



7 **NYC** sanitation

2017 ANNUAL REPORT



N.Y.C.
Sanitation

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Fellow New Yorkers,

September 2017

I'm pleased to share the NYC Department of Sanitation's 2017 Annual Report. This chronicles our incredible achievements over the last year – from historic high street cleaning ratings to eliminating paper forms and logbooks in garages to more efficient snow-clearing routes.

We are tasked with keeping New York City healthy, safe and clean, and this report demonstrates how sustainability complements our mission. Preventing electronics from reaching landfills keeps our environment healthy. A modernized, safer fleet reduces fuel consumption. Street cleaning maintains our quality of life and keeps litter from reaching waterways, which are now teeming with more wildlife than at any point over the last century.

Already the nation's largest curbside organics collection program, the NYC Organics program continues to grow to serve more and more New Yorkers. Food scraps, food-soiled paper and yard trimmings are crucial in building healthy soil, and we're turning them into home-grown compost – then sharing it with residents. At a time when the realities of climate change are all too visible, our organics program is critical to slashing our greenhouse gas emissions.

I have deep appreciation for my Sanitation colleagues, uniformed and civilian alike, who are working together to achieve the highlights in this report – and so much more. Together, we are keeping New York City a great place to live, work and visit.

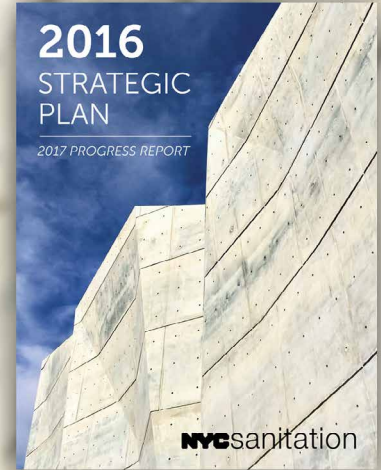
Thank you.

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

Commissioner Kathryn Garcia



Photo: Michael Appleton/Mayoral Photography



Earlier this year, the Department released the first progress report for the 2016 Strategic Plan. Read the 2017 update at nyc.gov/dsny.

WHO WE ARE

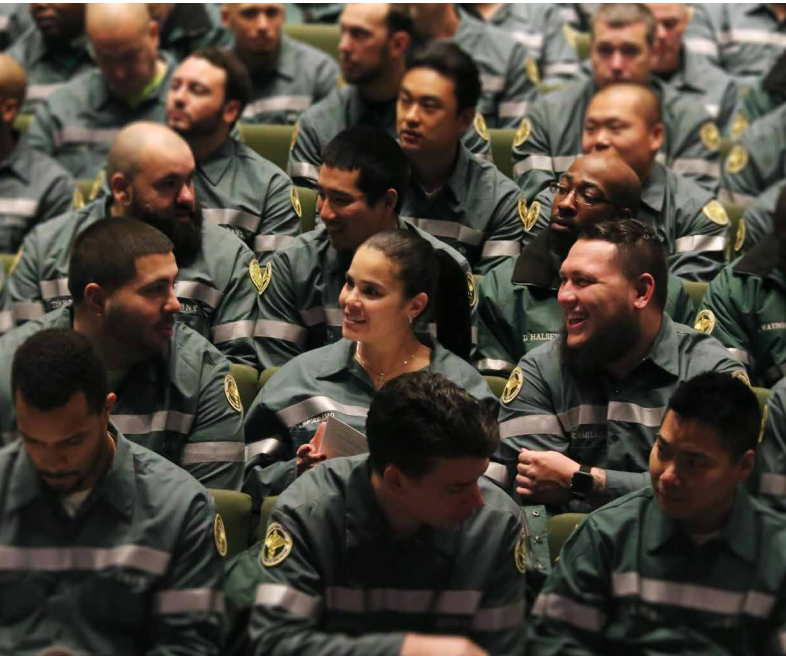
With 10,000 employees, NYC Sanitation’s community mirrors the best of New York City – and our diversity makes us strong. To keep our agency resilient now and for decades to come, we lead robust professional development – from mentorships helping newly promoted uniformed workers succeed as managers to classes in conflict resolution and respectful communication. This Annual Report chronicles many of our achievements during Fiscal Year 2017.

