

# 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 711 large and small salt-spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets, removes debris from vacant lots, and clears abandoned vehicles from City streets.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers. While the COVID-19 crisis has forced the Department to reduce services, we have continued our focus on communities that have disproportionately suffered from racial injustice and the effects of COVID-19, particularly in parts of the Bronx, Queens and Brooklyn.

The Department is also implementing policies to reduce the impacts of the commercial waste industry on historically overburdened neighborhoods in the South Bronx, North Brooklyn and Jamaica, Queens. In pursuit of this, DSNY will complete the implementation of transfer station permit reductions under Local Law 152 this fall. In addition, DSNY is working to implement Commercial Waste Zones, which will foster a safe and efficient waste collection system that provides low-cost, high-quality service to New York City businesses, while simultaneously advancing the City's zero waste goals. Commercial waste zones will help to reduce truck traffic from waste hauling and the negative environmental impacts such traffic generates by more than 50 percent, improving public safety and enhancing quality of life in every neighborhood in NYC.

## 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 2020

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

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

During Fiscal 2020, DSNY operated 778 litter basket trucks per week citywide, the highest number on record. DSNY also continued to provide supplemental litter basket collection in the DOHMH-designated Rat Mitigation Zones in Chinatown/LES/East Village in Manhattan, Grand Concourse in the Bronx, as well as Bushwick and Bedford-Stuyvesant in Brooklyn. As a result, the citywide street cleanliness rating remained high through February 2020—the last month of Fiscal 2020 for which there is data due to the temporary suspension of the Scorecard street-cleanliness ratings program as a result of COVID-19—averaging 96.4 percent citywide.

The number of violations issued for illegal posting slightly decreased for Fiscal 2020 to 4,593, down 2 percent from last year. This decrease was due to the reduction of summonses issued in the final quarter of Fiscal 2020 as a consequence of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	95.0%	95.9%	95.1%	NA	96.4%	92.0%	92.0%	NA	Up
Streets rated filthy (%)	0.2%	0.1%	0.2%	NA	0.1%	*	*	NA	*
★ Sidewalks rated acceptably clean (%)	96.5%	97.3%	97.1%	NA	96.8%	97.0%	97.0%	NA	Up
Sidewalks rated filthy (%)	0.3%	0.1%	0.2%	NA	0.1%	*	*	NA	*
Violations issued for dirty sidewalks	64,693	65,272	55,913	59,904	56,844	*	*	Down	*
Violations issued for illegal posting	8,209	10,892	3,954	4,706	4,593	*	*	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 both vacant lots and non-lot locations, with 3,098 lots cleaned during Fiscal 2020, an increase of 2 percent from Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,779	2,730	3,140	2,937	3,008	2,500	2,500	Neutral	*
★ Lots cleaned citywide	3,638	3,399	3,494	3,027	3,098	3,200	3,200	Down	*
Other non-lot locations cleaned	147	186	128	343	200	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 2 Collect and dispose of refuse.

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

The refuse tons collected per truck-shift decreased from 9.5 to 9.3 during Fiscal 2020. The percentage of trucks dumped on shift increased from 41.7 percent in Fiscal 2019 to 45.2 percent in Fiscal 2020. DSNY continues to monitor and evaluate collection routes to identify any possible efficiency improvements. The average outage rate for all collection trucks during the reporting period was 19 percent, a decrease of three percentage points from the previous fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,196.2	3,213.4	3,193.3	3,248.1	3,204.4	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.7	9.6	9.3	9.5	9.3	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	45.8%	43.7%	37.4%	41.7%	45.2%	45.6%	45.6%	Neutral	Up
Tons per day disposed	10,583	10,676	10,609	10,827	10,610	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	19%	19%	19%	22%	19%	*	*	Neutral	Down
Missed refuse collections (%)	0.4%	0.1%	0.1%	0.1%	0.1%	*	*	Down	*
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None					

## SERVICE 3 Recycle refuse.

**Goal 3a** Increase the percentage of waste recycled.

In Fiscal 2020 the curbside and containerization diversion rate increased to 18.5 percent from 18.1 percent in Fiscal 2019, and annual curbside recycling tonnage increased one percent over Fiscal 2019 to 689.7 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection and curbside e-waste collection.

