

2016 STRATEGIC PLAN

NYCsanitation



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SUSTAINABILITY

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MESSAGE FROM THE COMMISSIONER



June 2016

Dear colleagues:

In my first two years as Sanitation Commissioner, I have seen firsthand the incredible dedication of our employees. From fighting the largest snowstorm in the city's history to rolling out the first new curbside collection service in 25 years, the Department has shown leadership, commitment and pride in carrying out our mission: to keep New York City healthy, safe and clean.

Over the last year, I met with more than 2,700 employees of all ranks and titles to discuss how we can continue to improve the work we do. This strategic plan is the result of those conversations and reflects our shared vision and priorities as an agency. From new technology to opportunities for training and professional development to innovative services for residents, we have identified steps we can take to grow as an organization and make New York's Strongest even stronger.

I am proud to present the Department of Sanitation's 2016 Strategic Plan, which outlines a blueprint for the agency's next four years as we seek to improve the efficiency and delivery of our services, achieve our zero waste goals, and continue to build a safe and inclusive workplace for our employees.

I want to thank our nearly 10,000 dedicated employees for their tireless commitment to serving our fellow New Yorkers. Together, we will achieve the goals laid out in this plan and continue to meet our mission.

Sincerely yours,

A handwritten signature in black ink that reads "Kathryn Garcia". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Kathryn Garcia



INTRODUCTION

The New York City Department of Sanitation has a simple mission of enormous importance. We keep 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 daily operations to meet this mission are of a vast scale and often have us operating in reaction to immediate needs and conditions in the field. However, focusing only on the present jeopardizes our long-term goals. The 2016 Strategic Plan is our blueprint for becoming a more proactive, nimble and cohesive agency—helping our Department respond to New Yorkers’ needs today while building the agency they will need in the future.

This strategic plan is the first of its kind in the agency’s 135-year history. It builds on the Department’s 2006 Solid Waste Management Plan—a fair, five-borough plan for the export of waste by rail and barge. And, it complements One New York: The Plan for a Strong and Just City, Mayor de Blasio’s blueprint for the city’s equitable, sustainable, and resilient development. With that report, Mayor de Blasio set an ambitious goal of sending zero waste to landfills by 2030, and in the last year, we have taken great strides toward achieving that goal. But we have much more to do.

This plan applies a visionary, long-term and strategic lens to everything we do. To inform our thinking, we began with five guiding questions:

- **Core Services:** The services we provide keep New York City growing and thriving. How can we improve our operations to be more efficient, effective and adaptive?
- **Customer Service:** The public is our greatest partner in achieving our goals. How can we better engage residents, our partners and all stakeholders in our work?
- **Safety:** Sanitation is dangerous work. How can we build a stronger culture of safety to protect our employees and the public?
- **Fleet and Facilities:** We own and maintain thousands of heavy and light duty vehicles and operate more than one hundred facilities. How can we best maintain our assets and plan for the future of our fleet and facilities?
- **Workforce:** With nearly 10,000 employees, how can we ensure a diverse and vibrant workforce, with high levels of employee engagement and ample opportunities for professional development?

We answered these questions with the help of employees at all levels of the organization—from Sanitation Workers to Staff Analysts, Enforcement Agents to Auto Mechanics, and Clerical Associates to Superintendents. This strategic plan reflects broad employee engagement and represents an agency-wide commitment to achieving our goals. Commissioner Garcia gave presentations to staff throughout the agency to welcome their ideas for strengthening the Department. Employees made suggestions and asked questions, submitted comment cards and emailed the suggestion box to share their vision. This plan is the result of dozens of town hall meetings, retreats, focus groups and presentations at 34 district garages, our downtown offices, the Central Repair Shop and two transfer stations. In total, more than 2,700 individual employees helped to create this plan.

The 12 goals of our plan comprise our vision for the agency going forward and the 46 strategic initiatives contained within detail ways we can innovate and embrace change to deliver our services better, more safely, and more efficiently. With this vision and plan, we are taking concrete steps toward making New York's Strongest even stronger for the next four years and beyond.



3

...ING FOR...



Metal
Aluminum cans
Steel cans

Rigid Plastic
Plastic bottles
Plastic jugs
Plastic containers

Glass
Glass bottles
Glass jars

Cartons
Milk cartons
Juice cartons
Iced tea cartons

Empty & clean before recycling.

NYC Recycles

METAL - GLASS PLASTIC - CARTONS

Cartones de leche y jugos
Milk and juice cartons

Botellas y jarras de vidrio
Glass bottles and jars

Plástico rígido
Rigid plastic

Mixed Paper Cardboard

NYC Recycles

PAPER - CARDBOARD

Papel y cartón
Paper and cardboard

Cartones de leche y jugos
Milk and juice cartons

Papel de oficina y doméstico
Office and household paper

LAUNCH NEW SERVICES TO REACH ZERO WASTE TO LANDFILLS

INITIATIVE: Expand curbside organics collection.

Today, organic waste makes up about one-third of what New Yorkers throw away every day. This material can be turned into a valuable energy source or nutrient-rich soil enhancement. Providing the opportunities for New Yorkers to conveniently dispose of this material is critical to meeting our goal of zero waste to landfills by 2030.

