# 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.

In 2017, DSNY opened the Hamilton Avenue Marine Transfer Station. This new facility serves 10 districts in Brooklyn, redirecting approximately 200 DSNY trucks per day from private land-based transfer stations in environmental justice areas. In July 2018, the City passed a transfer station capacity reduction bill, which enables DSNY to reduce permitted capacity at waste transfer stations in north Brooklyn by 50 percent and at facilities in the South Bronx and Southeast Queens by 33 percent. This long-awaited bill is a momentous achievement that will help reduce the impact of waste transfer infrastructure on historically overburdened communities. It also limits future capacity growth to ensure no other neighborhood becomes over-concentrated with disproportionate share of waste infrastructure.

The Department also 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. DSNY has also targeted recruitment and outreach to communities traditionally under-represented in its uniformed ranks to ensure equal opportunity for all New Yorkers.

## OUR SERVICES AND GOALS

| 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. |
| SERVICE 2 | Collect and dispose of refuse. |
| Goal 2a | Improve efficiency of refuse handling. |
| SERVICE 3 | Recycle refuse. |
| Goal 3a | Increase the percentage of waste recycled. |
| 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 IN FISCAL 2018

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

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

In Fiscal 2018, DSNY added more than 60 litter basket trucks per week in targeted districts in each borough, concentrated in areas with low street cleanliness ratings, as well as the three neighborhoods with the City's largest rodent infestations. The citywide average street cleanliness rating hit a 10-year monthly record high of 96.3 percent in May 2018, and performed at 95.1 percent for all of Fiscal 2018.

The number of violations issued for illegal posting decreased significantly between Fiscal 2017 and 2018, down from 10,892 to 3,954. This is a result of a new enforcement policy to issue a warning letter to the responsible parties. If the condition is not corrected within two weeks, the Department issues a summons for each illegal posting.

| | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| Performance Indicators | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| ★ Streets rated acceptably clean (%) | 93.3% | 92.7% | 95.0% | 95.9% | 95.1% | 92.0% | 92.0% | Neutral | Up |
| Streets rated filthy (%) | 0.4% | 0.4% | 0.2% | 0.1% | 0.2% | * | * | Down | * |
| ★ Sidewalks rated acceptably clean (%) | 96.0% | 95.5% | 96.5% | 97.3% | 97.1% | 97.0% | 97.0% | Neutral | Up |
| Sidewalks rated filthy (%) | 0.3% | 0.4% | 0.3% | 0.1% | 0.2% | * | * | Down | * |
| Violations issued for dirty sidewalks | 39,975 | 49,828 | 64,693 | 65,272 | 55,913 | * | * | Up | * |
| Violations issued for illegal posting | 18,217 | 11,601 | 8,209 | 10,892 | 3,954 | * | * | Down | * |

★ Critical Indicator        "NA" Not Available        ⇧⇩ Directional Target        * None

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

DSNY continued to proactively monitor and address conditions in vacant lots, with nearly 3,500 lots cleaned in Fiscal 2018, an increase from the 3,399 lots cleaned in Fiscal 2017.

| | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| Performance Indicators | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| ★ Vacant lot cleaning requests | 2,539 | 2,367 | 2,779 | 2,730 | 3,140 | 2,500 | 2,500 | Up | * |
| ★ Lots cleaned citywide | 2,997 | 3,206 | 3,638 | 3,399 | 3,494 | 3,200 | 3,200 | Up | * |

★ Critical Indicator        "NA" Not Available        ⇧⇩ Directional Target        * None

## SERVICE 2  Collect and dispose of refuse.

**Goal 2a**    Improve efficiency of refuse handling.

In order to continue to improve its operational efficiency, the Department expanded its use of technology in Fiscal 2018. It digitized all collection routes, including refuse, organics and recycling collection, in 17 of the City's 59 sanitation districts and is developing ArcGIS visualizations for field personnel. It launched SMART 3.0—the latest version of DSNY's operational management system—expanded its paperless districts and deployed 450 new devices to replace outdated hardware. Finally, DSNY improved its BladeRunner system to allow for greater reporting, investigation and real time tracking via a mobile device for situational awareness in the field.

The refuse tons collected per truck shift declined to 9.3 in Fiscal 2018 as DSNY continued to roll out the curbside organic collection program, which diverted tonnage from refuse. Curbside organic collection also impacted the percentage of trucks dumped on shift, which declined slightly to 37.6 percent. As DSNY expands the program, it continues to monitor and evaluate collection routes to identify any possible efficiency improvements.

| Performance Indicators | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| ★ Tons of refuse disposed (000) | 3,193.8 | 3,176.9 | 3,196.2 | 3,213.4 | 3,193.3 | 3,150.0 | 3,150.0 | Neutral | Down |
| ★ Refuse tons per truck-shift | 9.6 | 9.5 | 9.7 | 9.6 | 9.3 | 10.7 | 10.7 | Neutral | * |
| ★ Trucks dumped on shift (%) | 43.5% | 44.6% | 45.8% | 43.7% | 37.6% | 45.6% | 45.6% | Down | Up |
| Tons per day disposed | 10,611 | 10,554 | 10,583 | 10,676 | 10,609 | * | * | Neutral | Down |
| Average outage rate for all collection trucks (%) | 21% | 20% | 19% | 19% | 19% | * | * | Down | Down |
| Missed refuse collections (%) | 0.0% | 0.0% | 0.4% | 0.1% | 0.1% | * | * | Up | * |

★ Critical Indicator     "NA" Not Available     ⇧⇩ Directional Target     * None

## SERVICE 3  Recycle refuse.

Goal 3a          Increase the percentage of waste recycled.

