



# DEPARTMENT OF SANITATION

John Doherty, Commissioner

## What We Do

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,022 rear-loading collection trucks, 450 mechanical brooms and 365 salt/sand spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots as well as abandoned vehicles from City streets.

## 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.

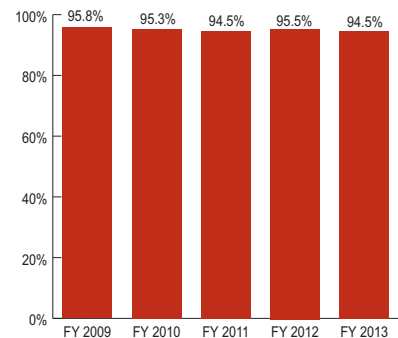
## How We Performed in Fiscal 2013

### Service 1: Clean streets, sidewalks and vacant lots.

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

A cleaner environment is essential to maintaining and improving the quality of life in the City. In an attempt to improve the Department's ability to address the potential barriers to cleaner communities, DSNY implemented a citywide initiative known as the neighborhood intensive clean-up effort (NICE), which is designed to help each of the 59 sanitation district superintendents identify and combat litter conditions in their district, as well as communicate with community leaders and other City agencies. In Fiscal 2013 DSNY achieved a citywide average street cleanliness rating of 94 percent. This was achieved despite the effects of Hurricane Sandy and a more active snow season compared to Fiscal 2012. The 5 year trend for streets rated filthy is down. DSNY achieved a citywide average sidewalk cleanliness rating of 96 percent, a slight decrease from Fiscal 2012. Enforcement of cleanliness violations was affected by Hurricane Sandy.

Streets Rated Acceptably Clean (%)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Streets rated acceptably clean (%)	95.8%	95.3%	94.5%	95.5%	94.5%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.2%	0.4%	0.3%	0.2%	0.2%	*	*	Neutral	Down
★ Sidewalks rated acceptably clean (%)	97.3%	97.2%	96.7%	96.3%	96.1%	*	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.2%	0.2%	0.3%	0.3%	0.4%	*	*	Neutral	Up
Violations issued for dirty sidewalks	NA	NA	NA	35,407	28,690	*	*	Neutral	NA
Violations issued for illegal posting	30,797	66,917	41,286	30,512	16,182	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ⬆ shows desired direction

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

The Department continues to strive to improve the cleanliness of the City by clearing vacant lots. DSNY cleans vacant City-owned lots and the surrounding perimeter, removing garbage, bulk refuse and weeds. The Department also continues to address privately-owned, fenced and locked lots that are dirty. DSNY can apply for a warrant that when signed by a judge allows cleaning personnel to enter and clean a privately-owned lot that harbors rodents. Due to the significant impact of Hurricane Sandy and a more active snow season, the number of vacant lots cleaned declined compared to Fiscal 2012. Despite these challenges, DSNY still managed to clean more vacant lots than were requested. The 5 year trend for lot cleaning is down.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Vacant lot cleaning requests	NA	NA	NA	NA	3,056	*	*	Neutral	NA
★ Lots cleaned citywide	4,608	4,519	4,233	4,544	3,607	*	4,500	Neutral	Down

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### Service 2: Collect and dispose of refuse.

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

The Department provides regularly scheduled refuse collection services for every residential household, public school, public building and many large institutions in the City. Collection occurs either two or three times a week depending upon population density. The tons of refuse collected per truck declined slightly to 9.9 tons in Fiscal 2013. Regular refuse collection operations were severely affected by Hurricane Sandy as the Department prioritized debris removal in stricken areas for more than six months of the fiscal year. As a result, trucks dumped on shift decreased and missed refuse collections increased compared to Fiscal 2012.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Tons of refuse disposed (000)	3,306.7	3,308.4	3,261.2	3,269.5	3,262.8	3,413.0	3,281.0	Neutral	Neutral
★ Refuse tons per truck-shift	9.9	10.1	10.0	10.0	9.9	10.7	10.7	Up	Neutral
★ Trucks dumped on shift (%)	52.1%	50.4%	45.9%	48.1%	47.2%	*	46.8%	Up	Neutral
Tons per day disposed	10,986	10,991	10,835	10,826	10,876	11,327	10,864	Neutral	Neutral
Average outage rate for all collection trucks (%)	NA	NA	NA	17%	19%	*	*	Down	NA
Missed refuse collections (%)	0.1%	0.3%	1.8%	0.1%	1.1%	*	*	Neutral	Up

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**Service 3: Recycle refuse.**

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

The primary goal of the Department’s recycling operations is to reduce the amount of trash in the waste stream. The Department’s recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, tire disposal, public space recycling and chlorofluorocarbon (CFC) recovery. The curbside and containerized recycling programs involve the collection of two separate groups of recyclables: paper collection and metal, glass and plastic collection. In Fiscal 2013 the Department announced that all rigid plastics would be recycled, with mandatory recycling of rigid plastics beginning in Fiscal 2014. The curbside and containerized recycling diversion rate remained unchanged at 15.1 percent in Fiscal 2013. Recycling tons collected per truck were also unchanged at 5.1, despite the suspension of recycling collection during the first few weeks following Hurricane Sandy. Recycling summonses issued decreased as a result. The 5 year trend for summons issuance is also down. DSNY began a curbside pilot program to collect residential organics in a section of Staten Island in Fiscal 2013. Based on initial results, DSNY expects to expand this to several more areas of the City in Fiscal 2014. The Department also implemented an organics recycling collection program at various schools which will be expanded during Fiscal 2014. The additional tonnage diverted through these new recycling programs, including all rigid plastics, should increase recycling diversion in Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Curbside and containerized recycling diversion rate (%)	16.2%	15.7%	15.4%	15.1%	15.1%	*	18.0%	Up	Neutral
Curbside and containerized recycled tons (000)	NA	NA	554.4	541.9	539.2	*	*	Neutral	NA
★ Recycled tons per day	5,394	3,779	3,944	2,065	NA	*	2,270	Up	NA
★ Recycling tons per truck-shift	5.6	5.5	5.2	5.1	5.1	6.2	6.2	Up	Neutral
Missed recycling collections (%)	0.0%	0.0%	1.3%	0.0%	3.3%	*	*	Neutral	NA
Recycling trucks dumped on shift (%)	27.6%	28.4%	25.6%	29.7%	29.2%	*	*	Up	Neutral
Recycling summonses issued	159,927	122,010	65,578	75,216	65,017	*	*	Neutral	Down