Expanding our service to capture this material requires rethinking how we perform collections. To efficiently implement the program, DSNY will work with its union employees to revise routes, truck types and collection schedules. We will expand our curbside organics collection service throughout all low-density areas and certain higher density areas by 2018. To supplement this service and allow organics diversion in areas where curbside service is not yet feasible, we will expand our organics drop-off sites significantly in the coming years.

INITIATIVE: Develop processing capacity for new recycling streams.

Engaging the public to participate in new recycling initiatives and collecting the material is only the first half of operating successful waste diversion programs. It is equally important that the Department encourage the growth of infrastructure to process new recycling streams to ensure these materials do not end up in landfills.

We will continue to secure private vendors to accept our collected organic material, provide sorting of the stream necessary to reduce contamination left at the end of any large-scale collection operations, and ultimately deliver the material to nearby facilities to be composted or anaerobically digested to produce renewable biogas for energy.



INITIATIVE: Support partnerships that increase recycling participation from all New Yorkers.

Reaching our goal of sending zero waste to landfills by 2030 requires the efforts of multiple partner organizations to spread our messages and services to all New Yorkers.

The New York City Housing Authority represents a large opportunity to increase our diversion rates. For years, operational challenges largely precluded NYCHA residents from participating in the City's recycling programs. DSNY and NYCHA are improving collection service by installing new recycling centers and expanding recycling collection to all NYCHA facilities by the end of 2016. Through these changes and increased outreach, the 400,000 residents of NYCHA will play a significant role in reducing the amount of waste the City sends to landfill.

Similarly, New York City schools offer ample opportunity for waste reduction. DSNY collects more than 40,000 tons of refuse annually from schools—and even more so than residences, nearly all the disposed waste from schools can be diverted to organics or traditional recycling streams. DSNY is partnering with the NYC Department of Education to develop the first 100 Zero Waste Schools, with a goal of diverting all recyclable and compostable waste within five years. At Zero Waste Schools, students will learn sustainable practices to bring home and continue following into adulthood. The first 100 Zero Waste Schools were recently announced and the new operations will be in place for the start of the 2016-2017 school year.

The Department continues to foster community partnerships to increase organics diversion from all New Yorkers. To complement DSNY's ongoing expansion of curbside organics collection service, we will also continue to develop community partnerships to maximize the composting options for New Yorkers. Through the NYC Compost Project, we will expand community composting and increase the number of drop off locations in all five boroughs.

INITIATIVE: Enact policies to encourage waste reduction among residents and commercial establishments.

Reuse and waste reduction are as crucial as recycling to reach our zero waste goals. DSNY will develop policies to encourage New Yorkers to throw out less, recycle more and avoid products that have limited reuse potential. Single-use items—such as plastic bags and foam cups and containers—cannot be recycled in our system and can damage our recycling and organics infrastructure. We will pursue policies to reduce the amount of these products in our waste streams and encourage New Yorkers to employ reusable or recyclable alternates.

DSNY is currently working with a variety of stakeholders to develop an equitable blueprint to reduce residential waste. Tasked with evaluating a range of options, this working group is determining how New Yorkers can save money as they recycle more and reduce their waste. With this incentive, people will think more about what they throw out, making decisions that will send less waste to landfills. DSNY will make it easier on residents as well. By developing the proper sorting infrastructure, we will be able to combine the paper and metal/glass/plastic/cartons streams into one. This will simplify the recycling process for residents, meaning more materials will be recycled and less will reach landfills.

New York City's commercial establishments—offices, restaurants, hotels, shops and manufacturers—are an important part of our zero waste goals. While DSNY does not collect waste from businesses, we are pursuing policies to lead the private sector down the zero waste path. We have already revised our commercial recycling rules to match the residential requirements and have designated the first group of businesses required to divert food waste for composting or anaerobic digestion. Currently, DSNY is finalizing a study to evaluate the private carting industry and assess the potential costs and benefits of commercial waste collection zones. We will leverage these results to inform future policies on the operational aspects of commercial waste collection.

INITIATIVE: Expand opportunities for electronics and textile recycling.

Textiles and electronics make up special pieces of the waste stream and DSNY is committed to making it easier for New Yorkers to keep these items out of landfills.

Discarded textiles comprise six percent of our waste—nearly 190,000 tons each year. Historically, textiles have been seen as prime materials for reuse; however, much still ends up as waste. The re-fashionNYC program provides donation bins for apartments with ten or more units. Partnering with Housing Works, donated materials are collected and put to beneficial reuse.

Recently, New York State banned municipalities from collecting electronic waste and sending it to landfill. With our partner Electronic Recyclers International, DSNY manages the e-cycleNYC program, giving e-waste collection bins to buildings with ten or more residential units. ERI then picks up the unwanted electronics and recycles them. A number of private businesses and non-profit institutions also accept household e-waste to be recycled.