During the COVID-19 crisis, recycling rates increased as more New Yorkers isolated at home. The average recycling load of 5.8 tons per truck remained the same from Fiscal 2019 to Fiscal 2020. The paper recycling revenue per ton received during the reporting period remained at \$12 from Fiscal 2019 to 2020. Although DSNY continues to receive revenue for recycled paper in accordance with vendor contracts, the revenue per ton has declined as a result of market conditions. There has been no change in demand for recycled paper even though Chinese processors—who function as the receiving partners for much of the recycled paper produced in the City—have revised their policies to lower the contamination rate acceptable for recycled paper processing.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Curbside and containerized recycling diversion rate (%)	16.9%	17.4%	18.0%	18.1%	18.5%	23.0%	23.0%	Neutral	Up
★ Curbside and containerized recycled tons (000)	613.8	644.3	663.6	681.6	689.7	848.6	848.6	Up	Up
Total annual recycling diversion rate (%)	18.9%	20.5%	20.9%	21.1%	21.6%	*	*	Up	Up
Recycled tons per day	2,373	2,565	2,676	2,765	2,802	2,270	2,270	Up	Up
Annual tons recycled total (000)	740	800	835	868	874	*	*	Up	Up
★ Recycling tons per truck-shift	5.6	5.6	5.5	5.8	5.8	6.2	6.2	Neutral	Up
Missed recycling collections (%)	0.1%	0.1%	0.2%	0.1%	0.3%	*	*	Up	*
Recycling trucks dumped on shift (%)	26.5%	25.5%	24.5%	23.4%	25.9%	*	*	Neutral	Up
Recycling summonses issued	118,407	100,629	84,682	76,492	55,610	*	*	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.

In Fiscal 2020 DSNY spread 227,352 tons of salt to combat 4.0 inches of snowfall, a decrease of 38 percent compared to Fiscal 2019, which had 21.0 inches of snowfall. Due to the dramatic decrease in the amount of snowfall in comparison to previous years, as well as to the high fixed costs the Department incurs seasonally in preparation for snow removal efforts—including purchase of salt, equipment, tow contracts, vehicle maintenance, and personnel training—the removal cost per-inch of snow increased significantly over previous years.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Snowfall (total inches)	31.8	30.5	43.5	21.0	4.0	*	*	Down	*
Salt used (tons)	302,229	391,719	480,016	366,302	227,352	*	*	Down	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases commenced against the City in state and federal court	747	432	573	533	378	*	*	Down	*
Payout (\$000)	\$42,999	\$50,040	\$80,522	\$70,072	\$34,990	*	*	Neutral	Down
Private transfer station permits	61	57	60	56	60	*	*	Neutral	*
Private transfer station inspections performed	4,570	5,758	5,875	5,984	5,321	*	*	Up	*
Total Office of Administrative Trials and Hearings violations issued	458,050	456,373	390,611	372,818	315,477	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	89%	86%	86%	84%	86%	*	*	Neutral	*
Refuse collection cost per ton (\$)	\$291	\$291	\$310	\$317	TBD	*	*	NA	*
Refuse cost per ton (fully loaded) (\$)	\$462	\$474	\$512	\$528	TBD	*	*	NA	*
Disposal cost per ton (\$)	\$171	\$183	\$202	\$211	TBD	*	*	NA	*
Recycling cost per ton (fully loaded) (\$)	\$670	\$738	\$783	\$749	TBD	*	*	NA	*
Recycling collection cost per ton (\$)	\$629	\$686	\$706	\$671	TBD	*	*	NA	*
Paper recycling revenue per ton (\$)	\$12	\$14	\$16	\$12	\$12	*	*	Neutral	*
Removal cost per inch of snow (\$000)	\$3,283	\$3,157	\$2,457	\$3,403	\$13,076	*	*	Up	*
Collisions involving City vehicles	2,625	2,455	2,310	2,166	1,622	*	*	Down	Down
Workplace injuries reported (uniform and civilian)	1,304	1,329	1,326	1,170	1,049	*	*	Down	Down
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None Agency-wide Management Indicators marked TBD—including <i>refuse collection cost per ton (\$)</i> , <i>refuse cost per ton (fully loaded) (\$)</i> , <i>disposal cost per ton (\$)</i> , <i>recycling cost per ton (fully loaded) (\$)</i> , and <i>recycling collection cost per ton (\$)</i> —are typically not calculated until the production of the Comprehensive Annual Financial Reports by the Comptroller's Office, due within four months of the close of the previous fiscal year annually. Values will be updated for the forthcoming Preliminary Fiscal 2021 Mayor's Management Report.									

