

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. DSNY has targeted recruitment and outreach to communities traditionally underrepresented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department has worked with its partners to implement new outreach strategies in low-income communities and has expanded its recycling programs, including e-cycleNYC, re-fashionNYC and organics collection, to give New Yorkers the ability to manage their own waste footprint. In 2016 DSNY began a targeted outreach program for eight community districts in the Bronx and Brooklyn with the lowest diversion rates, dedicating outreach personnel to help building owners, staff and residents in these neighborhoods increase recycling. Last year, DSNY and the New York City Housing Authority launched an initiative to increase recycling opportunities at public housing developments. By the end of Calendar 2016 all NYCHA residents will have recycling collection services. DSNY also continues to move forward with the City's comprehensive Solid Waste Management Plan, a fair, five-borough plan that has reduced the impact of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens.

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 2016

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

During Fiscal 2016 DSNY achieved a citywide street cleanliness rating of 95 percent and a sidewalk cleanliness rating of 96.5 percent, both higher than the previous year. DSNY issued 30 percent more violations for dirty sidewalks to assist in the effort to achieve street and sidewalk cleanliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Streets rated acceptably clean (%)	95.5%	94.5%	93.3%	92.7%	95.0%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.2%	0.2%	0.4%	0.4%	0.2%	*	*	Neutral	Up
★Sidewalks rated acceptably clean (%)	96.3%	96.1%	96.0%	95.5%	96.5%	97.0%	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.3%	0.4%	0.3%	0.4%	0.3%	*	*	Neutral	Neutral
Violations issued for dirty sidewalks	35,407	28,690	39,975	49,828	64,693	*	*	Neutral	Up
Violations issued for illegal posting	30,512	16,182	18,217	11,601	8,209	*	*	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 improve the cleanliness of the City by cleaning vacant lots and the surrounding areas. In Fiscal 2016 the number of vacant lot cleaning requests increased 17 percent compared to Fiscal 2015. At the same time DSNY cleaned 13 percent more lots citywide, including a 21 percent increase in privately-owned lots.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Vacant lot cleaning requests	NA	3,056	2,539	2,367	2,779	2,500	2,500	Neutral	NA
★Lots cleaned citywide	4,544	3,607	2,997	3,206	3,638	3,200	3,200	Neutral	Down

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

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 neighborhood, public school, public building and many large institutions in the City. The tons of refuse collected per truck increased slightly, from 9.5 to 9.7, as the overall refuse tonnage also increased slightly in Fiscal 2016. The percentage of trucks dumped on shift increased from 44.6 percent to 45.8 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Tons of refuse disposed (000)	3,269.5	3,262.8	3,193.8	3,176.9	3,196.2	3,150.0	3,150.0	Down	Neutral
★Refuse tons per truck-shift	10.0	9.9	9.6	9.5	9.7	10.7	10.7	Neutral	Neutral
★Trucks dumped on shift (%)	48.1%	47.2%	43.5%	44.6%	45.8%	45.6%	45.6%	Up	Neutral
Tons per day disposed	10,826	10,876	10,611	10,554	10,583	*	*	Down	Neutral
Average outage rate for all collection trucks (%)	17%	19%	21%	20%	19%	*	*	Down	Up
Missed refuse collections (%)	0.1%	1.1%	0.0%	0.0%	0.4%	*	*	Neutral	Down

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SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

The City's refuse stream contains valuable resources and energy that can be extracted for beneficial use, reducing the amount of waste sent to landfills. The Department's recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, food waste, tire disposal, public space recycling and chlorofluorocarbon recovery.