We will double the number of buildings enrolled in re-fashionNYC to more than 2,000 buildings and expand e-cycle to serve more than 3 million New Yorkers by 2018. To address the needs of people who live in low-density areas, DSNY will institute a collection-appointment system to keep these materials from reaching landfills. We will pilot the system in fall 2016, offering curbside e-waste collection on Staten Island. If the pilot is successful, it could be expanded to other parts of the city.



MAKE NEW YORK THE CLEANEST LARGE CITY IN THE U.S.

INITIATIVE: Expand litter basket collection and cleaning services to underserved areas.

New York City has 23,350 litter baskets across the five boroughs. Their service frequency varies based upon pedestrian traffic and location—with some baskets requiring service as little as twice weekly and others being emptied 20 times each week. Even so, some areas have not been receiving regular basket service on Sundays and holidays, when pedestrian traffic spikes, leaving some baskets to overflow. DSNY is currently expanding Sunday and holiday basket service in all five boroughs. This additional service—coupled with proactive monitoring and response to dirty street conditions—will prevent debris on the streets from entering our waterways and give residents in areas with litter problems a better quality of life.

INITIATIVE: Increase the number of Adopt-a-Basket Program participants and community cleanups.

While DSNY collects material from litter baskets in busy areas multiple times each day, New Yorkers' support is critical in keeping our city clean. The Adopt-a-Basket Program fosters partnerships between DSNY and local stakeholders to prevent litter baskets in busy areas from filling up before DSNY teams can empty them. This program effectively reduces the overflow of litter, keeping streets clean for residents and businesses while providing precise and immediate service that is not otherwise operationally feasible. We will expand to a total of 3,000 program participants by the end of 2017 and continue to grow the program every year thereafter.

Building on these partnerships, we will continue to support events that highlight community involvement in neighborhood cleanliness. We will increase the number of neighborhood cleanups we sponsor, seek private-sector sponsorship of larger-scale cleanup events, and expand our opportunities for volunteers to assist in keeping our streets and sidewalks free of litter.

INITIATIVE: Expand the highway ramp cleaning pilot.

Highway roadbeds receive monthly cleaning from the Department of Transportation or its contractors; however, this is not sufficient to maintain a consistently clean and litter-free condition along all parts of highways, particularly the on/off ramps. Bottles, paper and other debris are often caught in the gutters or weeds by the sides of our highways. Currently, DSNY is piloting mechanical broom sweeping on the Long Island Expressway and Major Deegan Expressway. In 2016, DSNY will expand this highway-sweeping pilot to all five boroughs, adding sections of the Brooklyn-Queens Expressway, Staten Island Expressway, Belt Parkway and FDR Drive. We will continue to assess the results and expand the program even more in the years to come.



Highways & Ramps in
Pilot Program

INITIATIVE: Proactively clean vacant lots.

Debris-strewn vacant lots are more than an eyesore—they undermine our communities and create a perception of urban decay. To take on this concern, DSNY cleaned more than 3,200 lots last year, eliminating vermin and improving neighborhoods—and we can do more. We will more efficiently address these lots by employing an inspection system for chronic problem areas and proactively cleaning them before complaints are made. This will reduce the amount of time between identification of a concern and resolution, improving the quality of life for thousands of residents.

INITIATIVE: Evaluate the effectiveness of solar-powered garbage compactors in improving cleanliness.

DSNY is now testing the next-generation in litter baskets—solar-powered compacting bins that hold more garbage and wirelessly alert local Department garages when they're filled to capacity and need service. Deployed in 2015, approximately 200 of these compactors are now in Brooklyn's Williamsburg and Greenpoint neighborhoods. As we carry out this one-year pilot, we will assess the benefits that these baskets bring in terms of cleaner streets and less frequent servicing requirements. With these results, we will determine how this advanced infrastructure can be best leveraged for New Yorkers.

INITIATIVE: Use technology to more efficiently keep the city clean.

Through decades of fine-tuning, the Department organizes its mechanical brooms, basket trucks and mobile litter patrols along highly structured routes. To improve our cleaning effectiveness, we will pilot the installation of automatic vehicle locator technology in cleaning equipment and digitize all cleaning routes. This will allow for analysis of the efficiency of our cleaning operations and ensure that resources are effectively deployed.



IMPROVE SNOW REMOVAL

INITIATIVE: Expand sector routes to all boroughs.

Every winter storm presents different challenges, yet they all share one necessity: efficient plowing and deicing so first responders can do their jobs. Of course, this also allows New Yorkers to get back to their normal routines.

DSNY can improve snow plow operations by expanding our route sectoring pilot to the entire city. Organizing the city into sectors and collapsing the secondary and tertiary street designations into one category improves our routing efficiency and means that all of the city will be plowed faster.

Building on a successful pilot in the 2014-2015 snow season, the Department has already expanded the program to include all of the Community Districts in Manhattan, Queens and Staten Island, as well as one Community District in both the Bronx and Brooklyn. We will expand sectoring citywide for the 2016-2017 snow season and will analyze and adjust these new routes every year thereafter to continually improve our service, effectiveness and efficiency.

INITIATIVE: Pilot turn-by-turn routing technology.

