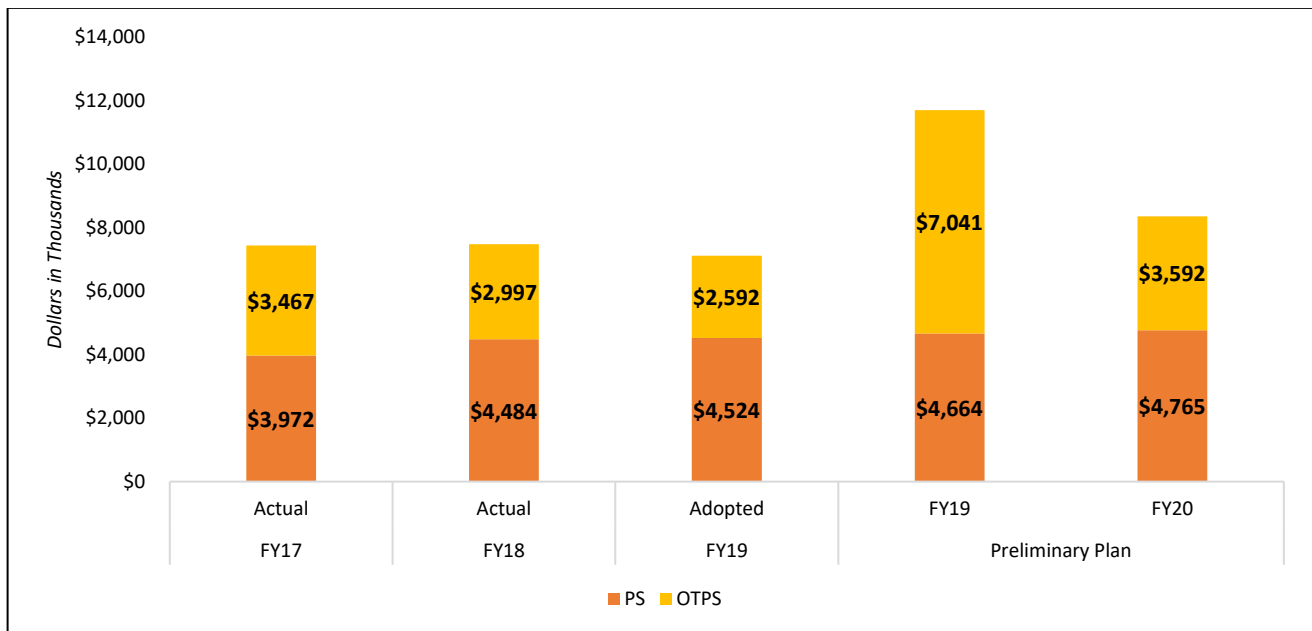
Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Vacant lot cleaning requests	2,779	2,730	3,140	2,500	2,500	1,493	1,462
Lots cleaned citywide	3,638	3,399	3,494	3,200	3,200	1,101	1,124
Refuse collection cost per ton (\$)	\$291	\$291	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$171	\$183	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$629	\$474	NA	*	*	NA	NA

DSNY received 1,462 vacant lot cleaning requests in the first quarter of Fiscal 2019, a decrease of 31 or two percent, when compared to the same period in Fiscal 2018. The Department cleaned 1,124 lots citywide in the first quarter of Fiscal 2019, an increase of 23, or two percent when compared to the same period in Fiscal 2018

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

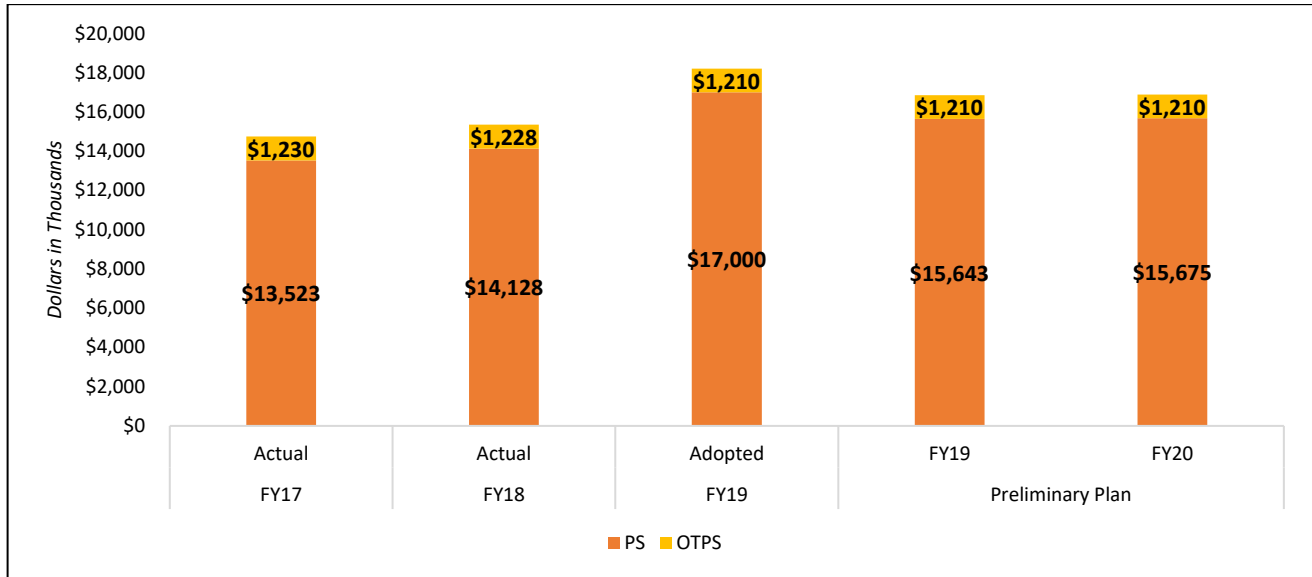


The Fiscal 2020 Preliminary Budget for the Engineering program area increased by \$1.2 million or 14 percent, from \$7.1 million in Fiscal 2019 to \$8.4 million in the Fiscal 2020 Preliminary Plan. The increase is primarily due to a \$1 million contractual services increase for repair work at Department garages, as well as \$240,000 for collective bargaining costs.

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 2020 Preliminary Budget for Enforcement- General decreased by \$1.32 million from \$18.2 million in the Fiscal 2019 Adopted Budget to \$16.9 million in the Fiscal 2020 Preliminary Plan. Additionally, headcount in this program area decreased by 37 from 263 in the Fiscal 2019 Adopted Budget to 226 in the Fiscal 2020 Preliminary Budget. The decrease in PS funding is due to a technical headcount realignment.

PMMR Performance Measures

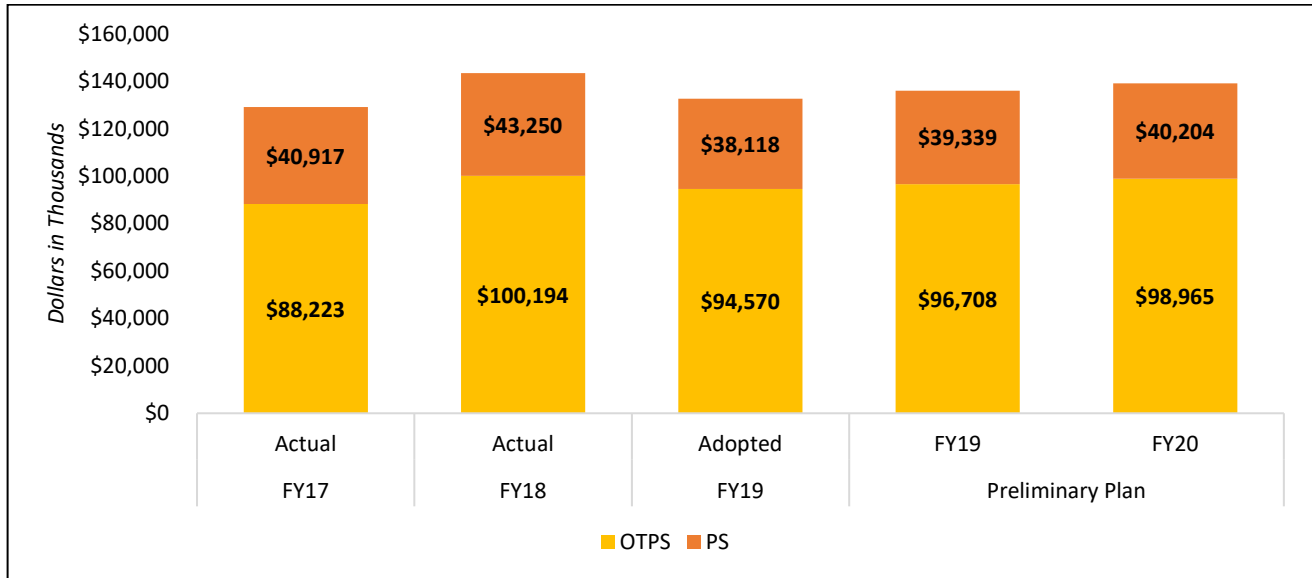
Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Streets rated acceptably clean (%)	95.0%	95.9%	95.1%	92%	92%	94.5%	95.5%
Streets rated filthy (%)	0.2%	0.1%	0.2%	*	*	0.2%	0.2%
Sidewalks rated acceptably clean (%)	96.5%	97.3%	97.1%	97%	97%	96.6%	97.3%
Sidewalks rated filthy (%)	0.3%	0.1%	0.2%	*	*	0.2%	0.2%
Violations issued for dirty sidewalks	64,693	65,272	55,913	*	*	21,626	23,630
Violations issued for illegal posting	8,209	10,892	3,954	*	*	2,198	1,295

In the first quarter of Fiscal 2019, streets and sidewalks rated acceptably clean remained high at 95.5 and 97.3 percent, respectively. The number of violations issued for dirty sidewalks increased by 2,004 or nine percent, from 21,626 to 23,630 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 \$6.5 million from \$132.7 million or five percent in the Fiscal 2019 Adopted Budget to \$139.2 million in the Fiscal 2020 Preliminary Plan. This increase is primarily due to a \$6.1 million lease adjustment, as well as \$1.3 million in collective bargaining costs; offset by a net of \$1.4 million in one-time funding that did not carry from Fiscal 2019 to Fiscal 2020 for a commercial waste study/ consultancy fees.

This study, commissioned by DSNY and the Business Integrity Commission (BIC) and released in August 2016, examines the City’s private carting industry. Private carting companies collect more than three million tons per year of waste and recyclables from the City’s restaurants, hotels, offices, and other commercial establishments. The study found that establishing a commercial waste collection zoned system could reduce truck traffic and thus, further reduce greenhouse gas emissions for the City.

PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Payout (\$000)	\$42,999	\$50,040	\$80,522	*	*	\$24,267	\$41,846
Total Office of Administrative Trials violations issued	458,050	456,373	390,611	*	*	132,803	129,650

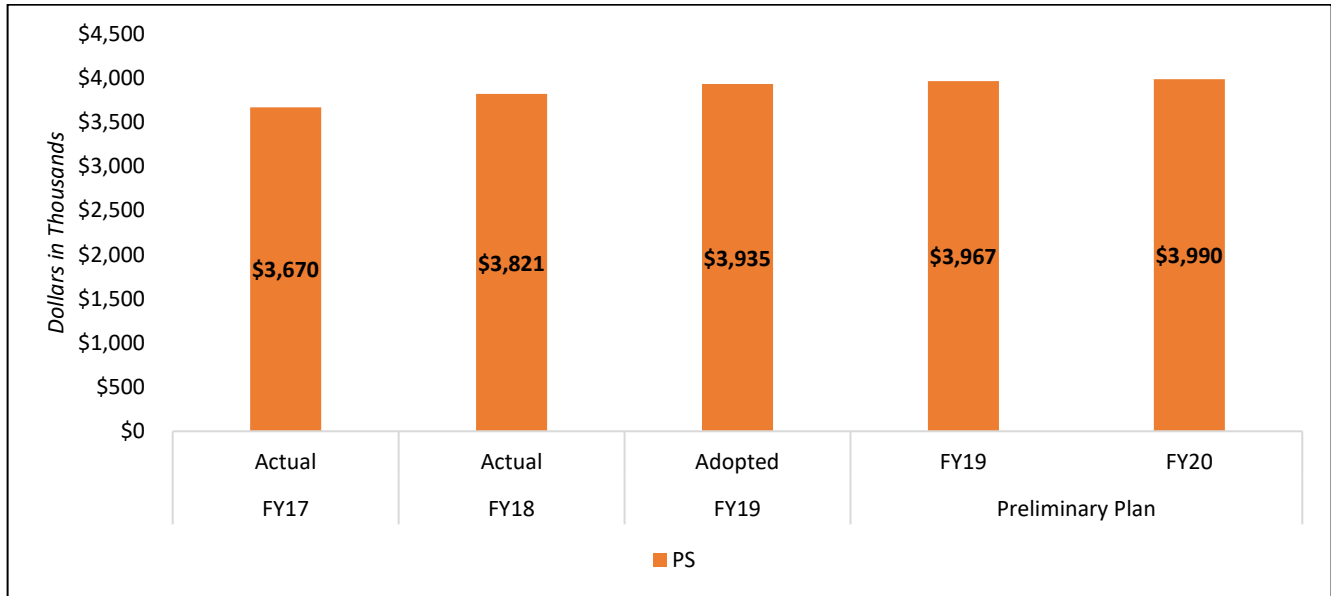
The number of Administrative Trials violations issued by DSNY in the first quarter of Fiscal 2019 was 128,650, a decrease of 3,153 violations issued, or nearly three percent when compared to the first quarter of Fiscal 2018.

In the first quarter of Fiscal 2019, the City paid out \$41.8 million for cases involving DSNY that were lost in court, an increase of \$17.5 million, or 72 percent when compared to the first quarter of Fiscal 2018.

Legal Services

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

Figure 9: Legal Services Spending

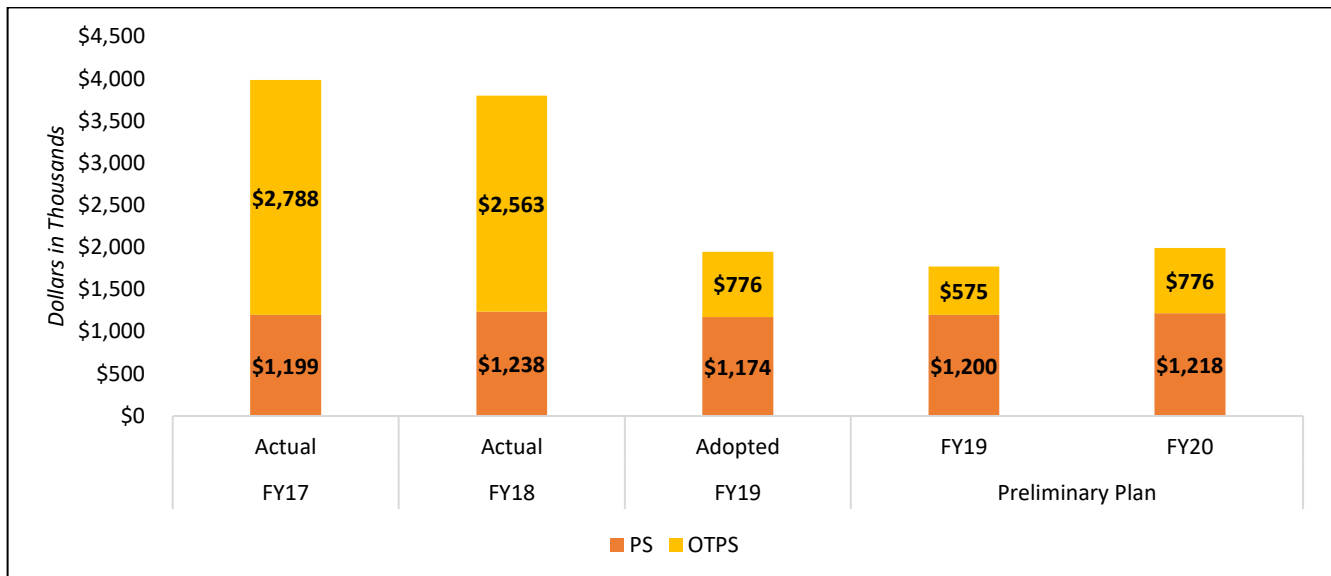


The Department’s Fiscal 2020 Preliminary Budget includes \$3.99 million for legal services, which is \$55,000, or one percent, more than the Fiscal 2019 Adopted Budget of \$3.93 million. This increase is attributed to collective bargaining costs.

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

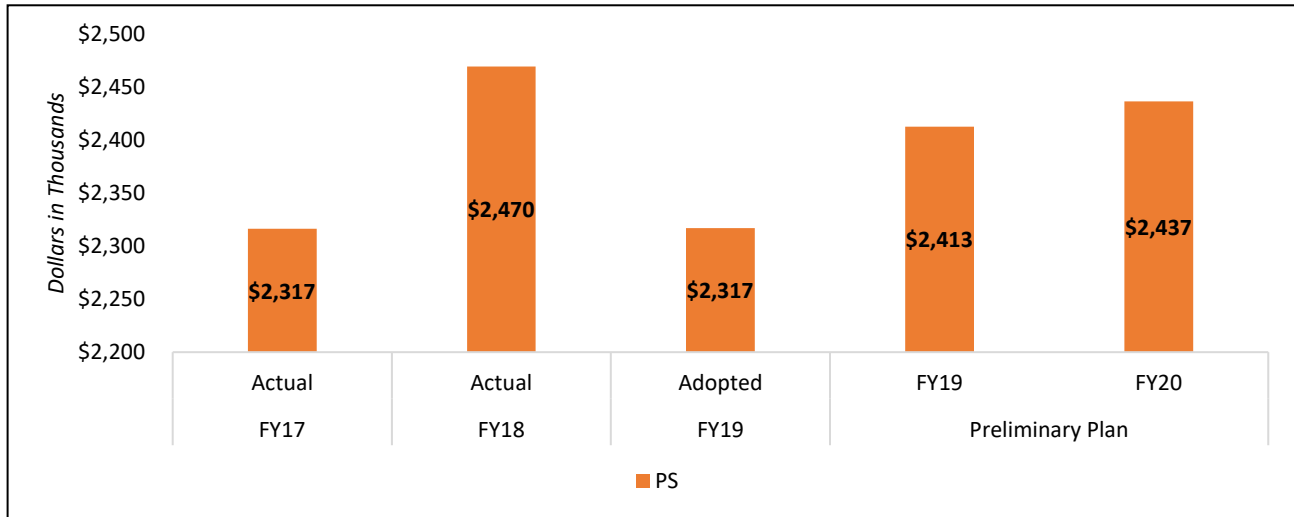


The Department’s Fiscal 2020 Preliminary Budget includes \$1.99 million for long term export, which is \$44,000, or two percent, more than the Fiscal 2019 Adopted Budget of \$1.95 million. This increase is attributed to collective bargaining costs.

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

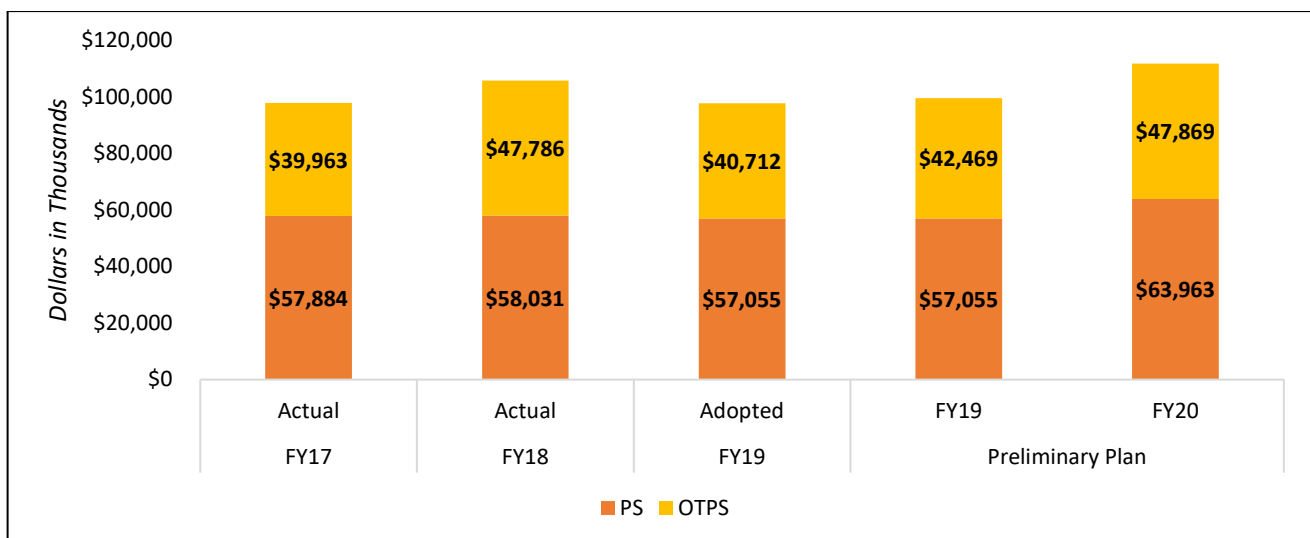


The Fiscal 2020 Preliminary Budget for the Bureau of Public Information is \$2.43 million, which is \$120,000 more, or nearly a five percent increase from the Fiscal 2019 Adopted Budget of \$2.3 million. This increase is attributed to collective bargaining costs, as well as PS funding to hire one community coordinator.

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 2020 Preliminary Budget for Snow Removal is \$111.8 million, which is \$14.1 million or a 14.4 percent increase, from the Fiscal 2019 Adopted Budget of \$97.8 million. The increase reflects a five-year average adjustment for snow removal versus the snow fall average.

