



2016

STRATEGIC PLAN

AT A GLANCE

NYCsanitation

LETTER FROM THE COMMISSIONER

July 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 of keeping New York City healthy, safe and clean.

Sincerely yours,

A handwritten signature in black ink that reads "Kathryn Garcia". The signature is written in a cursive, flowing style.

Kathryn Garcia

2016 STRATEGIC PLAN

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 more than 100-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.

LET’S CONTINUE THE CONVERSATION

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.

ZERO WASTE

LAUNCH NEW SERVICES TO REACH ZERO WASTE TO LANDFILLS.

- Expand curbside organics collection.
- Develop processing capacity for new recycling streams.
- Support partnerships that increase recycling participation from all New Yorkers.
- Enact policies to encourage waste reduction among residents and commercial establishments.
- Expand opportunities for electronics and textile recycling.

CLEANING

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

- Expand litter basket collection and cleaning services to underserved areas.
- Increase the number of Adopt-a-Basket Program participants and community cleanups.
- Expand the highway ramp cleaning pilot.
- Proactively clean vacant lots.
- Evaluate the effectiveness of solar-powered garbage compactors in improving cleanliness.
- Use technology to more efficiently keep the city clean.

SNOW

IMPROVE SNOW REMOVAL

- Expand sector routes to all boroughs.
- Pilot turn-by-turn routing technology.

OPERATIONS

MAXIMIZE FIELD OPERATIONS EFFICIENCY

- Expand the use of tablets and handheld mobile devices for field work.
- Complete the development and implementation of SMART.
- Leverage geospatial information to improve collection operations.

SOLID WASTE MANAGEMENT PLAN

COMPLETE IMPLEMENTATION OF SOLID WASTE MANAGEMENT PLAN

- Open the Hamilton Avenue, East 91st Street and Southwest Brooklyn Marine Transfer Stations.
- Limit the impact of waste management infrastructure on historically overburdened neighborhoods.
- Transform Fresh Kills Landfill into Freshkills Park.

EMERGENCY

ENHANCE EMERGENCY PREPAREDNESS

- Train superintendents and higher-level staff in emergency management.
- Strengthen our fleet and facilities for emergency operations.

FLEET

OPTIMIZE OUR FLEET

- Pilot new technologies to drive toward zero emissions.
- Modernize our fleet maintenance program.

FACILITIES

INVEST TO MODERNIZE FACILITIES

- Construct new garages for the 21st Century.
- Institutionalize reliability-centered maintenance to ensure we do the right maintenance at the right time.
- Implement best practices at our facilities to protect the city's waterways.
- Expand opportunities for minority- and women-owned businesses in our construction projects.
- Reduce our energy use by investing in renewable and efficiency technologies.
- Develop in-house construction management to deliver our capital program on time and on budget.
- Streamline capital budget processes.

To find out more about these initiatives, read the full plan at www.nyc.gov/dsny/strategicplan.

SAFETY

IMPROVE SAFETY OF OUR OPERATIONS FOR EMPLOYEES AND THE PUBLIC

- Improve accountability for safe performance.
- Strengthen the culture of safety.
- Modify our fleet to increase public safety.

PROFESSIONAL DEVELOPMENT

SUPPORT EMPLOYEES' PROFESSIONAL DEVELOPMENT

- Offer training and professional development opportunities to all employees—civilian and uniformed.
- Institutionalize the DSNY suggestion box program and reward employees for safety and cost saving ideas.
- Expand our employee recognition programs agency-wide.
- Improve succession planning and documentation of institutional knowledge.

INCLUSIVITY

BUILD A DIVERSE AND INCLUSIVE DSNY COMMUNITY

- Increase the diversity of our workforce by recruiting underrepresented groups to apply for civilian and uniformed positions of all ranks.
- Improve employee engagement and communications.
- Improve personnel spaces.

PUBLIC ENGAGEMENT

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

- Better notify customers about weather-related disruptions in collection service.
- Increase public awareness about our operations.
- Better integrate outreach and enforcement efforts to improve compliance.
- Leverage operations staff to improve outreach and customer service.
- Establish a Sanitation Foundation to facilitate private support for the work we do.
- Create new forums to share our story with the public.



DSNY BY THE NUMBERS

DSNY is the world's largest sanitation department. To meet the challenge of keeping NYC healthy, safe and clean, DSNY serves the City out of 59 districts, with resources and programs that include:

10,500

Tons of Residential and Institutional Garbage Collected Daily

2,230

Collection Trucks

100

Facilities Throughout New York City

1,950

Tons of Recyclables Collected Daily

7,464

Uniformed Sanitation Workers and Supervisors

19,416

Lane-Miles of Streets Cleared of Snow and Ice

3,000

Adopt-A-Basket Participants by 2017

579

Salt/Sand Spreaders and Haulsters

3,200

Vacant Lots Cleaned Annually

87

Food Scrap Drop-Off Sites

2,360

Various Other Support Vehicles

2,100

Civilian Workers

200

Solar-powered Garbage Compactors Piloted in Brooklyn

100

Zero Waste Schools

450

Mechanical Sweepers

5

Special Waste Drop-Off Sites

200

Sideguards Installed on Heavy-Duty Trucks by 2016

60

Million Miles of Truck Travel Eliminated as a Result of the Solid Waste Management Plan Implementation

23,350

Litter Baskets Serviced Citywide

1

Monthly Employee Newsletter
Email TrashTalk@dsny.nyc.gov to Subscribe

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Waste to Landfills by 2030

Bill de Blasio Mayor
Kathryn Garcia Commissioner



Cover Photo: Spring Street Salt Shed
Printed on recycled paper, of course.