DSNY's snow-fighting fleet has robust automatic vehicle locator technology, allowing the City to map plows' progress and giving New Yorkers easy access to this information on the PlowNYC website. While this system has proven useful to the public, it has not been leveraged as a tool for Sanitation Workers driving the plows.

DSNY will begin piloting turn-by-turn navigation technology in snow equipment for the 2016-2017 winter season, providing an unprecedented level of assistance to teams in the field. As we see the results and learn from the pilot, we will increase the use of this technology. Giving our front-line workers better tools will improve our efficiency and the overall safety of the job.



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MAXIMIZE FIELD OPERATIONS EFFICIENCY

INITIATIVE: Expand the use of tablets and handheld mobile devices for field work.

As technology has evolved, the Department has been providing tablets and handheld devices to a variety of DSNY teams. These tools are critical, particularly for enforcement personnel and officers who report and document information in the field. The Department is expanding the use of mobile devices, while moving toward a uniform technology that promotes efficiency, accuracy and information sharing—reducing reliance on paper and time spent on data entry.

INITIATIVE: Complete the development and implementation of SMART.

In 2015, the Department reconstructed its paperwork-based system used to assign personnel and equipment by launching the Sanitation Management Analysis and Resource Tracking system, known as SMART. Thanks to a multi-year planning effort, this web-based mobile system provides DSNY field forces with digital operations, scheduling and reporting technology, and gives access to real-time operational information. DSNY continues to implement and support SMART, responding to needed changes as this system becomes fully integrated in operations. This process includes completely phasing out the old paperwork-based system and SMART's precursor, the SCAN system. As implementation continues, additional processes may be integrated into SMART, such as form automation and communications enhancement to disseminate messages from headquarters throughout the field.

INITIATIVE: Leverage geospatial information to improve collection operations.

The types of material people throw away change over time. One hundred years ago nearly a third of what New Yorkers threw away was ash from coal and wood heating systems, and plastics had not yet been invented. Understanding what New Yorkers throw away helps the Department develop more efficient means of collection—because if we don't know what's out there, we can't develop the right programs to collect and manage it.

Working with New York University's Center for Urban Science and Progress, DSNY is incorporating demographic and economic data with detailed waste audit observations to estimate residential refuse and recycling generation for every tax lot in the city. This will provide a robust and granular model that gives us an understanding of the tonnage for each side of the street, on every block in the city, on any given day. We will utilize this "block face" model to develop predictive tools regarding what will be thrown out by whom and where. This information will be integrated with our collection route data as we digitize existing routes and explore route optimization. Leveraging data from a wide variety of sources to predict what each block in the city will produce is critical to our continuous evolution as a sanitation department.



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COMPLETE IMPLEMENTATION OF SOLID WASTE MANAGEMENT PLAN

INITIATIVE: Open the Hamilton Avenue, East 91st Street and Southwest Brooklyn Marine Transfer Stations.

With the closure of the Fresh Kills Landfill in 2001, the City no longer had any disposal capacity within its borders and became reliant on private transfer stations and long-haul trucking. The City's Solid Waste Management Plan, passed in 2006, is replacing all long-haul trucking with more environmentally friendly barge and rail as the mode of export for New York City's residential waste. When completed, the SWMP will eliminate 60 million miles of truck travel and cut 34,000 tons of greenhouse gas emissions annually. Furthermore, implementing the SWMP has created a more equitable, five-borough solution to waste infrastructure and gives the City greater stability and predictability in disposal.