In Fiscal 2018 the curbside and containerization diversion rate increased to 18 percent from 17.4 percent, and curbside recycling tonnage increased three percent to 663,558 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection. This program now serves 3.5 million New Yorkers and is the largest program of its kind in the United States. To support curbside organics collection, the Department completed a massive outreach effort, with 1,447 organics education events and nearly four million pounds of compost distributed to reward New Yorkers that participated in the program.

DSNY continues to work closely with schools, the New York City Housing Authority and the commercial sector to improve recycling rates across the City. This is reflected in the total annual recycling diversion rate, which increased to 20.9 percent. New Yorkers are taking advantage of the various e-waste recycling options offered by DSNY, including ecycleNYC, convenient curbside collection and SAFE events. ecycleNYC now serves 1.8 million New Yorkers in more than 13,000 residential buildings, which accounts for more than 25 percent of the City's buildings with 10 or more units. In Fiscal 2018, the Department expanded its curbside e-waste collection from a successful pilot in Staten Island to northern Brooklyn.

| Performance Indicators | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| ★ Curbside and containerized recycling diversion rate (%) | 15.4% | 16.0% | 16.9% | 17.4% | 18.0% | 21.0% | 23.0% | Up | Up |
| ★ Curbside and containerized recycled tons (000) | 553.2 | 575.4 | 613.8 | 644.3 | 663.6 | 764.4 | 848.6 | Up | Up |
| Total annual recycling diversion rate (%) | 17.0% | 17.8% | 18.9% | 20.5% | 20.9% | * | * | Up | Up |
| Recycled tons per day | 2,088 | 2,197 | 2,373 | 2,565 | 2,676 | 2,270 | 2,270 | Up | Up |
| Annual tons recycled total (000) | 652 | 685 | 740 | 800 | 835 | * | * | Up | Up |
| ★ Recycling tons per truck-shift | 5.1 | 5.2 | 5.6 | 5.6 | 5.5 | 6.2 | 6.2 | Up | Up |
| Missed recycling collections (%) | 0.0% | 0.0% | 0.1% | 0.1% | 0.2% | * | * | Up | * |
| Recycling trucks dumped on shift (%) | 25.7% | 25.8% | 26.5% | 25.5% | 24.6% | * | * | Neutral | Up |
| Recycling summonses issued | 107,049 | 107,428 | 118,407 | 100,629 | 84,682 | * | * | Down | * |

★ 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.

During the 2016-2017 snow season, DSNY implemented sector routing, in order to ensure all neighborhoods receive services more quickly and equitably. Building on this work in Fiscal 2018, the Department made additional adjustments to snow routes citywide to improve routing efficiency and quality of life snow removal, focusing on bus stops and crosswalks. In addition, during the 2017-2018 snow season DSNY successfully tested new equipment to clear bike lanes, and expanded its use of turn-by-turn technology in snow equipment. For the 2017-2018 snow season the DSNY used over 480,000 tons of salt to combat 43.5 inches of snow.

| | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| Performance Indicators | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| Snowfall (total inches) | 56.3 | 47.5 | 31.8 | 30.5 | 43.5 | * | * | Down | * |
| Salt used (tons) | 492,369 | 522,841 | 302,229 | 391,719 | 480,016 | * | * | Down | * |

★ Critical Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

# AGENCY-WIDE MANAGEMENT

| | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| Performance Indicators | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| Cases commenced against the City in state and federal court | 341 | 651 | 747 | 432 | 573 | * | * | Up | * |
| Payout ($000) | $32,265 | $25,500 | $42,999 | $50,040 | $80,522 | * | * | Up | Down |
| Private transfer station permits | 59 | 59 | 61 | 57 | 60 | * | * | Neutral | * |
| Private transfer station inspections performed | 6,022 | 5,998 | 4,570 | 5,758 | 5,875 | * | * | Neutral | * |
| Total Office of Administrative Trials and Hearings violations issued | 358,064 | 402,251 | 458,050 | 456,373 | 390,611 | * | * | Up | * |
| Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%) | 86% | 88% | 89% | 86% | 86% | * | * | Neutral | * |
| Refuse collection cost per ton ($) | $277 | $282 | $291 | $291 | NA | * | * | NA | * |
| Refuse cost per ton (fully loaded) ($) | $422 | $449 | $462 | $474 | NA | * | * | NA | * |
| Disposal cost per ton ($) | $145 | $167 | $171 | $183 | NA | * | * | NA | * |
| Recycling cost per ton (fully loaded) ($) | $721 | $684 | $670 | $738 | NA | * | * | NA | * |
| Recycling collection cost per ton ($) | $692 | $645 | $629 | $686 | NA | * | * | NA | * |
| Paper recycling revenue per ton ($) | $11 | $11 | $12 | $14 | $16 | * | * | Up | * |
| Removal cost per inch of snow ($000) | $2,330 | $2,444 | $3,283 | $3,157 | $2,457 | * | * | Up | * |
| Collisions involving City vehicles | 2,457 | 2,616 | 2,625 | 2,455 | 2,310 | * | * | Neutral | Down |
| Workplace injuries reported (uniform and civilian) | 1,539 | 1,266 | 1,304 | 1,329 | 1,326 | * | * | Down | Down |