MAINTAINING EQUITY, DIVERSITY + INCLUSION

Equal opportunity is a crucial part of any workforce, and DSNY's Office of Equity, Diversity and Inclusion’s mission is to maintain a strong team. Mediating disputes, cultivating better communication among employees and making sure our people understand their rights and responsibilities are integral to fostering a fair and equitable work environment. This unit is a key part of the Commissioner’s Executive Board, ensuring the Department’s senior-most leaders remain aware of evolving challenges. In 2017, Equity, Diversity and Inclusion trained 1,500 employees – uniformed and civilian alike – while preparing more than 500 DSNY supervisors for the leadership qualities they’ll need into their future at the agency.

KEEPING NYC’S STRONGEST STRONG

Each day, our uniformed employees perform intense physical labor, navigating unsafe material left curbside while evading vehicles – often through brutally cold or insufferably hot weather. These conditions can take their toll, which is why the Department’s Health Care Facility monitors our uniformed employees with medical issues or injuries.



WHO WE ARE

This team of medical professionals, counselors and support staff makes sure our employees return to work as soon as they can do so safely. Plus, they confirm recruits' health is strong enough to be on the job. From July 2016 through June 2017, this team: conducted more than 650 pre-employment medical exams for our incoming Sanitation Workers; performed approximately 11,000 drug and alcohol tests for applicants and employees of DSNY, plus seven sister agencies; and performed more than 32,500 home visits and more than 28,800 phone check-ins to ensure the integrity of the medical leave program.

OPERATIONS + SAFETY

Ongoing training minimizes risks for our employees — while improving their efficiency. From July 2016 through June 2017, we led 20 courses for some 3,800 participants. Our safety specialists also train newly promoted uniformed members of our staff, preparing them for the additional demands they'll face.

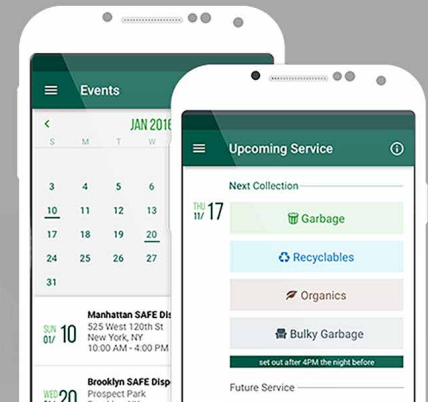
STAYING CONNECTED

Getting information out to the public as quickly as possible is vital to our safety. **DSNY Info**, our free mobile

app, supplies users with details on Sanitation services, reminders and real-time updates. Available for both iOS and Android operating systems, it gives tips to reduce, reuse and recycle — making it easier to send zero waste to landfills by 2030. Residents can receive reminders when they should set out their recyclables, garbage and organics for collection, and notifications on severe weather and how it will affect our services.

DSNY INFO

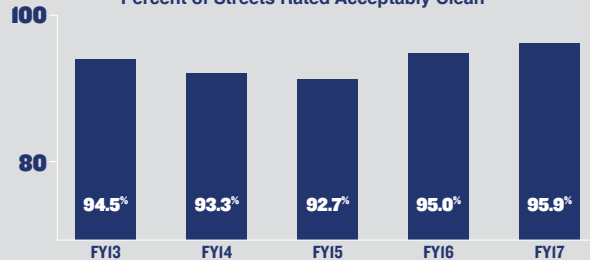
NYC Sanitation's
Free Official App



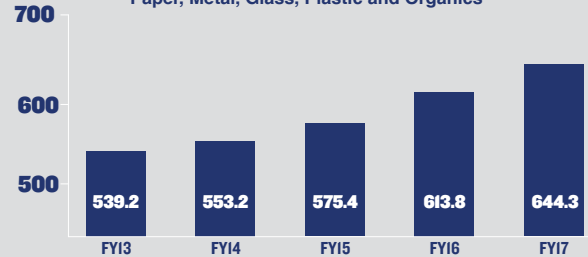
BY THE NUMBERS

So much of our public service hides in plain sight. From our two-person litter basket teams typically hoisting 2.5 tons of garbage during one shift – not including the 31-pound weight of our baskets – to collecting environment-damaging household refrigerants in 51,300 appointments last year, our 10,000 uniformed and civilian employees perform in ways that few New Yorkers consider.