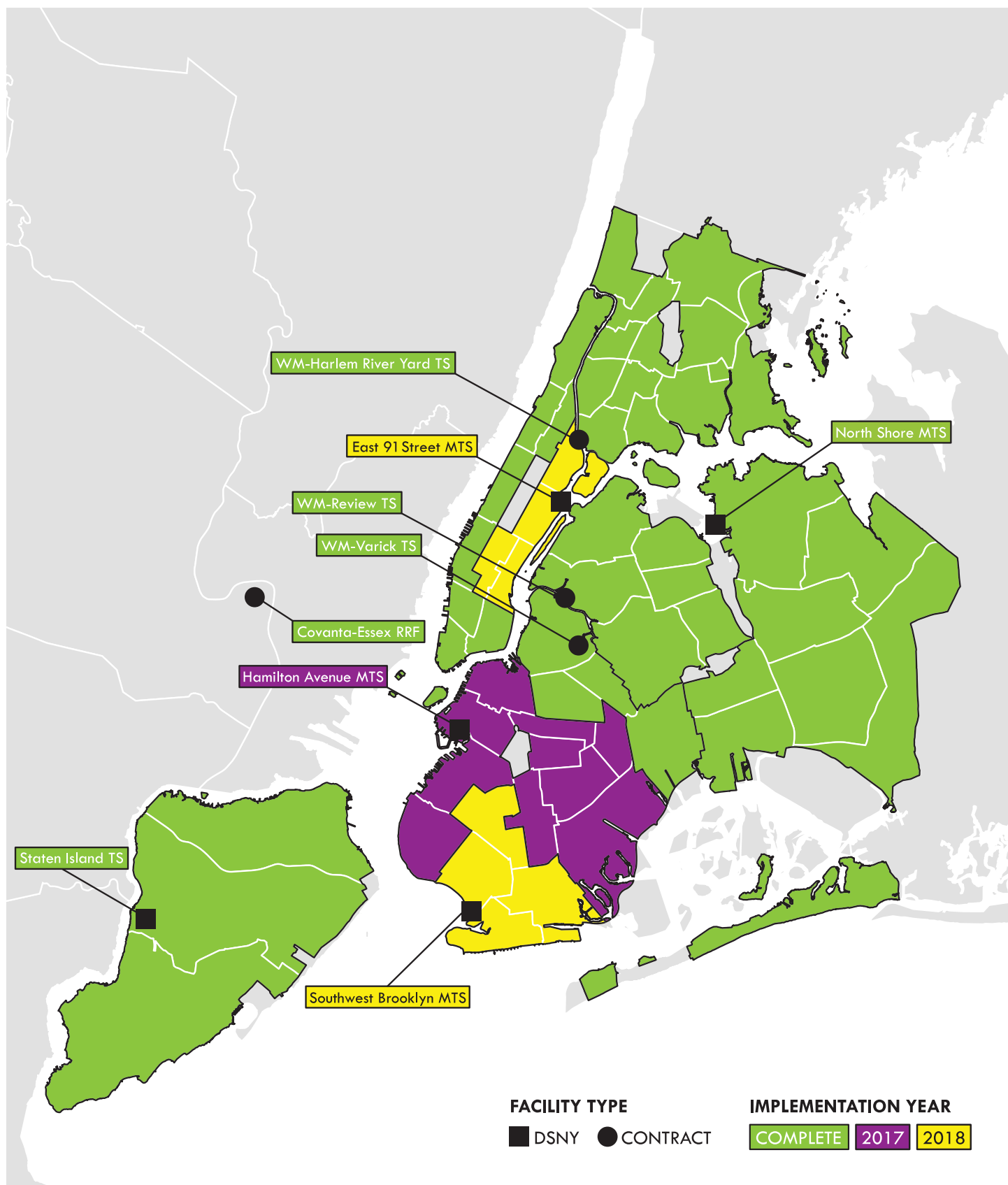
A major component of the SWMP is the conversion of four City-owned marine transfer stations, where residential refuse collected in neighboring Sanitation Districts will be packaged into sealed, leak-proof containers and placed onto barges for export. In 2015, DSNY opened the first of these, the North Shore MTS, which is accepting and exporting residential refuse from eastern Queens. In 2017, the Department will begin operations at the Hamilton Avenue MTS, which will serve ten districts in Brooklyn. DSNY will complete the implementation of the SWMP by opening the East 91st Street MTS and the Southwest Brooklyn MTS in 2018.

INITIATIVE: Limit the impact of waste management infrastructure on historically overburdened neighborhoods.

The opening of the marine transfer stations as detailed in the SWMP will play a significant role in alleviating part of the tonnage that currently goes to numerous private transfer stations concentrated in the South Bronx, North Brooklyn and Southeast Queens. However, with the need for commercial waste disposal and requirements that waste infrastructure be in areas zoned for manufacturing, these neighborhoods will continue to host transfer stations. DSNY will use its regulatory authority to ensure that these private entities follow proper procedures and act as good neighbors. With vigilant oversight, regular inspections and strict adherence to the laws, we will minimize the impact that current and future waste management infrastructure will have on its surroundings. Following the successful completion of the MTSs, we will work with community leaders and industry representatives to reduce permitted capacity consistent with the goals of the SWMP.

INITIATIVE: Transform Fresh Kills Landfill into Freshkills Park.

For more than 50 years, Fresh Kills Landfill served as the final disposal location for much of the four million tons of residential waste generated annually by New Yorkers. Now, the Department is transforming 150 million tons of decades-old solid waste into what will be the largest park developed in New York City in more than 100 years. The Department has been working section by section, adding soil and vegetation to create a landscape that complements the adjacent meadow, woods and wetland environment. Nature has taken hold with grasses and trees growing and migratory birds and other animals establishing a home at what was once the world's largest landfill. DSNY will complete the closure construction of the last section of the landfill by 2021 and transfer the land to NYC Parks.



Marine Transfer Stations



ENHANCE EMERGENCY PREPARATION

INITIATIVE: Train superintendents and higher-level staff in emergency management.

DSNY is an emergency service provider for the City of New York and due to the snow and debris removal services we provide, often the first of the first responders in an emergency situation. We will increase our internal awareness of this role by offering basic emergency management training to all supervisory staff. We will also formalize our emergency response protocol by incorporating lessons learned from Hurricane Sandy and other disasters. We will use the data gleaned to strengthen preparedness for a multitude of operational, fiscal, legal and environmental concerns.

INITIATIVE: Strengthen our fleet and facilities for emergency operations.

The city relies on DSNY during emergency situations, and we must adapt our fleet and facilities to avoid operational failures during critical events. We will flood-proof our vulnerable facilities and secure infrastructure to improve our back-up fuel availability and increase the use of portable hydraulic generators, which allow our vehicles to become portable power stations during emergencies.



