

# DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



## WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 690 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills by 2030, a key component of *One New York: The Plan for a Strong and Just City*.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers across the five boroughs. The Department continues to work with its partners to implement new outreach strategies in low-income communities and expand participation in recycling and re-use programs—including ecyclenyc, refashionnyc, NYC Organics Collection, Zero Waste Schools, donatenyc and SAFE Disposal events—to give New Yorkers the ability to manage their own waste footprint. By the end of 2016, NYCHA and DSNY completed installing infrastructure for recycling collection at all NYCHA properties. In 2017 the Department's focus has been on outreach and training for NYCHA staff and residents. DSNY also continues to move forward with the City's comprehensive Solid Waste Management Plan, a fair, five-borough plan that has reduced the impact of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens. As part of this plan, the opening of the Hamilton Avenue Marine Transfer Station in 2017 redirected approximately 200 DSNY trucks per day from private land-based transfer stations, including the diversion of 100 trucks per day from North Brooklyn alone. DSNY has also targeted recruitment and outreach to communities traditionally under-represented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department continues efforts to achieve diversity in recruitment and promotion at all staff levels, working closely with professional organizations, such as Non-traditional Employment for Women (NEW), a workforce development program that prepares women for careers in facilities maintenance, construction and other trades.

## OUR SERVICES AND GOALS

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### SERVICE 1 Clean streets, sidewalks and vacant lots.

- Goal 1a Increase street and sidewalk cleanliness.
- Goal 1b Increase the percentage of vacant lots that are clean.

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### SERVICE 2 Collect and dispose of refuse.

- Goal 2a Improve efficiency of refuse handling.

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### SERVICE 3 Recycle refuse.

- Goal 3a Increase the percentage of waste recycled.

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### SERVICE 4 Clear snow and ice from City streets and roadways.

- Goal 4a Meet or exceed minimum standards for clearing streets and roadways of snow and ice.

## HOW WE PERFORMED

- During the first four months of Fiscal 2018 DSNY achieved a citywide street cleanliness rating of 94.5 percent, a slight decrease from the 96.1 percent rating during the same period last year. The sidewalk cleanliness rating was stable during the period. In Calendar 2017 DSNY reached a 95.9 percent street cleanliness rating citywide, the highest score in over 40 calendar years.
- During the reporting period the number of vacant lot cleaning requests increased four percent. At the same time DSNY cleaned 1,101 lots citywide, on pace to meet the annual target.
- The Department provides regularly scheduled collection services for every residential neighborhood, public school, public building and many large institutions in the City. The tons of refuse collected per truck decreased slightly, from 9.7 to 9.5, during the first four months of Fiscal 2018. The percentage of trucks dumped on shift decreased from 47.5 percent to 42.3 percent during the period.
- As a result of continued expansion of organics recycling to include additional households and schools participating in the program, as well as the continuation of rigid plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.8 percent during the first four months of Fiscal 2017 to 17.2 percent during the same period of Fiscal 2018. The recycling tons per truck decreased from 5.6 to 5.5 during the reporting period.

### SERVICE 1 Clean streets, sidewalks and vacant lots.

#### Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Streets rated acceptably clean (%)	92.7%	95.0%	95.9%	92.0%	92.0%	96.1%	94.5%
Streets rated filthy (%)	0.4%	0.2%	0.1%	*	*	0.1%	0.2%
★ Sidewalks rated acceptably clean (%)	95.5%	96.5%	97.3%	97.0%	97.0%	96.7%	96.6%
Sidewalks rated filthy (%)	0.4%	0.3%	0.1%	*	*	0.2%	0.2%
Violations issued for dirty sidewalks	49,828	64,693	65,272	*	*	27,342	21,626
Violations issued for illegal posting	11,601	8,209	10,892	*	*	2,964	2,183
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

#### Goal 1b Increase the percentage of vacant lots that are clean.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Vacant lot cleaning requests	2,367	2,779	2,730	2,500	2,500	1,440	1,493
★ Lots cleaned citywide	3,206	3,638	3,399	3,200	3,200	1,217	1,101
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

## SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Tons of refuse disposed (000)	3,176.9	3,196.2	3,213.4	3,150.0	3,150.0	1,081.2	1,085.7
★ Refuse tons per truck-shift	9.5	9.7	9.6	10.7	10.7	9.7	9.5
★ Trucks dumped on shift (%)	44.6%	45.8%	43.7%	45.6%	45.6%	47.5%	42.3%
Tons per day disposed	10,554	10,583	10,676	*	*	10,600	10,644
Average outage rate for all collection trucks (%)	20%	19%	19%	*	*	19%	18%
Missed refuse collections (%)	0.0%	0.4%	0.1%	*	*	0.1%	0.2%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

## SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
★ Curbside and containerized recycling diversion rate (%)	16.0%	16.9%	17.4%	21.0%	23.0%	16.8%	17.2%
★ Curbside and containerized recycled tons (000)	575.4	613.8	644.3	764.4	848.6	207.9	213.0
Total annual recycling diversion rate (%)	17.8%	18.9%	20.5%	*	*	NA	NA
Recycled tons per day	2,197	2,373	2,565	2,270	2,270	NA	NA
Annual tons recycled total (000)	685	740	800	*	*	NA	NA
★ Recycling tons per truck-shift	5.2	5.6	5.6	6.2	6.2	5.6	5.5
Missed recycling collections (%)	0.0%	0.1%	0.1%	*	*	0.0%	0.2%
Recycling trucks dumped on shift (%)	25.8%	26.5%	25.5%	*	*	26.7%	24.7%
Recycling summonses issued	107,428	118,407	100,629	*	*	34,764	26,953
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

## SERVICE 4 Clear snow and ice from City streets and roadways.

Goal 4a Meet or exceed minimum standards for clearing streets and roadways of snow and ice.