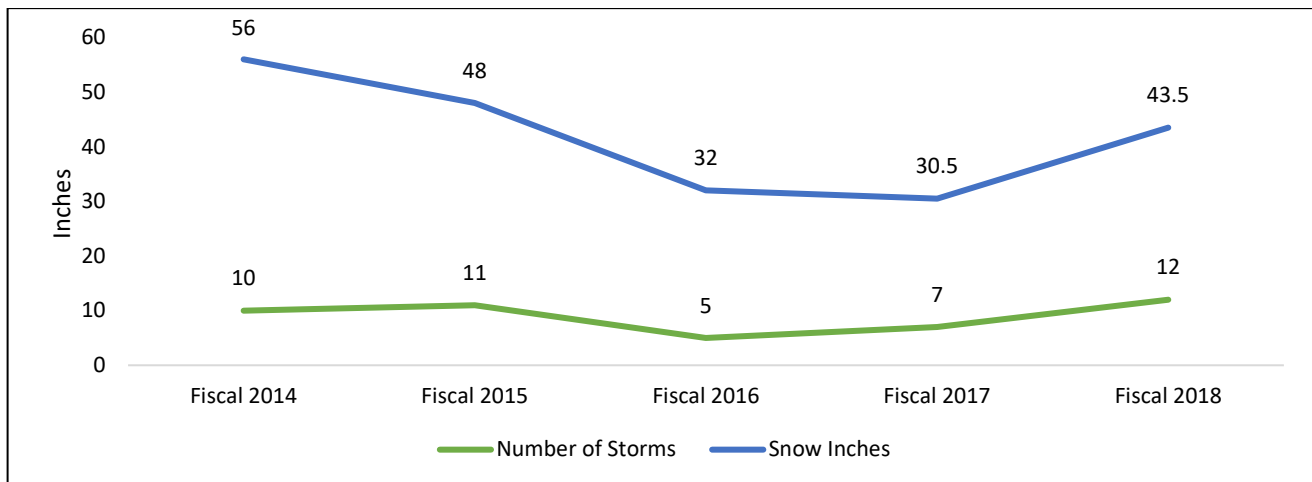
Information Regarding Snow Removal Procedures

Uniformed sanitation workers are emergency responders due to the important role they play during 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 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) which coordinates citywide emergency response.

Figure 13: FY14-18 Winter Storm History



PMMR Performance Measures

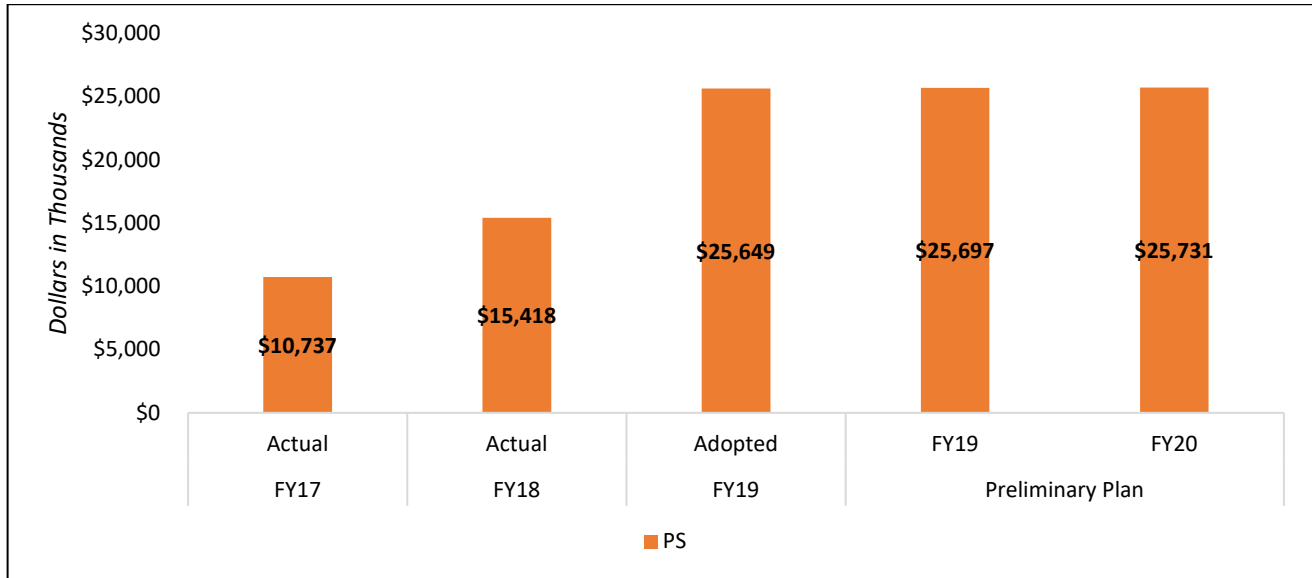
Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Snowfall (total inches)	31.8	30.5	43.5	*	*	NA	NA
Salt used (tons)	302,229	391,719	480,016	*	*	NA	NA
Removal cost per inch of snow (\$000)	\$3,283	\$3,157	\$2,457	*	*	NA	NA

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 14: Solid Waste Transfer Stations Spending

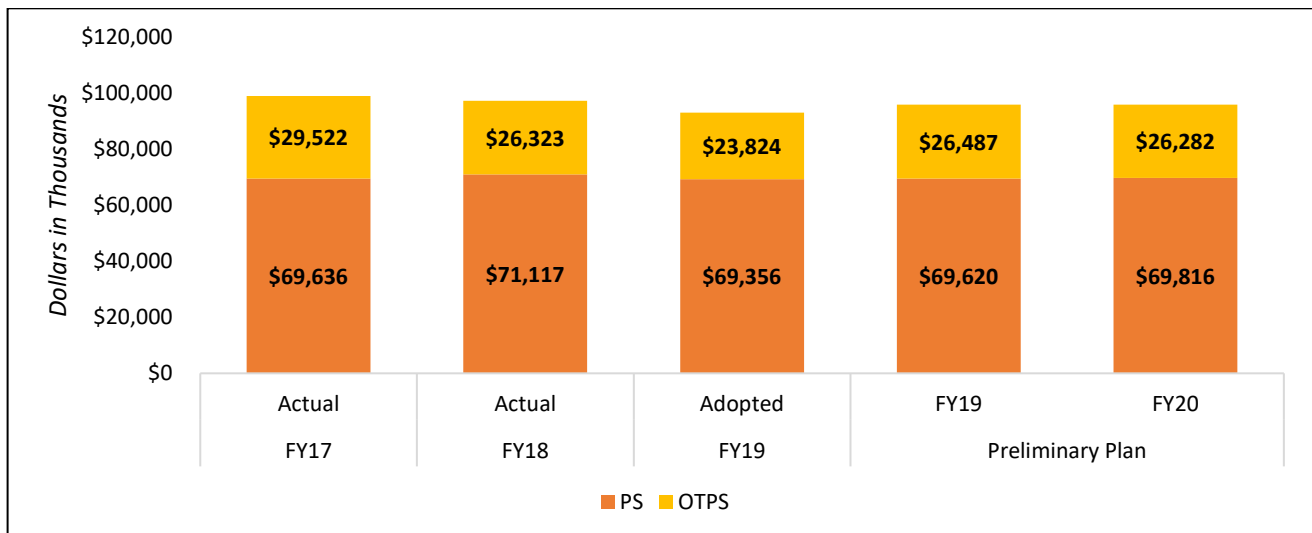


The Fiscal 2020 Preliminary Budget for the solid waste transfer stations remains essentially unchanged from the Fiscal 2019 Adopted Budget at \$25.6 million. Since Fiscal 2017, PS funding increased by \$14.9 million or 58 percent, to \$25.7 million to hire 233 uniform personnel as marine transfer stations became operational.

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

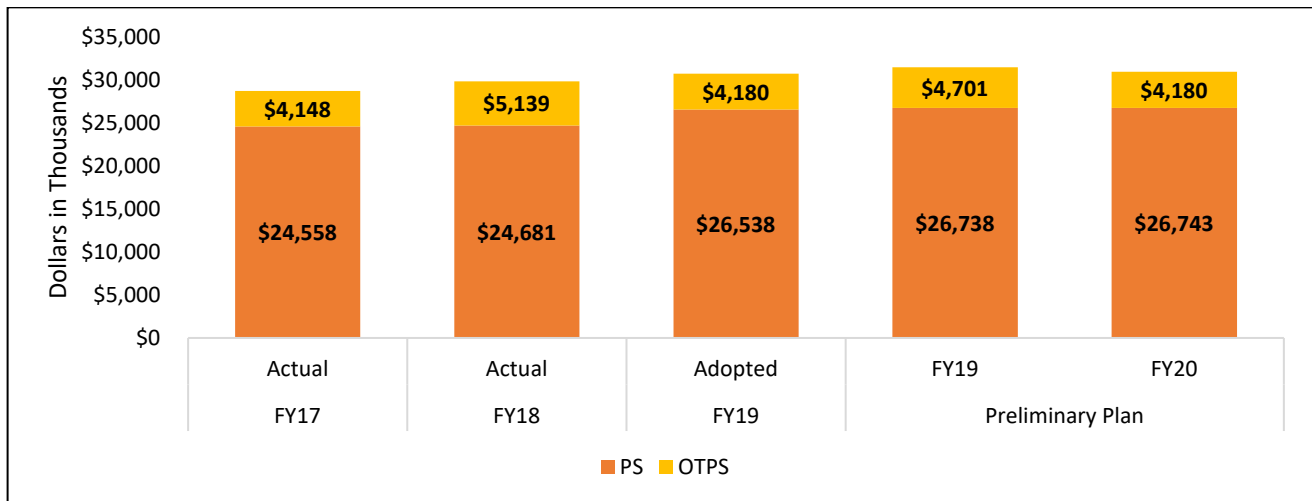


The Fiscal 2020 Preliminary Budget for the Bureau of Support Operations – Motor Equipment is \$96.1 million, which is \$2.9 million, or three percent more than the Fiscal 2019 Adopted Budget of \$93.2 million. This change reflects an increase of \$2.4 million to procure vehicle replacement parts, as well as \$402,000 to hire five civilian personnel for snow removal coordination and response.