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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.**

When forecasts and conditions warrant, approximately 6,000 Department employees are activated to clear snow and ice. Special 12-hour shifts are initiated, resulting in approximately 2,000 workers assigned to snow equipment each shift. The Department’s 365 salt spreaders can hold up to 16 tons of salt of each. The Department’s 29 snow melters can melt 60 tons of snow an hour at a rate of 240 gallons per minute. The Department also has seven “mega-melters” that can melt 130 tons of snow per hour and 520 gallons per minute. In Fiscal 2013 it snowed 24 inches, an increase of 17 inches from the previous year. To successfully clear snow and ice from City streets DSNY used over 183,000 tons of salt and spent over \$16 million in overtime in Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Snowfall (total inches)	25.8	52.5	61.5	6.8	24.0	*	*	Neutral	Down
Salt used (tons)	295,572	270,010	353,769	59,274	183,597	*	*	Neutral	Down

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## Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Cases commenced against the City in state and federal court	NA	NA	421	573	309	*	*	Neutral	NA
Payout (\$000)	\$25,524	\$34,296	\$24,405	\$31,763	\$26,944	*	*	Down	Neutral
Private transfer station permits	60	59	59	60	59	*	*	Neutral	Neutral
Private transfer station inspections performed	5,810	6,303	5,168	4,967	5,047	*	*	Neutral	Down
Health and administrative code violations issued	310,498	339,723	284,136	259,220	194,892	*	*	Neutral	Down
Total ECB violations issued	470,425	461,733	349,714	334,436	259,909	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	84%	84%	*	*	Neutral	NA
Refuse collection cost per ton (\$)	\$228	\$241	\$261	\$251	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) (\$)	\$376	\$392	\$413	\$394	NA	*	*	Neutral	NA
Disposal cost per ton (\$)	\$148	\$151	\$152	\$143	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) (\$)	\$540	\$575	\$642	\$657	NA	*	*	Neutral	NA
Recycling collection cost per ton (\$)	\$516	\$548	\$615	\$629	NA	*	*	Neutral	NA
Paper recycling revenue per ton (\$)	\$20	\$10	\$12	\$25	\$11	*	*	Neutral	Neutral
Removal cost per inch of snow (\$)	NA	NA	NA	\$4,300	\$1,602	*	*	Neutral	NA
Accidents involving City vehicles	NA	NA	NA	1,580	1,801	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	NA	NA	1,572	*	*	Down	NA

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## Agency Customer Service

DSNY's responses to e-mails, letters and complaints about illegal postering were slower due to the effects of Hurricane Sandy.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	84	83	75	69	75	70	NA
Letters responded to in 14 days (%)	NA	68	71	65	52	65	55	NA
Completed customer requests for interpretation	NA	2	2	5	NA	NA	NA	NA
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	92	93	95	95	71	95	80	Down
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	100	100	Neutral
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	100	100	Neutral
Percent meeting time to action (close)– Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	99	97	94	96	95	96	95	Neutral

## Agency Resources

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) <sup>2</sup>	\$1,258.2	\$1,301.2	\$1,408.4	\$1,281.2	\$1,404.1	\$1,476.0	\$1,429.5	Neutral
Revenues (\$000,000)	\$28.4	\$19.0	\$17.6	\$22.5	\$17.8	\$17.3	\$19.2	Down
Personnel (uniformed)	7,612	7,227	6,954	6,991	7,121	7,181	7,311	Neutral
Personnel (civilian)	2,111	2,127	2,068	2,007	1,976	2,149	2,236	Neutral
Overtime paid (\$000,000)	\$52.0	\$77.3	\$119.5	\$55.0	\$111.3	\$125.3	\$80.9	Up
Capital commitments (\$000,000)	\$171.0	\$502.9	\$319.9	\$221.9	\$400.0	\$845.4	\$537.1	Up
Work Experience Program (WEP) participants assigned	1,171	1,852	1,727	830	1,346	*	*	Down
<sup>1</sup> Authorized Budget Level	<sup>2</sup> Expenditures include all funds.		"NA" - Not Available in this report					

## Noteworthy Changes, Additions or Deletions

- The Department added the following indicators: 'accidents involving City vehicles' and 'workplace injuries reported.'

For additional agency performance statistics, please visit:

- Scorecard – monthly street and sidewalk cleanliness ratings:  
[http://www.nyc.gov/html/ops/html/data/street\\_scorecard.shtml](http://www.nyc.gov/html/ops/html/data/street_scorecard.shtml)
- Annual reports:  
[http://www.nyc.gov/html/dsny/html/Pub\\_Info/pub\\_info.shtml](http://www.nyc.gov/html/dsny/html/Pub_Info/pub_info.shtml)

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