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Snowfall (total inches)	47.5	31.8	30.5	*	*	0.0	0.0
Salt used (tons)	522,841	302,229	391,719	*	*	0	0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target					* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Cases commenced against the City in state and federal court	651	747	432	*	*	163	161
Payout (\$000)	\$25,500	\$42,999	\$50,040	*	*	\$10,489	\$24,267
Private transfer station permits	59	61	57	*	*	57	57
Private transfer station inspections performed	5,998	4,570	5,758	*	*	1,790	1,874
Total Environmental Control Board violations issued	402,251	458,050	456,373	*	*	163,760	132,779
Violations admitted to or upheld at the Environmental Control Board (%)	88%	89%	86%	*	*	85%	86%
Refuse collection cost per ton (\$)	\$282	\$291	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$449	\$462	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$167	\$171	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$684	\$670	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$640	\$629	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$11	\$12	\$14	*	*	\$12	\$23
Removal cost per inch of snow (\$000)	\$2,444	\$3,283	\$3,157	*	*	NA	NA
Collisions involving City vehicles	2,616	2,625	2,463	*	*	712	616
Workplace injuries reported (uniform and civilian)	1,266	1,304	1,329	*	*	429	442
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Customer Experience							
Completed requests for interpretation	17	16	15	*	*	NA	NA
Letters responded to in 14 days (%)	58%	73%	66%	*	*	61%	44%
E-mails responded to in 14 days (%)	64%	75%	73%	*	*	72%	68%
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	95	*	*	95	93
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	79	92	91	*	*	94	97
★ Critical Indicator      "NA" Not Available      ⬆️⬆️ Directional Target      * None							

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2017 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY15	FY16	FY17	FY18	FY18 <sup>1</sup>	FY19 <sup>1</sup>	FY17	FY18
Expenditures (\$000,000) <sup>2</sup>	\$1,477.4	\$1,500.7	\$1,601.3	\$1,679.4	\$1,690.1	\$1,714.0	\$672.1	\$858.9
Revenues (\$000,000)	\$17.5	\$19.0	\$34.0	\$23.8	\$29.4	\$20.3	\$9.3	\$12.0
Personnel (uniformed)	7,381	7,465	7,544	7,517	7,543	7,634	7,739	7,759
Personnel (civilian)	2,150	2,299	2,445	2,669	2,684	2,721	2,262	2,407
Overtime paid (\$000,000)	\$131.3	\$101.0	\$132.5	\$105.0	\$108.6	\$107.2	\$23.9	\$33.7
Capital commitments (\$000,000)	\$273.6	\$176.4	\$258.3	\$345.8	\$402.3	\$424.3	\$152.8	\$62.4

<sup>1</sup>February 2018 Financial Plan      <sup>2</sup>Expenditures include all funds      "NA" - Not Available

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY17 <sup>1</sup> (\$000,000)	February 2018 Financial Plan FY18 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$956.2	\$983.0	
101 - Executive Administrative	\$82.9	\$70.2	All
102 - Cleaning and Collection	\$699.9	\$736.5	1a, 1b, 2a, 3a
103 - Waste Disposal	\$21.3	\$33.5	2a, 3a
104 - Building Management	\$24.6	\$25.5	NA
105 - Bureau of Motor Equipment	\$69.6	\$69.4	All
107 - Snow Budget - Personal Services	\$57.9	\$47.9	4a
Other Than Personal Services - Total	\$645.1	\$707.0	
106 - Executive and Administrative	\$97.7	\$103.7	All
109 - Cleaning and Collection	\$34.5	\$41.6	1a, 1b, 2a, 3a
110 - Waste Disposal	\$439.2	\$495.9	2a, 3a
111 - Building Management	\$4.1	\$5.2	NA
112 - Motor Equipment	\$29.5	\$24.4	All
113 - Snow Budget	\$40.0	\$36.2	4a
Agency Total	\$1,601.3	\$1,690.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      <sup>2</sup>Includes all funds.      <sup>3</sup>Refer to agency goals listed at front of chapter.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- *One New York: The Plan for a Strong and Just City:*  
<http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf>
- Scorecard – monthly street and sidewalk cleanliness ratings:  
<http://www1.nyc.gov/site/operations/performance/scorecard-street-sidewalk-cleanliness-ratings.page>

For more information on the agency, please visit: [www.nyc.gov/dsny](http://www.nyc.gov/dsny).