OPTIMIZE OUR FLEET

INITIATIVE: Pilot new technologies to drive toward zero emissions.

The Department has made tremendous progress in reducing emissions from our light-duty fleet. To address the greater challenge of reducing emissions in our heavy-duty fleet, we will be piloting new equipment, fuel sources and vehicles. We will reduce our fuel consumption as we expand the use of start/stop and power-on-demand technologies in our current vehicles. We will work to expand the citywide infrastructure to support alternative fueling sources, such as compressed natural gas, and will explore emerging possibilities including the use of dimethyl ether made from organic waste we collect as a fuel source.

INITIATIVE: Modernize our fleet maintenance program.

DSNY owns and operates more than 6,000 vehicles to meet its mission. Our collection trucks, mechanical brooms, salt spreaders and various other types of vehicles are specialized pieces of equipment that perform highly specific tasks and need to withstand heavy use. We will update and improve our replacement cycles to maximize the use of our current equipment and present a well-documented case for new vehicles when the needs arise.



INVEST TO MODERNIZE FACILITIES

INITIATIVE: Construct new garages for the 21st Century.

Garages are the hub of the Department's collection, cleaning and snow-fighting operations. They give us the space to fix our equipment and prepare it for the next day's mission. Without proper facilities, meeting the public's demand for service would be impossible. While many of our facilities are old and in need of rehabilitation, other districts face issues of having no space or losing the space we currently operate in as leasing agreements change.

It is critical that we have garage space throughout the city and in close proximity to the areas the garage will serve. The closer the garage is to its service area, the quicker the residents will receive service and the quicker roads will get plowed after snow events. Proximity also prevents excess truck travel and emissions through other neighborhoods of the city. As we advocate for garage space we will work toward state-of-the-art facilities that meet our operational needs and serve as good neighbors to the nearby residents and businesses. The Department will design and build new garages for the districts of: Staten Island 1; Brooklyn 3; Queens 1; Bronx 9, 10 and 11; and Manhattan 6, 6A and 8.

INITIATIVE: Institutionalize reliability-centered maintenance to ensure we do the right maintenance at the right time.

DSNY will have to care for many older garages for years to come. Ensuring we are doing the right maintenance will prevent the need for early replacement of roofs, boilers or HVAC equipment. We must document the rehabilitation needs and care for our aging facilities. We will institute a new computerized maintenance management system at the Manhattan 1/2/5 garage and expand it to a majority of our facilities by 2020. In conjunction with this system, we will complete a comprehensive inventory and needs assessment of all of our facilities, and use these to develop a project prioritization process and protocol for cost-effective preventative maintenance, rehabilitation and replacement of building equipment.

INITIATIVE: Implement best practices at our facilities to protect the city's waterways.

Many of DSNY's facilities sit at the water's edge. These locations require us to be extremely vigilant to ensure that our operations do not impact harbor water quality. DSNY will adopt best practices on spill management, drainage and overall housekeeping to protect the aquatic environment. This will ensure that we are in compliance with the City's Municipal Separate Storm Sewer System (MS4) Permit, meeting Clean Water Act regulations to manage urban stormwater runoff and protect the quality of water bodies.

INITIATIVE: Expand opportunities for minority- and women-owned businesses in our construction projects.

DSNY has a variety of construction projects that are contracted to businesses with highly-specialized industry knowledge and skill sets. However, we recognize the need to award our projects to a broader array of firms. We will expand training opportunities and outreach to the minority- and women-owned business community to increase the volume of Department business they bid on and can potentially win.

INITIATIVE: Reduce our energy use by investing in renewable and efficiency technologies.

Reducing energy use and carbon emissions from buildings is a necessity and high priority as the City works to reduce its carbon footprint. With more than one hundred facilities throughout the city—many of which operate 24 hours a day—DSNY has a significant role to play in this effort. We will pursue opportunities to incorporate renewable energy infrastructure into our facilities. We will also replace a substantial portion of our facilities' lights with LEDs, which will use less energy and also contribute to higher visibility and greater safety in our garages.

INITIATIVE: Develop in-house construction management to deliver our capital program on time and on budget.

Effectively implementing a robust capital program at its core requires the right staff with the right expertise. We will hire and train personnel to make sure that the City gets the best product at the best price on schedule. With guidance and monitoring from the design stage through the construction stage, the Department will complete projects faster and will ensure that the end products meet our specific needs.

INITIATIVE: Streamline capital budget processes.

Due to a variety of factors, capital construction in the city can be a very long and drawn-out process. We will improve our processes by instituting comprehensive design standards for our facilities and making the design of a facility collaborative from the start, allowing the input of engineers, maintenance staff, code and regulatory experts, and facility operators. DSNY will also develop a job order contract program to reduce the time needed to deliver small and medium-sized construction projects.



IMPROVE SAFETY OF OUR OPERATIONS FOR EMPLOYEES AND THE PUBLIC

INITIATIVE: Improve accountability for safe performance.

Implementing the lessons learned from the diligent tracking and analysis of safety statistics is critical to improving safe performance. DSNY will leverage information on line-of-duty injuries, accidents and GPS monitoring of vehicles to provide feedback to our employees about how they can be safer in the field. We will also perform random safety inspections of garages and shops to encourage a continual awareness of safety protocol.