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Completed requests for interpretation	16	15	32	NA	253	*	*	NA	*
Letters responded to in 14 days (%)	73%	66%	51%	58%	72%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	75%	73%	69%	73%	79%	*	*	Neutral	Up
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Percent meeting time to close—Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	95	95	94	93	89	*	*	Neutral	*
Percent meeting time to close—Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	NA	*	*	NA	*
Percent meeting time to close—Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	NA	*	*	NA	*
Percent meeting time to close—Dirty Conditions - Illegal Postering (7 days)	92	91	93	94	87	*	*	Neutral	*
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None									

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) <sup>3</sup>	\$1,500.7	\$1,601.3	\$1,719.0	\$1,762.4	\$2,064.4	\$1,802.2	\$1,770.9	Up
Revenues (\$000,000)	\$19.0	\$34.0	\$33.0	\$33.0	\$24.9	\$29.7	\$16.6	Up
Personnel (uniformed)	7,465	7,544	7,558	7,893	7,755	7,842	7,425	Neutral
Personnel (civilian)	2,299	2,445	2,495	2,457	2,171	2,615	2,503	Neutral
Overtime paid (\$000,000)	\$101.0	\$132.5	\$163.9	\$137.9	\$150.7	\$136.2	\$114.4	Up
Capital commitments (\$000,000)	\$176.4	\$258.3	\$289.0	\$285.5	\$266.9	\$436.3	\$689.9	Up

<sup>1</sup>Actual financial amounts for the 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](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>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 FY19 <sup>1</sup> (\$000,000)	Modified Budget FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,031.7	\$1,060.4	
101 - Executive Administrative	\$78.3	\$74.4	All
102 - Cleaning and Collection	\$782.3	\$818.8	1a, 1b, 2a, 3a
103 - Waste Disposal	\$32.4	\$36.5	2a, 3a
104 - Building Management	\$27.1	\$29.6	*
105 - Bureau of Motor Equipment	\$70.8	\$75.7	All
107 - Snow Budget	\$40.8	\$25.4	4a
Other Than Personal Services - Total	\$730.6	\$1,004.0	
106 - Executive and Administrative	\$104.2	\$88.4	All
109 - Cleaning and Collection	\$34.8	\$29.0	1a, 1b, 2a, 3a
110 - Waste Disposal	\$517.8	\$823.2	2a, 3a
111 - Building Management	\$4.9	\$5.0	*
112 - Motor Equipment	\$27.5	\$26.7	All
113 - Snow Budget	\$41.5	\$31.6	4a
Agency Total	\$1,762.4	\$2,064.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As a consequence of the COVID-19 pandemic, the SCOUT and Scorecard programs were suspended from mid-March through the end of Fiscal 2020. Therefore, all street cleanliness ratings represent an average of the 8-months for which data is available from July 2019 through February 2020, not a full 12-month fiscal year as usual.
- Fiscal 2020 values for Unit of Appropriation 110 exceed Fiscal 2019 values primarily due to costs associated with fighting COVID-19.
- Fiscal 2020 data for certain 311 customer service/service level agreement (SLA) indicators are not available. Service request recategorization that occurred as part of the transition to 311's new Customer Relationship Management (CRM) system affected reporting in this service area. The affected indicators are listed below. 311 customer service/service level agreement (SLA) reporting will be revised in the Preliminary Fiscal 2021 Mayor's Management Report.

## 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).