★ Critical Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

# AGENCY CUSTOMER SERVICE

| | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|
| Customer Experience | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| Completed requests for interpretation | 8 | 17 | 16 | 15 | 32 | * | * | Up | * |
| Letters responded to in 14 days (%) | 65% | 58% | 73% | 66% | 51% | * | * | Down | Up |
| E-mails responded to in 14 days (%) | 75% | 64% | 75% | 73% | 69% | * | * | Neutral | Up |

★ Critical Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

| Performance Indicators | | Actual | | | | | Target | | Trend | |
|---|---|---|---|---|---|---|---|---|---|---|
| Response to 311 Service Requests (SRs) | | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5-Year | Desired Direction |
| Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days) | | 97 | 96 | 95 | 95 | 94 | * | * | Neutral | * |
| Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days) | | 100 | 100 | 100 | 100 | 100 | * | * | Neutral | * |
| Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days) | | 100 | 100 | 100 | 100 | 100 | * | * | Neutral | * |
| Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days) | | 66 | 79 | 92 | 91 | 93 | * | * | Up | * |
| ★ Critical Indicator      "NA" Not Available      ⇧⇩ Directional Target      * None | | | | | | | | | | |

## AGENCY RESOURCES

| Resource Indicators | Actual[1] | | | | | Plan[2] | | |
|---|---|---|---|---|---|---|---|---|
| | FY14 | FY15 | FY16 | FY17 | FY18 | FY18 | FY19 | 5yr Trend |
| Expenditures ($000,000)[3] | $1,414.2 | $1,477.4 | $1,500.7 | $1,601.3 | $1,727.4 | $1,690.1 | $1,743.1 | Up |
| Revenues ($000,000) | $17.3 | $17.5 | $19.0 | $34.0 | $33.0 | $29.4 | $20.3 | Up |
| Personnel (uniformed) | 7,185 | 7,381 | 7,465 | 7,544 | 7,558 | 7,543 | 7,657 | Neutral |
| Personnel (civilian) | 1,997 | 2,150 | 2,299 | 2,445 | 2,495 | 2,684 | 2,649 | Up |
| Overtime paid ($000,000) | $125.4 | $131.3 | $101.0 | $132.5 | $164.2 | $108.6 | $121.1 | Up |
| Capital commitments ($000,000) | $276.7 | $273.6 | $176.4 | $258.3 | $289.0 | $402.3 | $494.9 | Neutral |

[1]Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.      [2]Authorized Budget Level      [3]Expenditures include all funds
"NA" - Not Available          *None

## 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[1] ($000,000) | Modified Budget FY18[2] ($000,000) | Applicable MMR Goals[3] |
|---|---|---|---|
| Personal Services - Total | $956.2 | $1,018.2 | |
| 101 - Executive Administrative | $82.9 | $76.2 | All |
| 102 - Cleaning and Collection | $699.9 | $761.9 | 1a, 1b, 2a, 3a |
| 103 - Waste Disposal | $21.3 | $27.5 | 2a, 3a |
| 104 - Building Management | $24.6 | $24.5 | * |
| 105 - Bureau of Motor Equipment | $69.6 | $69.4 | All |
| 107 - Snow Budget | $57.9 | $58.6 | 4a |
| Other Than Personal Services - Total | $645.1 | $709.2 | |
| 106 - Executive and Administrative | $97.7 | $110.7 | All |
| 109 - Cleaning and Collection | $34.5 | $37.8 | 1a, 1b, 2a, 3a |
| 110 - Waste Disposal | $439.2 | $479.5 | 2a, 3a |
| 111 - Building Management | $4.1 | $5.3 | * |
| 112 - Motor Equipment | $29.5 | $27.2 | All |
| 113 - Snow Budget | $40.0 | $48.6 | 4a |
| Agency Total | $1,601.3 | $1,727.4 | |

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2017. Includes all funds.      [2] City of New York Adopted Budget for Fiscal 2018, as of June 2018. Includes all funds.      [3]Refer to agency goals listed at front of chapter.
"NA" Not Available      * None

# 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.