INITIATIVE: Strengthen the culture of safety.

Safety is everyone's job. To institutionalize this philosophy, we will redouble our training efforts, install a new driving simulator, establish safety councils and reward great safety records. Our emphasis on safety is not limited to Sanitation Workers. We will develop official safety protocols for our trades employees and civilian employees working in the field. All uniformed and trades supervisors will be given safety training guided by the federal Department of Labor. We will also increase the presence of Department mechanics at our Floyd Bennett Field training center to ensure Sanitation Workers know the safest way to handle the equipment they work on.

INITIATIVE: Modify our fleet to increase public safety.

With a heavy-duty fleet constantly moving through city streets, the Department must always look after the safety of the public, particularly pedestrians.

DSNY will continue to install sideguards on all of our heavy-duty trucks, which will greatly protect pedestrians from these moving vehicles. The first 200 trucks in our existing fleet will be completed in 2016. Moving forward, all new trucks will come equipped with sideguards from the manufacturer.

Further enhancing our equipment to keep the public safe, we will explore the use of back-up cameras, sensors and automatic breaking devices in our vehicles. As our operations often occur when it's dark outside, we will increase the use of LED lights on multiple sides of our vehicles and in collection truck hoppers to increase visibility for the public as well as for Sanitation Workers.





SUPPORT EMPLOYEES' PROFESSIONAL DEVELOPMENT

INITIATIVE: Offer training and professional development opportunities to all employees—civilian and uniformed.

The Department leads a robust and rigorous formal training and orientation for newly hired uniformed staff, yet we do not have any such program for our civilian office staff. DSNY will implement an orientation program for all newly hired civilians to provide an immediate, more holistic understanding of our agency's operations, while consolidating overviews in employee resources and protocol as well as training in our diversity and inclusion policies. This new program will build relationships across different facets of the Department's work and—through visits to DSNY sites—will increase the civilian staff's knowledge and appreciation of field operations.

DSNY will encourage professional development for uniformed and civilian employees throughout their careers by providing management and leadership training opportunities on a continual basis, including a formalized mentoring program and training in effective communication and conflict resolution.

INITIATIVE: Institutionalize the DSNY suggestion box program and reward employees for safety and cost saving ideas.

To better engage employees of all ranks and titles in our operations and leverage the full perspective of our agency, a formalized suggestion box program will be implemented. This will solicit ideas from our staff to make us safer, more effective and more efficient. Employees who submit ideas that are implemented and save money will be recognized and rewarded.

INITIATIVE: Expand our employee recognition programs agency-wide.

Strong employee morale and pride in work for the Department are essential for having an engaged and effective workforce. DSNY will continue to grow our agency-wide employee recognition program that highlights the many achievements made by employees, whether in the field, at the garages or in our offices.

INITIATIVE: Improve succession planning and documentation of institutional knowledge.

Planning for the future of our workforce and ensuring that the next generation of managers has the tools and information they need to be successful are integral components of achieving our agency mission in the long-term. As we encourage the growth and professional development of our employees, we will develop contingency and succession plans throughout the agency and systematically document our institutional knowledge. This will ease transition periods and shorten learning curves so managers are prepared as they step into new leadership positions.





BUILD A DIVERSE AND INCLUSIVE DSNY COMMUNITY

INITIATIVE: Increase the diversity of our workforce by recruiting underrepresented groups to apply for civilian and uniformed positions of all ranks.

DSNY is an inclusive agency that values diversity throughout its workforce, whether uniformed, civilian, entry-level or senior management. We strive for a workforce that is representative of the diverse city that we serve; however, the process of filling vacancies for most of our positions is determined by the results of civil service examinations.

During the registration period for exams that lead to DSNY jobs, we will promote the opportunities and encourage women and men of all backgrounds to complete the exams, particularly groups who have historically not been represented in the Sanitation workforce. However, this is not only a concern for recruiting prospective employees from outside of the agency. We will give particular encouragement to current employees that are eligible for higher-ranking positions to take promotional exams so that New York's Strongest remains diverse and inclusive in all ranks of our workforce.

INITIATIVE: Improve employee engagement and communications.

As a large multifaceted agency, DSNY must make efforts to keep our staff engaged, cohesive and unified in achieving our shared mission. Of course, with 75 percent of our team assigned to garages and field assignments each day, sharing ideas can be challenging.

To overcome the distance between colleagues, we are strengthening our internal communications with an upcoming, enhanced intranet site and easier access to a monthly employee newsletter. These new tools will allow us to easily share our successes, help overcome challenges and build a better sense of teamwork.

For our uniformed employees, a formal dress uniform option for public and ceremonial events allows employees to take pride in the Department while presenting a positive image of it to the public. DSNY will approve a “Class A” uniform for Sanitation Workers—our largest and most visible position—to give them the same option currently available to higher uniformed ranks.