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

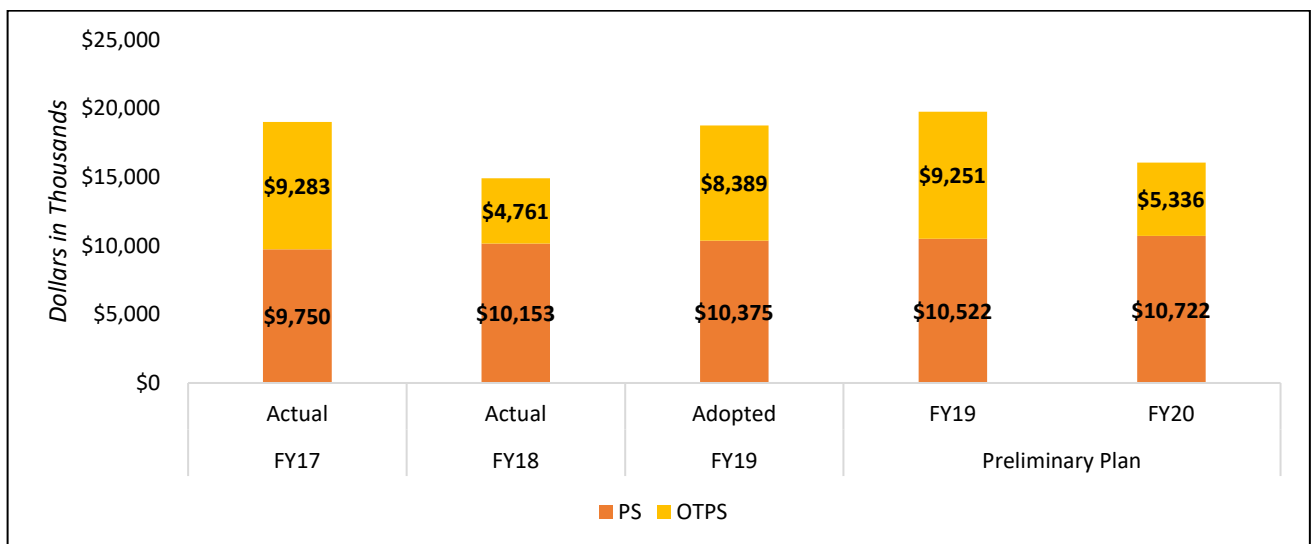


The Fiscal 2020 Preliminary Budget for Bureau of Support Operations – Building Management remains unchanged from the Fiscal 2019 Adopted Budget.

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



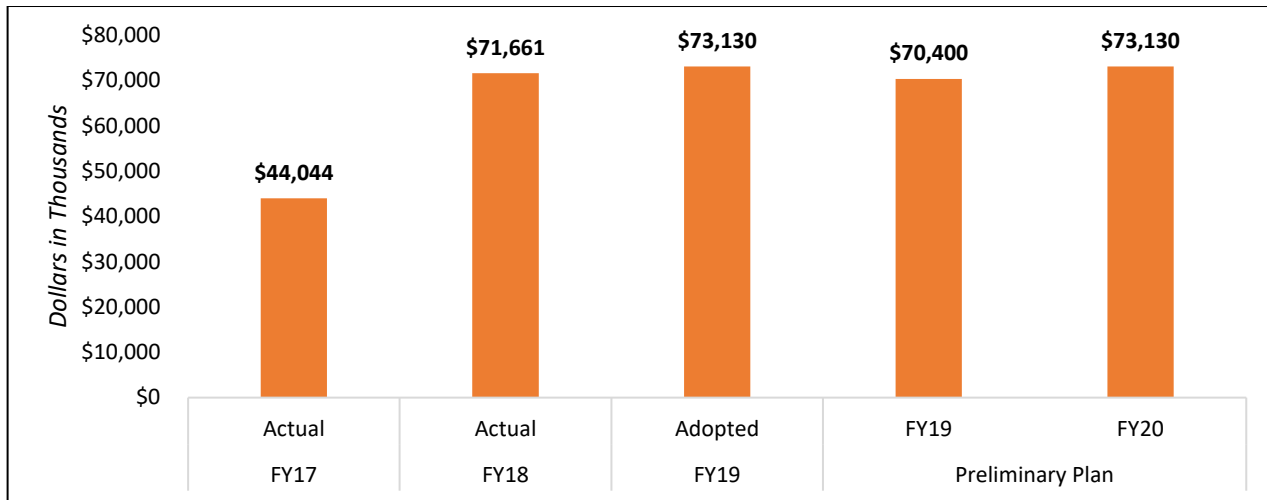
The Fiscal 2020 Preliminary Budget for the Bureau of Waste Disposal is \$16.1 million, which is \$2.7 million or approximately 14.4 percent less, than the Fiscal 2019 Adopted Budget of \$18.8 million. This

decrease reflects a cost re-estimate to remediate the Great Kills Landfill; slightly offset by an increase in collective 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 18: Waste Disposal – Landfill Closure Spending

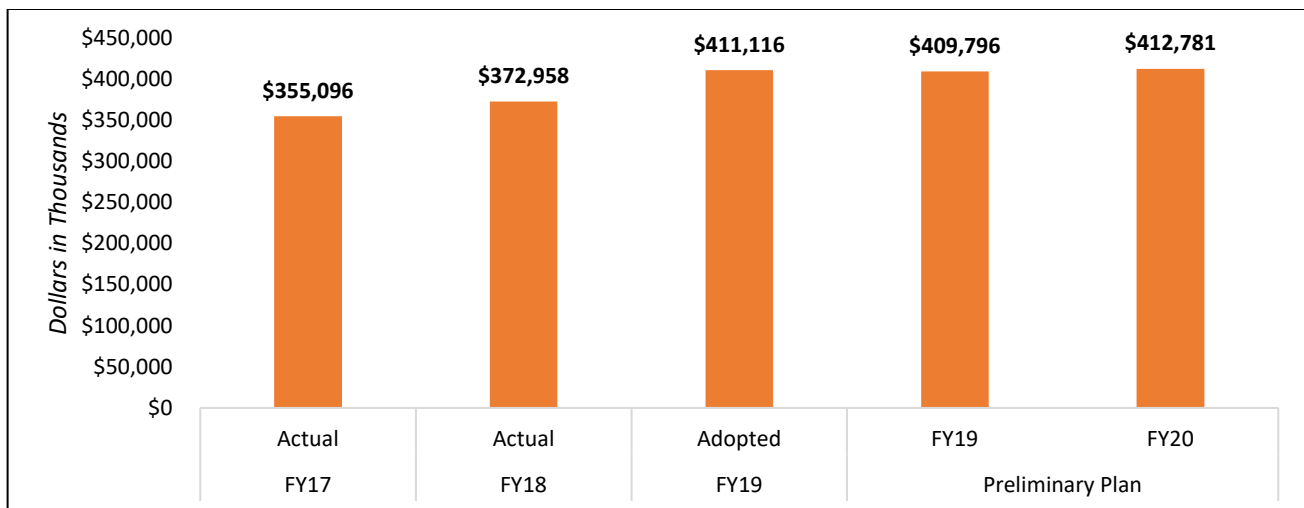


The Fiscal 2020 Preliminary Budget for the Bureau of Waste Disposal – Landfill Closure remains unchanged from the Fiscal 2019 Adopted Budget at \$73.1 million.

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 2020 Preliminary Budget for waste export is \$412.8 million, which is \$1.7 million, or four percent, more than the Fiscal 2019 Adopted Budget of \$411.1 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	Metropolitan Transfer Sta. 287 Halleck Street Bronx, NY	WeCare Environmental 856 Boston Post Road Marlborough, MA	Truck
		Cayuga County Digester 7389 County House Rd. Auburn, NY	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
	A-1 Compaction 325 Yonkers Ave Yonkers, NY	Westchester Resco Peekskill, NY	Truck
		Fairless Hills Landfill Morrisville, PA	Truck
	Interstate Waste 375 US 1 Truck Rt. Jersey City, NJ	Cumberland County Landfill Shippensburg, PA	Truck
	Waste Management Fairview Transfer Station Fairview, NJ	Grows North Landfill Morrisville PA	Truck
		Fairless Hills Landfill Morrisville, PA	Truck
Manhattan Paper	59th Street MTS Pier 59 NY, NY	Visy paper 4435 Victory Blvd. Staten Island, NY	Barge

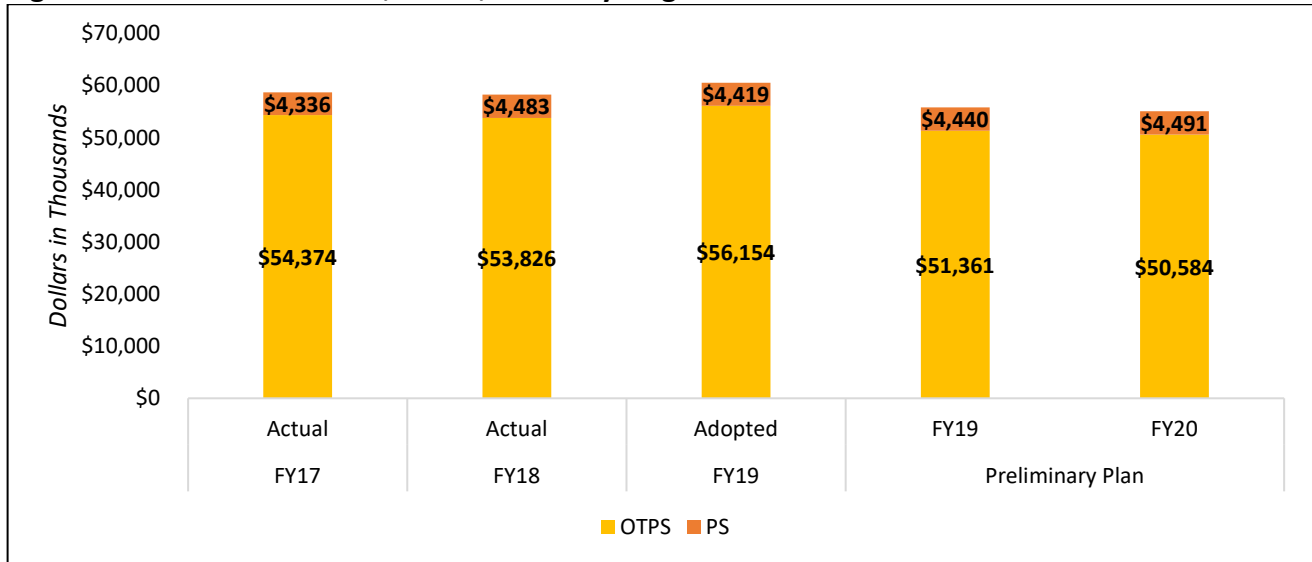
BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
Manhattan MGP		SIMMS 1 Linden Avenue East Jersey City, NJ	DSNY Truck
	SIMMS 850 Edgewater Road Bronx, NY	SIMMS 472 2nd Avenue Brooklyn, NY	Barge
		SIMMS 1 Linden Avenue East Jersey City, NJ	Barge
Queens refuse	Covanta 4Recovery North 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	
		Keystone Sanitary Dunmore, PA	
	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 Jamaica, NY	Pine Island Dairy Farm Sheffield Mass	Truck
		Waste Management Brooklyn, NY	Truck
		Quantum Biopower Southington, CT	Truck

BOROUGH	Transfer Station	Final Disposal/Processing	Transportation Mode
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
	IESI of NY 577 Court Street Bklyn, NY 11231	Seneca Meadows Landfill Waterloo, NY	Truck
		Blue Ridge Landfill Scotland, PA	Truck
	IESI of NY 110 50th Street Brooklyn, NY 11232	Bethlehem Landfill Bethlehem, PA	Truck
		Seneca Meadows Landfill Waterloo, NY	Truck
	Action Environmental 941 Stanley Ave Brooklyn, NY	Keystone Landfill Dunmore, PA	Truck
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 2020 Preliminary Budget for the Bureau of Waste Prevention, Reuse, and Recycling is \$55.1 million, which is \$5.5 million, or 9.1 percent less than the Fiscal 2019 Adopted Budget of \$60.6 million. This decrease is primarily due to \$4.1 million in one-time funding in Fiscal 2019 that is not included in Fiscal 2020 for organic bin procurement.

PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY19	FY20	FY18	FY19
Curbside and containerized recycling diversion rate (%)	16.9%	17.4%	18%	23%	23%	17.2%	17.6%
Curbside and containerized recycled tons (000)	613.8	644.3	663.6	848.6	848.6	213	224
Total annual Diversion Rate	18.90%	20.50%	20.9%	*	*	NA	NA
Recycled tons per day	2,373	2,565	2,676	2,270	2,270	NA	NA
Annual tons recycled total (000)	740	800	835	*	*	NA	NA
Recycling trucks dumped on shift (%)	26.50%	25.50%	24.5%	*	*	24.7%	23%
Missed recycling collections (%)	0.1%	0.1%	0.2%	*	*	0.2%	0.1%
Recycling summonses issued	118,407	100,629	84,682	*	*	26,953	25,836
Recycling collection cost per ton (\$)	\$629	\$686	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$670	\$738	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$12	\$14	\$16	*	*	\$23	\$12

Capital Plan Overview

On February 7, 2019, the Administration released the Preliminary Ten-Year Capital Strategy for Fiscal Years 2020-2029 (the Ten-Year Strategy), the Fiscal 2020 Preliminary Capital Budget (the Capital Budget) and the Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan).

This section will provide an overview of the Preliminary Ten-Year Strategy, Capital Budget and Commitment Plan for DEP. 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 DEP’s capital program.

Preliminary Ten-Year Capital Strategy Fiscal 2020-2029

The Ten-Year Strategy is the City’s long term capital planning document which provides a framework for capital spending by agency. The Strategy is released every two years as mandated by the City Charter.

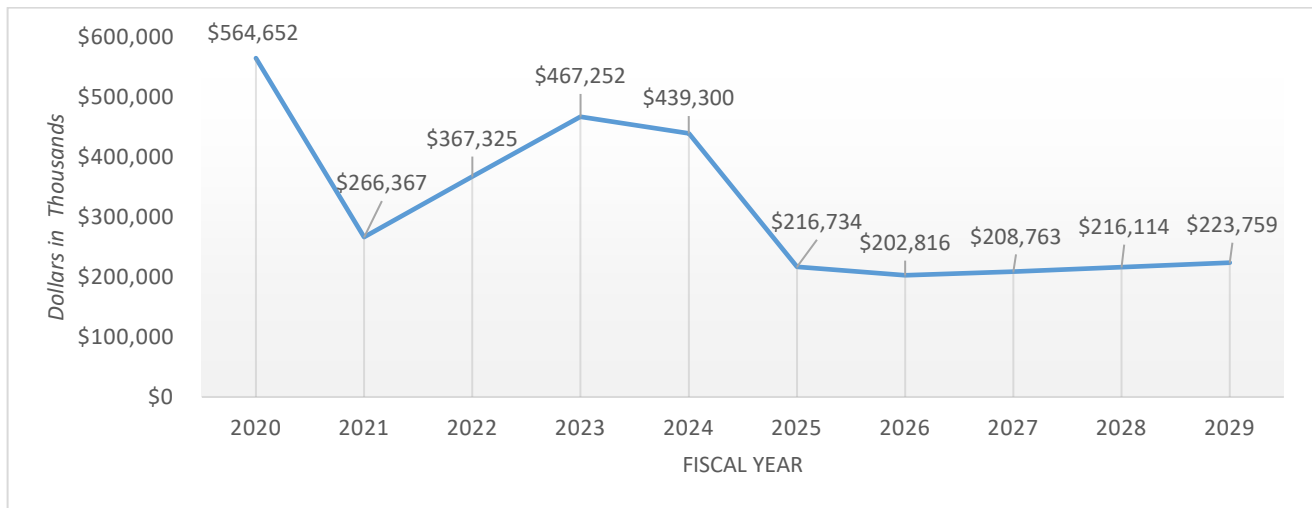
Strategy Guiding Principles

By its own description the Ten-Year Strategy document: “provides a venue for the City to demonstrate the comprehensive infrastructure planning that the City undertakes as part of its responsibility to all New Yorkers, across all neighborhoods, and explain the connections between capital investment and strategic priorities.” It strives to do this through four guiding principles:

1. Maintain New York City’s financial responsibility;
2. Promote forward-looking, holistic capital planning that anticipates neighborhood needs of tomorrow;
3. Advance a more equitable New York City through capital investment; and
4. Consider community perspectives in capital planning and decision-making.

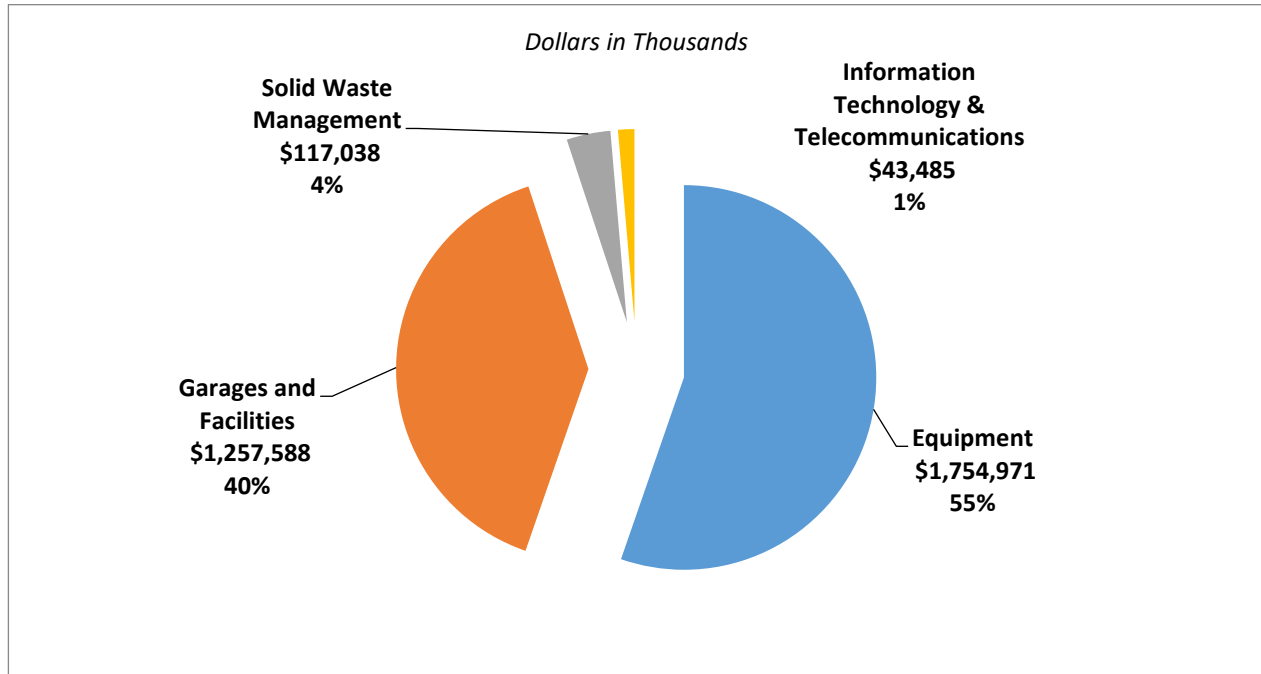
The City’s Ten-Year Strategy totals \$104.1 billion (all funds), which is \$14.5 billion larger than the \$89.6 billion Fiscal 2018-2028 Ten-Year Strategy. DSNY’s Ten-Year Capital Strategy totals \$3.2 billion, or three percent of the City’s total Strategy.

Figure 21: FY20-29 Preliminary Ten-Year Capital Strategy by Year



Each agency’s Ten-Year Strategy is broken down into Ten-Year Plan Categories which describe the general type of capital work being done therein. The chart below shows how DSNY’s Ten-Year Strategy is distributed among these categories.

Figure 22: Ten-Year Capital Strategy



Equipment. The Preliminary Ten-Year Capital Strategy includes \$1.8 billion for equipment acquisition. In order to perform day-to-day and emergency operations, the Department must maintain an adequate and reliable fleet of vehicles.

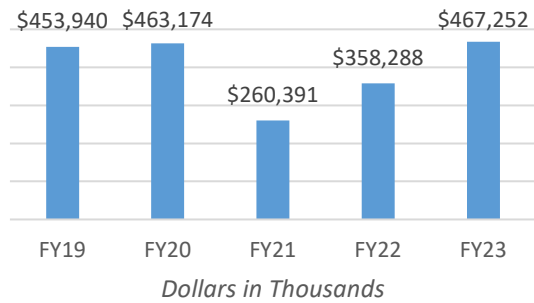
Garages and Facilities. The Preliminary Ten-Year Capital Strategy includes \$1.3 billion for construction and reconstruction of garages and facilities. Of this amount, \$256.6 million for construction of a new Bronx 9/10/11 garage; \$199.7 million for construction of a new Manhattan 6/6A/8 garage; \$143.8 million for construction of a new Staten Island 1/3 garage; \$142.6 million for construction of a new Queens 1 garage.

Solid Waste Management. The Preliminary Ten-Year Capital Strategy includes \$117 million for Solid Waste Management construction and reconstruction of marine transfer stations and other solid waste infrastructure, such as composting sites, and related equipment

Information Technology and Telecommunications. The Preliminary Ten-Year Capital Strategy provides \$43.4 million for information technology and telecommunications projects.

Preliminary Capital Budget for Fiscal 2020-2023

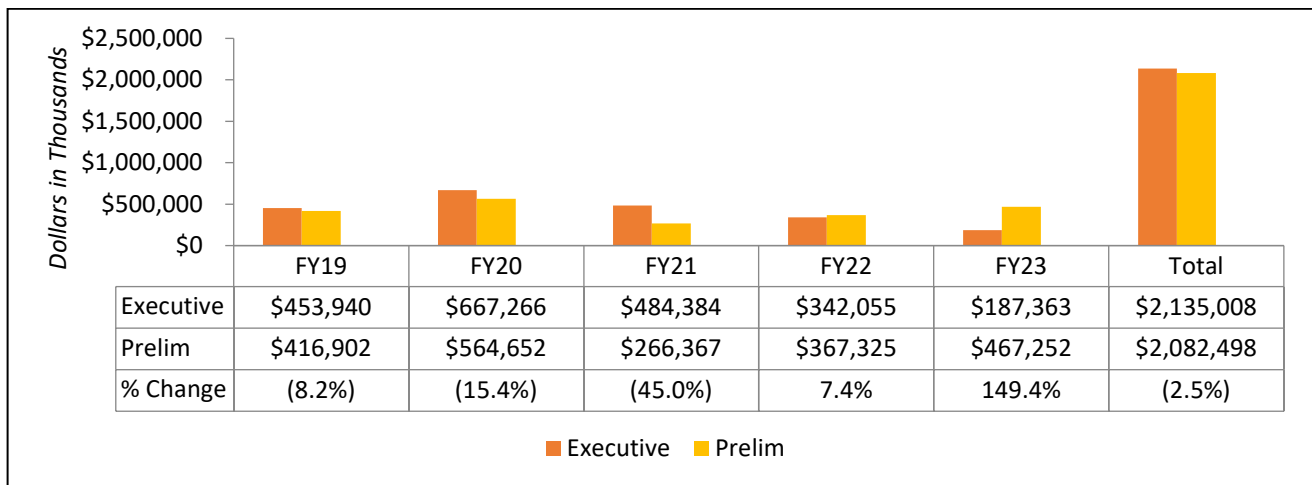
The Capital Budget provides the required appropriations for Fiscal 2020 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption



As shown in the chart at left, the Department of Sanitation’s Fiscal 2020 Preliminary Capital Budget includes \$1.55 billion in Fiscal 2020-2023. This represents approximately three percent of the City’s total \$52.8 billion Capital Budget for 2020-2023. Available appropriations for Fiscal 2019 total \$453.9 million. This includes \$391.4 million in reauthorized prior appropriations and \$781.8 million in authorized Fiscal 2019 appropriations. ¹

The Department of Sanitation’s Preliminary Commitment Plan includes \$2.1 billion in Fiscal 2019-2023. This represents approximately three percent of the City’s total \$83.8 billion Preliminary Commitment Plan.