As a result of continued expansion of organics recycling to include additional households and schools participating in the program, as well as the continuation of rigid plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.0 percent in Fiscal 2015 to 16.9 percent in Fiscal 2016. As a result of this additional curbside recycling tonnage – an increase of seven percent to 613,800 tons – the recycling tons per truck increased from 5.2 to 5.6.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Curbside and containerized recycling diversion rate (%)	15.1%	15.1%	15.4%	16.0%	16.9%	19.0%	21.0%	Up	Up
★Curbside and containerized recycled tons (000)	541.9	539.2	553.2	575.4	613.8	683.3	764.4	Up	Up
Total annual recycling diversion rate (%)	16.6%	16.3%	17.0%	17.8%	NA	*	*	Up	NA
Recycled tons per day	2,065	2,058	2,088	2,197	NA	2,270	2,270	Up	NA
Annual tons recycled total (000)	644	642	652	685	NA	*	*	Up	NA
★Recycling tons per truck-shift	5.1	5.1	5.1	5.2	5.6	6.2	6.2	Up	Neutral
Missed recycling collections (%)	0.0%	3.3%	0.0%	0.0%	0.1%	*	*	Neutral	Down
Recycling trucks dumped on shift (%)	29.7%	29.2%	25.7%	25.8%	26.5%	*	*	Up	Down
Recycling summonses issued	75,216	65,017	107,049	107,428	118,407	*	*	Neutral	Up

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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, the Department leverages more than 6,000 sanitation workers and more than 3,000 pieces of snow fighting equipment. The Department initiates special 12-hour shifts, assigning employees to salt spreaders, plows and other snow fighting equipment. During the snow season of 2015-2016, the City experienced five storms resulting in a total accumulation of 31.8 inches, or 33 percent less snowfall than the previous snow season. As a result, DSNY used 302,229 tons of salt, a decrease of 42 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Snowfall (total inches)	6.8	24.0	56.3	47.5	31.8	*	*	Neutral	Up
Salt used (tons)	59,274	183,597	492,369	522,841	302,229	*	*	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases commenced against the City in state and federal court	573	309	341	651	747	*	*	Neutral	Up
Payout (\$000)	\$31,763	\$26,944	\$32,265	\$25,500	\$42,999	*	*	Down	Up
Private transfer station permits	60	59	59	59	61	*	*	Neutral	Neutral
Private transfer station inspections performed	4,967	5,047	6,022	5,998	4,570	*	*	Neutral	Neutral
Total Environmental Control Board violations issued	334,436	259,909	358,064	402,251	458,050	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	84%	84%	86%	88%	89%	*	*	Neutral	Neutral
Refuse collection cost per ton (\$)	\$251	\$252	\$277	\$282	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) (\$)	\$394	\$392	\$422	\$449	NA	*	*	Neutral	NA
Disposal cost per ton (\$)	\$143	\$140	\$145	\$167	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) (\$)	\$657	\$656	\$721	\$684	NA	*	*	Neutral	NA
Recycling collection cost per ton (\$)	\$629	\$627	\$692	\$640	NA	*	*	Neutral	NA
Paper recycling revenue per ton (\$)	\$25	\$11	\$11	\$11	\$12	*	*	Neutral	Down
Removal cost per inch of snow (\$000)	\$4,300	\$1,602	\$2,330	\$2,444	\$3,288	*	*	Neutral	Down
Collisions involving City vehicles	1,580	2,093	2,457	2,616	2,625	*	*	Down	Up
Workplace injuries reported (uniform and civilian)	NA	1,572	1,539	1,266	1,304	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	5	0	8	17	16	*	*	Neutral	Up
Letters responded to in 14 days (%)	65%	52%	65%	58%	73%	*	*	Up	Up
E-mails responded to in 14 days (%)	75%	69%	75%	64%	75%	*	*	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	97	96	95	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	95	71	66	79	92	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,281.2	\$1,369.8	\$1,414.2	\$1,477.4	\$1,533.0	\$1,547.2	\$1,676.9	Up
Revenues (\$000,000)	\$22.5	\$17.7	\$17.3	\$17.5	\$19.0	\$17.6	\$17.3	Down
Personnel (uniformed)	6,991	7,121	7,185	7,381	7,465	7,427	7,490	Neutral
Personnel (civilian)	2,007	1,976	1,997	2,150	2,299	2,386	2,667	Up
Overtime paid (\$000,000)	\$55.0	\$108.1	\$125.4	\$131.3	\$96.2	\$99.0	\$108.8	Up
Capital commitments (\$000,000)	\$221.9	\$399.9	\$276.7	\$273.6	\$175.3	\$258.4	\$396.6	Down
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	547	*	*	NA

¹Actual 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. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The agency resources indicator 'Work Experience Program (WEP) participants assigned' is replaced with 'Work Experience Program (WEP) Enrollment' in this report to reflect better the actual program participation. Data prior to Fiscal 2016 is not available.

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.