Events that welcome DSNY staff and their families to highlight our work are great for spreading public awareness, but also for building comradery and engagement among our staff. DSNY-days at professional sporting events and charitable fundraising campaigns have been popular with our staff and bring positive publicity for the Department. We will continue to support and expand these events for people to show their pride in the Department, socialize with one another’s families and give back to the community through group volunteer events.

INITIATIVE: Improve personnel spaces.

We will ensure that all of our employees have access to healthy and clean work spaces, particularly our uniformed field staff. The improvement of locker rooms in our garages will be a priority as we seek to improve our facilities and we will increase the number of female locker rooms to fully accommodate our need.



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COMPOST
YOUR FOOD SCRAPS
at GREENMARKET

WHAT HAPPENS TO FOOD SCRAPS DROPPED OFF AT GREENMARKET?
The waste we love
has a beginning
From spoiled to soil in 8 weeks

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YOUR FOOD SCRAPS
at GREENMARKET

COMPOST
YOUR FOOD SCRAPS
at GREENMARKET

PRO TIPS
1) Use a reusable container!
2) Keep it in the freezer
3) Remove stickers, ties + rubber bands BEFORE tossing produce in your compost container

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YOUR FOOD SCRAPS
at GREENMARKET

Free electronics recycling for your building!

re-fixable NYC

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YOUR FOOD SCRAPS
at GREENMARKET

RECYCLE
LIVING & LEARNING

RECYCLE
PLEASE RECYCLE YOUR SCRAPS

ENGAGE NEW YORKERS AS PARTNERS TO KEEP OUR CITY HEALTHY, SAFE AND CLEAN

INITIATIVE: Better notify customers about weather-related disruptions in collection service.

During snow emergencies, DSNY redirects all its resources—people and vehicles—to fighting snow. Making streets navigable for other first responders and safe for New Yorkers can temporarily delay the collection of waste and recyclables. The Department is now developing a new, free mobile app to help the public manage these disruptions. Among its features, users will receive notifications of service disruptions and notice when their normal collections will be restored.

INITIATIVE: Increase public awareness about our operations.

We need the public to embrace their part in helping to keep the city healthy, safe and clean. To help accomplish this, we will translate our information into more languages, and produce and promote videos on littering and recycling. We will make our information more easily accessible through a DSNY mobile app and will continually spread our message through various social media platforms. We will also leverage our large visible presence throughout the city by increasing the use of our vehicles for messaging.

INITIATIVE: Better integrate outreach and enforcement efforts to improve compliance.

The Department has a duty to educate New Yorkers on the best ways to keep their streets clean and dispose of their waste, and we need to use our enforcement tools when people violate our policies by littering, dumping their waste illegally or failing to recycle. We will take an analytical approach to achieve an optimal balance of outreach and enforcement to encourage good public behavior and will create tools to measure the return on investment for various efforts. By utilizing complaint data, we will develop and pilot a system of responding with outreach and documenting these efforts and progress made before following up with enforcement.

INITIATIVE: Leverage operations staff to improve outreach and customer service.

With more than 7,000 uniformed employees in the Department, our front-line workers are our most visible public representatives. We will strengthen our orientation programs to ensure all Sanitation Workers joining our force will be trained in basic customer service—a course that will emphasize best practices in maintaining a positive public image and resolving conflicts that can arise on the job. Seeking those with the talent for utilizing their field knowledge to educate the public, we will create positions for engaged front-line employees to participate in our public outreach and recycling initiatives.

INITIATIVE: Establish a Sanitation Foundation to facilitate private support for the work we do.

Numerous opportunities exist for the Department to reach a broader audience through events, products and partnerships with the private sector. However, it is not appropriate for a government agency to spend its time and resources to act on them without a robust, affiliated nonprofit organization to lead such endeavors. We will establish a foundation for the Department to operate independently in support of our broader engagement with the public.

INITIATIVE: Create new forums to share our story with the public.

DSNY has long embraced creative ways to explore our history and share our story with the public. In the 1970s, we developed a first-of-its-kind Artist-in-Residence program with artist Mierle Ukeles, and in 2015 the Department expanded its participation in Open House New York to offer tours of our facilities to the public. We will continue to explore these opportunities, and later this year we will support Mierle Ukeles' retrospective at the Queens Museum. We are also exploring the development of a Sanitation Museum to tell the story of the Department and its critical role in protecting public health and maintaining New York City's quality of life.

CONCLUSION

The 12 goals and 46 strategic initiatives in this plan will help us better achieve our critical mission: keeping New York City healthy, safe and clean. Over the next four years and beyond, we will work hard to implement this plan. Each year, we will release a report card to track our progress. For more information about the Department of Sanitation and for future updates to this plan, visit www.nyc.gov/sanitation.

Acknowledgements

Thank you to the thousands of DSNY employees who participated in working groups, retreats, town hall meetings, and other forums to share their ideas for this plan. Your vision and feedback are critical to the Department. Please help us continue the conversation by sharing your ideas with suggestionbox@dsny.nyc.gov.

Director:

Justin Bland

Editors:

Gregory Anderson

Robin Brooks

Louise Bruce

Belinda Mager

Olivia Schneider

Designer:

Danielle Young

Department Photographer:

Michael Anton