Figure 23: DSNY Commitment Plan

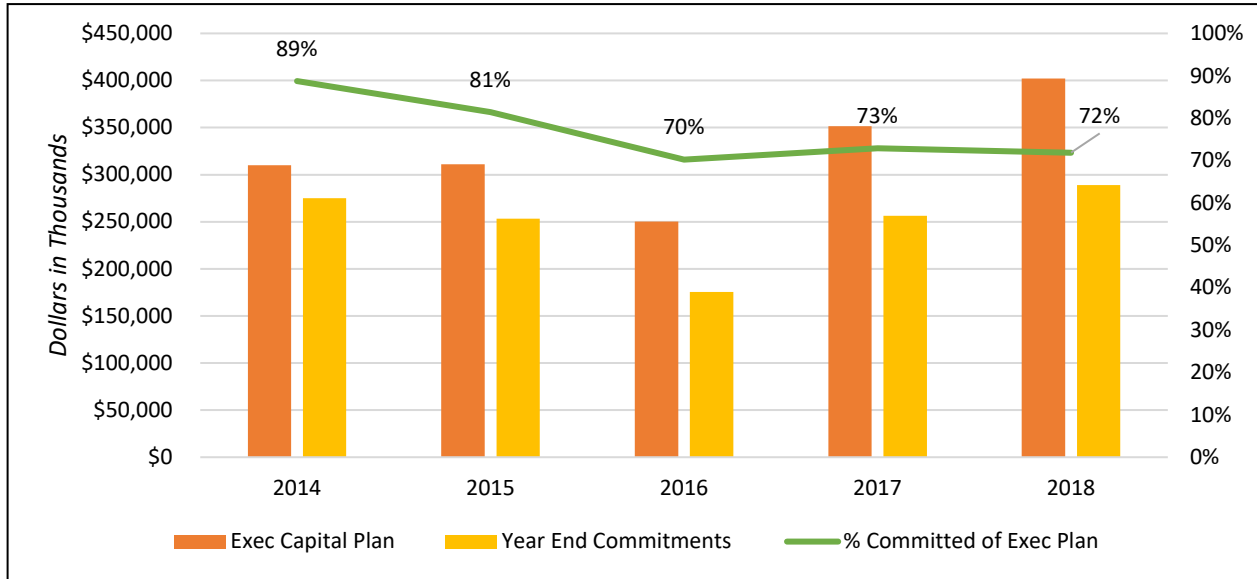


The Preliminary Capital Plan for the Department for Fiscal 2019-2023 has decreased by \$53 million to a total of \$2.1 billion, demonstrating a two percent reduction when compared to the Department’s Adopted Commitment Plan. The decrease can be attributed to a variety of projects that were pushed past Fiscal 2023 for 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. Given DSNY’s performance history, it is likely that the Department will end this year with unmet commitment targets and significant appropriations available to roll into Fiscal 2019 and in the outyears. The chart below displays the Department’s Preliminary Capital Plan as of the Fiscal 2015-2018 Executive Budget and the actual commitments in the corresponding fiscal year. Additionally, the chart shows the commitment rate: the percentage of the capital plan committed per fiscal year. Since 2015, the Department has maintained a high commitment rate (above 70 percent) year-over-year.

¹ See footnote 1 regarding the calculation of Fiscal 2019 capital appropriations.

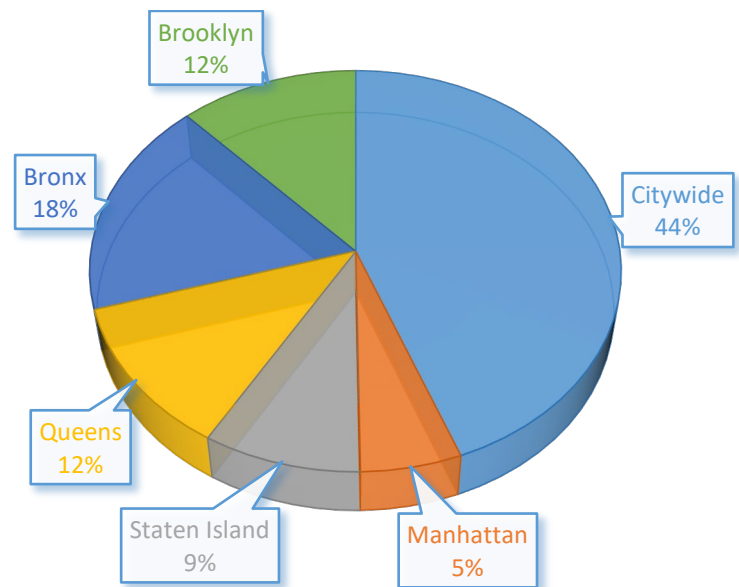
Figure 24: DSNY Capital Commitment Rate



The Department’s Commitment Plan contains 159 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 11, Brooklyn with no funding associated with it.

Figure 25: Capital Projects by Borough

Citywide capital projects represent 44 percent or \$919.2 million 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 \$2.2 billion in the plan, five percent or \$116.7 million is allocated towards Manhattan projects, 18 percent or \$367.1 million is allocated towards Bronx projects, 12 percent or \$249.4 million is allocated towards Brooklyn projects, 12 percent or \$246.8 million is allocated towards Queens projects, nine percent or \$183.2 million is allocated towards Staten Island projects. Borough projects mainly include garage construction and/or rehabilitation. Currently, DSNY has 59 garages citywide.



2020 Preliminary Capital Commitment Plan Highlights:

Major capital projects included in the Preliminary Capital Plan for Fiscal 2019-2023 are outlined below.

- **Brooklyn 3 Garage.** The Preliminary Capital Commitment Plan includes \$8 million for construction management and \$168 million for construction of the Brooklyn 3 garage in Fiscal 2019.

- **Queens 1 Garage.** The Preliminary Capital Commitment Plan includes \$10 million for design, \$12 million construction management, and \$121 million for the construction of the Queens 1 garage in Fiscal 2020.
- **Manhattan 11 Garage.** The Preliminary Capital Commitment Plan includes \$30 million for rehabilitation of the Manhattan 11 garage in Fiscal 2020.
- **Bronx 6/6A Garage.** The Preliminary Capital Commitment Plan includes \$2 million for the design, \$2 million for construction management and \$24 million for garage rehabilitation of the Bronx 6/6A garage in Fiscal 2022.
- **Bronx 9/10/11 Garage.** The Preliminary Capital Commitment Plan includes \$21 million for construction management, and \$240 million for construction of the Bronx 9/10/11 garage in Fiscal 2023.
- **Bronx 12 Garage.** The Preliminary Capital Commitment Plan includes \$2 million for construction management, and \$30 million for garage rehabilitation of the Bronx 12 garage in Fiscal 2021.
- **Staten Island 1/3 Garage.** The Preliminary Capital Commitment Plan includes \$144 million for construction of the Staten Island 1/3 garage in Fiscal 2020.

Appendices

A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY19			FY20		
	City	Non-City	Total	City	Non-City	Total
DSNY Budget as of the Fiscal 2019 Adopted Budget	\$1,724,592	\$18,508	\$1,743,099	\$1,739,641	\$18,979	\$1,758,620
New Needs						
Auto Parts	\$2,448	\$0	\$2,448	\$2,448	\$0	\$2,448
Radio Replacement	1,624	0	1,624	0	0	0
Boiler & HVAC Improvements	2,382	0	2,382	0	0	0
Commercial Waste Zone Consultant	241	0	241	283	0	283
Fall Leaf and Yard Waste Program	655	0	655	0	0	0
Information Technology	1,190	0	1,190	968	0	968
Local Service Enhancements	1,270	0	1,270	1,320	0	1,320
Manhattan 6 Relocation	2,015	0	2,015	1,815	0	1,815
Organics Program	9,641	0	9,641	0	0	0
Overtime for Critical Operations	3,578	0	3,578	784	0	784
Snow Response Enhancements	2,090	0	2,090	1,277	0	1,277
Subtotal, New Needs	\$27,134	\$0	\$27,134	\$8,895	\$0	\$8,895
Other Adjustments						
1st Quarter Revenue	\$0	\$125	\$125	\$0	\$0	\$0
City Service Corps	0	127	127	0	0	0
DC 37 Collective Bargaining	1,344	0	1,344	2,302	0	2,302
DC 37 Collective Bargaining (IFA)	0	136	136	0	244	244
DC 37 Collective Bargaining (IC)	0	7	7	0	12	12
DSNY Fuel	0	19	19	0	0	0
DSNY - Sewer Repair	0	660	660	0	0	0
Energy Manager	0	100	100	0	0	0
ExCel Projects	0	149	149	0	0	0
GreenNYC Transfer	61	0	61	0	0	0
Fuel Reimbursement	0	15	15	0	0	0
Transfer to DCLA	(180)	0	(180)	(180)	0	(180)
State Assistance Grant	0	782	782	0	0	0
Buyers Collective Bargaining	39	0	39	81	0	81
Accretions Collective Bargaining	11	0	11	18	0	18
ExCel Projects Round 2	0	150	150	0	0	0
Fresh Kills Landfill Post-Closure Costs	(2,000)	0	(2,000)	0	0	0
Training Fund	0	13	13	0	0	0
Intra City Mod for Sanitation Payment	0	120	120	0	0	0
Minimum Wage Adjustment	2	0	2	4	0	4
Managerial Adjustment	658	0	658	1,130	0	1,130
Medical Division Insourcing	(13)	0	(13)	(27)	0	(27)
Member Item Reallocation	1,389	0	1,389	0	0	0
Minimum Wage for Job Training	0	292	292	0	636	636
Plumbers Collective Bargaining	\$66	\$0	\$66	\$56	\$0	\$56
Sandy Reconstruction	0	461	461	0	0	0
Street Fair Revenue	0	227	227	0	0	0
Supervisor Training Program	0	60	60	0	0	0
Funding Reallocation	0	0	0	0	(25)	(25)
Subtotal, Other Adjustments	\$1,377	\$3,443	\$4,820	\$3,384	\$867	\$4,251
TOTAL, All Changes	\$28,511	\$3,443	\$31,954	\$12,279	\$867	\$13,146
DSNY Budget as of the Fiscal 2020 Preliminary Budget	\$1,752,930	\$21,951	\$1,774,998	\$1,751,843	\$19,846	\$1,771,757

B: DSNY Contract Budget

DSNY Fiscal 2020 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	FY19 Adopted	Number of Contracts	FY20 Preliminary	Number of Contracts
Cleaning Services	\$266	17	\$266	17
Contractual Services - General	87,200	16	87,251	16
Data Processing Equipment Maintenance	534	1	534	1
Maintenance and Operation of Infrastructure	2,416	22	2,416	22
Maintenance and Repairs - General	1,353	12	1,814	12
Maintenance and Repairs - Motor Vehicle Equip	1,138	13	1,138	13
Municipal Waste Export	410,777	30	412,441	30
Office Equipment Maintenance	143	6	143	6
Printing Services	1,738	6	1,238	6
Prof. Services - Computer Services	1,764	14	1,764	14
Prof. Services - Other	17,657	21	12,336	21
Security Services	4,286	6	4,286	6
Telecommunications Maintenance	840	5	840	5
Temporary Services	473	3	402	3
Training Program for City Employees	93	6	83	6
TOTAL	\$530,676	178	\$526,951	178

C: Program Areas**Civilian Enforcement**

Civilian Enforcement						
<i>Dollars in Thousands</i>						
	FY17 Actual	FY18 Actual	FY19 Adopted	Preliminary Plan		*Difference FY19-FY20
				FY19	FY20	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$5,157	\$5,413	\$4,344	\$5,746	\$5,746	\$1,402
Additional Gross Pay	167	167	0	0	0	0
Overtime - Civilian	99	99	0	0	0	0
TOTAL	\$5,423	\$5,679	\$4,344	\$5,746	\$5,746	\$1,402
Funding						
City Funds			\$4,344	\$5,746	\$5,746	\$1,402
TOTAL	\$5,423	\$5,679	\$4,344	\$5,746	\$5,746	\$1,402
Budgeted Headcount						
Full-Time Positions - Civilian	148	144	125	162	162	37
TOTAL	148	144	125	162	162	37

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Collection and Street Cleaning

Collection and Street Cleaning						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$491,486	\$505,500	\$535,720	\$537,425	\$539,799	\$4,079
Full-Time Salaried - Civilian	12,669	12,428	13,516	13,984	14,338	822
Other Salaried and Unsalari ed	3,860	5,994	8,441	8,735	9,982	1,541
Additional Gross Pay	93,974	98,580	90,548	95,104	91,015	467
Overtime - Uniformed	70,543	98,249	61,801	78,763	64,319	2,518
Overtime - Civilian	1,050	1,011	216	146	216	0
Fringe Benefits	34,804	35,776	38,008	38,715	38,270	262
Subtotal	\$708,387	\$757,538	\$749,692	\$774,311	\$759,852	\$10,160
Other Than Personal Services						
Supplies and Materials	\$3,027	\$4,947	\$3,790	\$4,963	\$3,540	(\$250)
Fixed and Misc. Charges	2	1	5	4	5	0
Property and Equipment	3,282	2,014	1,850	2,186	1,850	0
Other Services and Charges	3,940	3,743	4,474	3,709	4,474	0
Contractual Services	2,690	2,384	1,830	2,783	1,830	0
Subtotal	\$12,940	\$13,089	\$11,949	\$13,645	\$11,699	(\$250)
TOTAL	\$721,327	\$770,627	\$761,641	\$787,956	\$771,551	\$9,910
Funding						
City Funds			\$750,005	\$775,760	\$758,808	\$8,803
Other Categorical			750	1,018	750	0
Intra City			10,886	11,178	11,993	1,107
TOTAL	\$721,327	\$770,627	\$761,641	\$787,956	\$771,551	\$9,910
Budgeted Headcount						
Full-Time Positions - Civilian	292	270	295	295	295	0
Full-Time Positions - Uniform	7,426	7,350	7,379	7,545	7,443	64
TOTAL	7,718	7,620	7,674	7,840	7,738	64

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Enforcement – General

Enforcement - General						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Uniform	\$7,228	\$7,433	\$8,852	\$8,852	\$8,852	\$0
Full-Time Salaried - Civilian	4,664	4,660	6,320	4,963	4,995	(1,326)
Other Salaried and Unsalariad	2	11	35	35	35	0
Additional Gross Pay	807	833	884	884	884	0
Overtime - Uniformed	751	1,102	780	780	780	0
Overtime - Civilian	71	89	82	82	82	0
Fringe Benefits	0	0	47	47	47	0
Subtotal	\$13,523	\$14,128	\$17,000	\$15,643	\$15,675	(\$1,326)
Other Than Personal Services						
Supplies and Materials	\$561	\$121	\$568	\$555	\$543	(\$25)
Fixed and Misc. Charges	0	2	0	0	0	0
Property and Equipment	518	478	538	556	563	25
Other Services and Charges	92	603	100	90	100	0
Contractual Services	59	26	4	9	4	0
Subtotal	\$1,230	\$1,228	\$1,210	\$1,210	\$1,210	\$0
TOTAL	\$14,754	\$15,356	\$18,210	\$16,853	\$16,885	(\$1,326)
Funding						
City Funds			\$18,210	\$16,853	\$16,885	(\$1,326)
TOTAL	\$14,754	\$15,356	\$18,210	\$16,853	\$16,885	(\$1,326)
Budgeted Headcount						
Full-Time Positions - Civilian	103	95	151	114	114	(37)
Full-Time Positions - Uniform	108	107	112	112	112	0
TOTAL	211	202	263	226	226	(37)

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Engineering

Engineering						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$3,785	\$4,199	\$4,375	\$4,515	\$4,616	\$240
Other Salaried and Unsalariad	70	69	36	36	36	0
Additional Gross Pay	115	209	64	64	64	0
Overtime - Civilian	2	7	49	49	49	0
Subtotal	\$3,972	\$4,484	\$4,524	\$4,664	\$4,765	\$240
Other Than Personal Services						
Supplies and Materials	\$265	\$277	\$284	\$281	\$284	\$0
Property and Equipment	40	25	37	54	37	0
Other Services and Charges	817	729	33	3,688	33	0
Contractual Services	2,345	1,965	2,238	3,019	3,238	1,000
Subtotal	\$3,467	\$2,997	\$2,592	\$7,041	\$3,592	\$1,000
TOTAL	\$7,440	\$7,480	\$7,116	\$11,706	\$8,357	\$1,240
Funding						
City Funds			\$3,058	\$6,852	\$4,066	\$1,008
Capital- IFA			4,058	4,194	4,291	232
Intra City			0	660	0	0
TOTAL	\$7,440	\$7,480	\$7,116	\$11,706	\$8,357	\$1,240
Budgeted Headcount						
Full-Time Positions - Civilian	46	46	51	51	51	0
TOTAL	46	46	51	51	51	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

General Administration

General Administration						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-time Salaried - Uniform	\$9,222	\$9,684	\$8,099	\$8,099	\$8,223	\$124
Full-Time Salaried - Civilian	26,930	28,226	27,744	28,503	29,251	1,508
Other Salaried and Unsalariad	1,332	1,316	849	858	868	18
Additional Gross Pay	1,500	1,643	1,117	1,117	1,131	13
Overtime - Uniformed	962	1,379	506	506	539	33
Overtime - Civilian	958	986	(266)	186	123	389
Fringe Benefits	13	15	70	70	70	0
Subtotal	\$40,917	\$43,250	\$38,118	\$39,339	\$40,204	\$2,086
Other Than Personal Services						
Supplies and Materials	\$26,376	\$34,032	\$35,769	\$33,775	\$36,636	\$867
Fixed and Misc. Charges	6,529	2,479	27	28	12	(15)
Property and Equipment	4,440	1,342	469	799	469	0
Other Services and Charges	40,152	47,895	50,501	51,127	56,154	5,654
Contractual Services	10,726	14,446	7,804	10,979	5,694	(2,109)
Subtotal	\$88,223	\$100,194	\$94,570	\$96,708	\$98,965	\$4,396
TOTAL	\$129,140	\$143,444	\$132,687	\$136,047	\$139,169	\$6,482
Funding						
City Funds			\$130,119	\$132,731	\$136,546	\$6,426
Capital- IFA			1,061	1,102	1,130	69
State			25	84	0	(25)
Federal - Other			0	461	0	0
Intra City			1,482	1,643	1,493	12
TOTAL	\$129,140	\$143,444	\$132,687	\$136,047	\$139,169	\$6,482
Budgeted Headcount						
Full-Time Positions - Civilian	322	322	347	348	348	1
Full-Time Positions - Uniform	101	101	74	74	74	0
TOTAL	423	423	421	422	422	1

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Legal Services

Legal Services						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Uniform	\$171	\$175	\$155	\$155	\$155	\$0
Full-Time Salaried - Civilian	3,240	3,353	3,548	3,580	3,603	55
Other Salaried and Unsalariad	30	49	26	26	26	0
Additional Gross Pay	208	219	179	179	179	0
Overtime - Uniformed	16	19	22	22	22	0
Overtime - Civilian	5	6	5	5	5	0
TOTAL	\$3,670	\$3,821	\$3,935	\$3,967	\$3,990	\$55
Funding						
City Funds			\$3,801	\$3,830	\$3,851	\$50
Capital- IFA			133	136	138	5
TOTAL	\$3,670	\$3,821	\$3,935	\$3,967	\$3,990	\$55
Budgeted Headcount						
Full-Time Positions - Civilian	41	42	45	45	45	0
Full-Time Positions - Uniform	2	2	2	2	2	0
TOTAL	43	44	47	47	47	0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Long Term Export

Long Term Export						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$1,126	\$1,209	\$1,137	\$1,162	\$1,181	\$44
Other Salaried and Unsalariad	2	7	13	13	13	0
Additional Gross Pay	71	21	21	21	21	0
Overtime - Civilian	0	1	4	4	4	0
Subtotal	\$1,199	\$1,238	\$1,174	\$1,200	\$1,218	\$44
Other Than Personal Services						
Supplies and Materials	\$3	\$4	\$10	\$5	\$10	\$0
Property and Equipment	6	1	4	4	4	0
Other Services and Charges	44	636	5	9	5	0
Contractual Services	2,735	1,923	758	556	758	0
Subtotal	\$2,788	\$2,563	\$776	\$575	\$776	\$0
TOTAL	\$3,987	\$3,801	\$1,950	\$1,774	\$1,994	\$44
Funding						
City Funds			\$1,950	\$1,774	\$1,994	\$44
TOTAL	\$3,987	\$3,801	\$1,950	\$1,774	\$1,994	\$44
Budgeted Headcount						
Full-Time Positions - Civilian	13	12	13	13	13	0
TOTAL	13	12	13	13	13	0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Public Information

Public Information						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Uniform	\$442	\$474	\$488	\$488	\$488	\$0
Full-Time Salaried - Civilian	1,699	1,779	1,615	1,711	1,735	120
Other Salaried and Unsalariad	6	13	49	49	49	0
Additional Gross Pay	26	27	38	38	38	0
Overtime - Uniformed	99	108	98	98	98	0
Overtime - Civilian	45	69	29	29	29	0
TOTAL	\$2,317	\$2,470	\$2,317	\$2,413	\$2,437	\$120
Funding						
City Funds			\$2,317	\$2,413	\$2,437	\$120
TOTAL	\$2,317	\$2,470	\$2,317	\$2,413	\$2,437	\$120
Budgeted Headcount						
Full-Time Positions - Civilian	24	24	24	25	25	1
Full-Time Positions - Uniform	6	6	5	5	5	0
TOTAL	30	30	29	30	30	1

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Snow Removal

Snow Removal						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,741	\$2,741	\$2,741	\$2,741	\$2,741	\$0
Other Salaried and Unsalariad	2,999	3,063	1,898	1,898	1,898	0
Additional Gross Pay	1,535	2,433	54	54	54	0
Overtime - Uniformed	41,916	40,150	50,974	50,974	57,882	6,908
Overtime - Civilian	8,692	9,644	1,388	1,388	1,388	0
Subtotal	\$57,884	\$58,031	\$57,055	\$57,055	\$63,963	\$6,908
Other Than Personal Services						
Supplies and Materials	\$29,726	\$40,198	\$36,152	\$35,294	\$43,323	\$7,171
Property and Equipment	1,794	1,657	1,429	1,399	1,429	0
Other Services and Charges	7,357	3,949	2,953	3,123	2,940	(13)
Contractual Services	1,087	1,983	178	2,653	178	0
Subtotal	\$39,963	\$47,786	\$40,712	\$42,469	\$47,869	\$7,157
TOTAL	\$97,847	\$105,818	\$97,767	\$99,525	\$111,832	\$14,065
Funding						
City Funds			\$97,767	\$99,525	\$111,832	\$14,065
TOTAL	\$97,847	\$105,818	\$97,767	\$99,525	\$111,832	\$14,065
Budgeted Headcount						
Full-Time Positions - Civilian	2,137	2,120	2,302	2,308	2,308	6
Full-Time Positions - Uniform	7,544	7,558	7,657	7,823	7,721	64
TOTAL	9,681	9,678	9,959	10,131	10,029	70

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Solid Waste Transfer Stations

Solid Waste Transfer Stations						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Uniform	\$7,749	\$10,656	\$18,543	\$18,543	\$18,543	\$0
Full-Time Salaried - Civilian	1,419	2,327	4,549	4,597	4,631	82
Additional Gross Pay	634	874	1,103	1,103	1,103	0
Overtime - Uniformed	902	1,396	1,158	1,158	1,158	0
Overtime - Civilian	26	157	169	169	169	0
Fringe Benefits	8	8	128	128	128	0
Subtotal	\$10,737	\$15,418	\$25,649	\$25,697	\$25,731	\$82
Funding						
City Funds			\$25,649	\$25,697	\$25,731	\$82
TOTAL	\$10,737	\$15,418	\$25,649	\$25,697	\$25,731	\$82
Budgeted Headcount						
Full-Time Positions - Civilian	30	47	82	82	82	0
Full-Time Positions - Uniform	118	184	299	299	299	0
TOTAL	148	231	381	381	381	0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Support Operations – Motor Equipment

Support Operations - Motor Equipment						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$60,376	\$60,613	\$64,312	\$64,490	\$64,780	\$468
Full-Time Salaried - Uniform	0	70	0	0	0	
Other Salaried and Unsalariated	183	231	56	59	61	5
Additional Gross Pay	5,050	3,614	2,640	2,640	2,640	0
Overtime - Civilian	4,028	6,589	2,348	2,432	2,335	(13)
Subtotal	\$69,636	\$71,117	\$69,356	\$69,620	\$69,816	\$459
Other Than Personal Services						
Supplies and Materials	\$24,077	\$21,490	\$19,927	\$21,452	\$22,385	\$2,458
Fixed and Misc. Charges	1	1	1	1	1	0
Property and Equipment	1,161	894	891	1,039	891	0
Other Services and Charges	205	153	149	149	149	0
Contractual Services	4,078	3,784	2,856	3,846	2,856	0
Subtotal	\$29,522	\$26,323	\$23,824	\$26,487	\$26,282	\$2,458
TOTAL	\$99,158	\$97,440	\$93,180	\$96,107	\$96,097	\$2,917
Funding						
City Funds			\$93,160	\$96,087	\$96,077	\$2,917
Other Categorical			0	327	0	0
Intra City			20	20	20	0
TOTAL	\$99,158	\$97,440	\$93,180	\$96,107	\$96,097	\$2,917
Budgeted Headcount						
Full-Time Positions - Civilian	765	762	778	783	783	5
Full-Time Positions - Uniform	0	1	0	0	0	0
TOTAL	765	763	778	783	783	5

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Support Operations – Building Management

Support Operations - Building Management						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$20,450	\$20,610	\$22,851	\$23,050	\$23,048	\$197
Full-Time Salaried - Uniform	0	0	69	69	69	0
Other Salaried and Unsalariad	59	56	25	25	26	1
Additional Gross Pay	1,481	1,076	1,513	1,513	1,518	5
Overtime - Civilian	1,757	2,051	1,183	1,183	1,184	1
Fringe Benefits	810	888	897	897	897	0
Subtotal	\$24,558	\$24,681	\$26,538	\$26,738	\$26,743	\$204
Other Than Personal Services						
Supplies and Materials	\$2,226	\$2,634	\$1,747	\$2,403	\$1,747	\$0
Fixed and Misc. Charges	0	3	1	1	1	0
Property and Equipment	123	143	125	74	125	0
Other Services and Charges	101	110	121	132	121	0
Contractual Services	1,698	2,249	2,186	2,092	2,186	0
Subtotal	\$4,148	\$5,139	\$4,180	\$4,701	\$4,180	\$0
TOTAL	\$28,707	\$29,819	\$30,718	\$31,439	\$30,923	\$204
Funding						
City Funds			\$30,718	\$30,837	\$30,916	\$198
Intra City			0	602	6	6
TOTAL	\$28,707	\$29,819	\$30,718	\$31,439	\$30,923	\$204
Budgeted Headcount						
Full-Time Positions - Civilian	237	241	266	266	266	0
Full-Time Positions - Uniform	0	0	1	1	1	0
TOTAL	237	241	267	267	267	0

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Waste Disposal – General

Waste Disposal - General						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$4,255	\$4,329	\$4,076	\$4,223	\$4,329	\$254
Full-Time Salaried - Uniform	4,356	4,433	4,873	4,873	4,941	68
Other Salaried and Unsalariad	12	6	65	65	65	1
Additional Gross Pay	732	800	803	803	810	7
Overtime - Uniformed	387	573	473	473	491	18
Overtime - Civilian	8	12	86	86	86	0
Subtotal	\$9,750	\$10,153	\$10,375	\$10,522	\$10,722	\$347
Other Than Personal Services						
Supplies and Materials	\$313	\$304	\$179	\$309	\$179	\$0
Property and Equipment	351	70	193	137	193	0
Other Services and Charges	1,693	1,443	1,579	1,756	1,579	0
Contractual Services	6,927	2,945	6,438	7,048	3,385	(3,053)
Subtotal	\$9,283	\$4,761	\$8,389	\$9,251	\$5,336	(\$3,053)
TOTAL	\$19,033	\$14,914	\$18,764	\$19,773	\$16,058	(\$2,705)
Funding						
City Funds			\$18,672	\$19,612	\$15,967	(\$2,705)
Other Categorical			0	70	0	0
Capital- IFA			91	91	91	0
TOTAL	\$19,033	\$14,914	\$18,764	\$19,773	\$16,058	(\$2,705)
Budgeted Headcount						
Full-Time Positions - Civilian	61	61	62	62	62	0
Full-Time Positions - Uniform	46	49	50	50	50	0
TOTAL	107	110	112	112	112	0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Waste Disposal – Landfill Closure

Waste Disposal - Landfill Closure						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Other Than Personal Services						
Supplies and Materials	\$209	\$4	\$19	\$18	\$19	\$0
Fixed and Misc. Charges	0	0	0	0	0	0
Property and Equipment	1	1	7	7	7	0
Other Services and Charges	931	1,001	2,156	1,872	2,406	250
Contractual Services	42,903	70,655	70,948	68,503	70,698	(250)
TOTAL	\$44,044	\$71,661	\$73,130	\$70,400	\$73,130	\$0
Funding						
City Funds			\$73,130	\$70,400	\$73,130	\$0
TOTAL	\$44,044	\$71,661	\$73,130	\$70,400	\$73,130	\$0

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.

Waste Export

Waste Export						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Other Than Personal Services						
Supplies and Materials	\$675	\$64	\$139	\$92	\$139	\$0
Property and Equipment	263	122	134	144	134	0
Other Services and Charges	15	48	9	52	9	0
Contractual Services	354,144	372,724	410,834	409,507	412,500	1,665
TOTAL	\$355,096	\$372,958	\$411,116	\$409,796	\$412,781	\$1,665
Funding						
City Funds			\$411,116	\$409,796	\$412,781	\$1,665
TOTAL	\$355,096	\$372,958	\$411,116	\$409,796	\$412,781	\$1,665

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*

Waste Prevention, Reuse, and Recycling

Waste Prevention, Reuse, and Recycling						
<i>Dollars in Thousands</i>						
	FY17	FY18	FY19	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY19	FY20	FY19-FY20
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$3,933	\$3,979	\$4,395	\$4,407	\$4,467	\$72
Other Salaried and Unsalariated	153	255	8	8	8	0
Additional Gross Pay	67	67	16	16	16	0
Overtime - Civilian	183	183	0	8	0	0
Subtotal	\$4,336	\$4,483	\$4,419	\$4,440	\$4,491	\$72
Other Than Personal Services						
Supplies and Materials	\$8,438	\$7,722	\$4,467	\$3,289	\$335	(\$4,132)
Property and Equipment	96	35	241	220	241	0
Other Services and Charges	39,235	36,919	26,843	35,161	26,385	(458)
Contractual Services	6,606	9,151	24,603	12,690	23,624	(979)
Subtotal	\$54,374	\$53,826	\$56,154	\$51,361	\$50,584	(\$5,570)
TOTAL	\$58,710	\$58,309	\$60,574	\$55,800	\$55,076	(\$5,498)
Funding						
City Funds			\$60,574	\$55,018	\$55,076	(\$5,498)
Other Categorical			0	1	0	0
State			0	782	0	0
TOTAL	\$58,710	\$58,309	\$60,574	\$55,800	\$55,076	(\$5,498)
Budgeted Headcount						
Full-Time Positions - Civilian	55	54	63	62	62	(1)
TOTAL	55	54	63	62	62	(1)

**The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Preliminary Budget.*