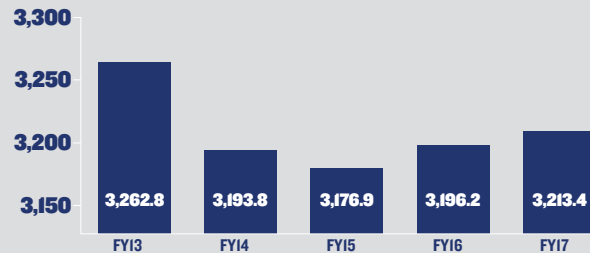
Scorecard Street Cleanliness Ratings
Percent of Streets Rated Acceptably Clean



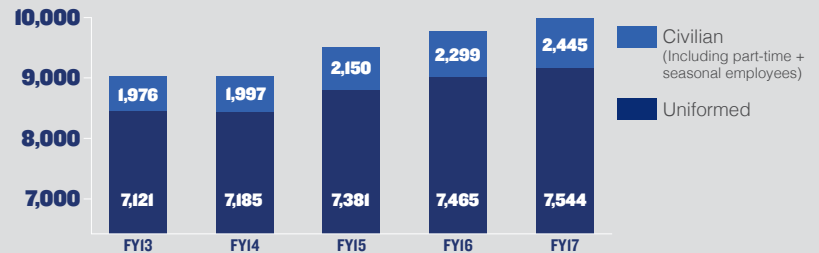
Collections Recycled (in Tons)
Paper, Metal, Glass, Plastic and Organics



Refuse Disposed (in Millions of Tons)



Personnel



ZERO WASTE

Each trip we take to toss garbage presents a choice: Zero waste to landfills now – or some other day? Choose now.

New Yorkers – and DSNY – didn't realize it back then, but today's zero-waste goal essentially began some 30 years ago with modern recycling requirements. That fledgling program shifted generations-old garbage collection and dumping into a mission to reclaim resources – demanding a significant change in our operations and psychological adjustment for the public. That was just the start.

RETHINKING GARBAGE

Conceptually, achieving zero waste is a lofty goal necessitating a systematic approach. To tackle the challenge, our first **Waste Characterization Study** in more than five years is underway. It's an immense undertaking, with field personnel poring over hundreds of samples of refuse, recycling, and food scraps and yard waste from across the City. Then, material is sorted into more than 90 categories, weighed and used to estimate what comprises New Yorkers' waste. This data will elucidate current recycling habits, shape sustainability programs – and help keep valuable resources from reaching landfills.

LEVERAGING FOOD SCRAPS, FOOD-SOILED PAPER + YARD TRIMMINGS

Most people don't think about dirt. They should. The United States is losing soil ten times faster than nature can replenish it.* That's why food scraps, food-soiled paper

*Pimentel, David, Journal of the Environment, Development and Sustainability (Vol. 8, 2006)



ZERO WASTE

and yard trimmings are so important. Collectively, they're known as **organics** – and they're crucial to rebuilding our soil. Plus, New York City is already beginning to transform this material into clean energy.

PROVIDING SERVICES: During 2017, we expanded curbside collection in the **NYC Organics** program to more than 2 million New Yorkers. By December this year, 3.3 million residents will be able to leave their organics at the curb for collection – and in December 2018 all New Yorkers will have easy access to the program through collections or convenient drop-off sites.

ENGAGING NEW YORKERS: New Yorkers are our full partners, and we work with them before, during and after collections begin in their neighborhoods. This year, we added a **Feedback Team**, uniformed DSNY employees who make door-to-door visits in neighborhoods with organics service. When employees spot a brown bin at the curb, they leave a happy-banana note of thanks with a complimentary reusable bag. When they spot a property without a brown bin,



our employees leave a sad-banana note explaining the importance of separating organics. This effort is yielding results: After our Feedback Team visited community boards, we tracked an average 27% increase in participation, with one district jumping 86%. Sharing the benefits of food scraps encourages participation. In 13 neighborhoods across the City, we led **Street Tree Care Events**, connecting with locals while using our compost to nourish trees' soil. At these events in 2017, we interacted with some 3,300 New Yorkers – and many left with their own bag of New York City's home-grown compost. At two larger-scale **Compost Giveaways**, New Yorkers lined up to take more than 950 tons of bagged compost – plus another 550 cubic yards of compost in bulk – which now enrich the soil for their plants.

WORKING WITH PARTNERS: Independent organizations are key allies in DSNY's push to reclaim organics. Thanks to outreach and drop-off locations, in 2017 **GrowNYC** and the **NYC Compost Project** kept 1,515 tons of food scraps and yard waste from reaching landfills. These organizations are also investing in the future with train-the-trainer programs, and certifying people as Master Composters who will share their composting knowledge with others.

ENCOURAGING REUSABLE + RECYCLABLE PRODUCTS

Each year, New Yorkers discard a staggering 10 billion single-use carryout plastic bags and 28,500 tons of expandable polystyrene (EPS), colloquially known by the brand name Styrofoam. Plastic bags and foam take-out containers litter our streets and waterways, pose a threat to marine life – and aren't recycled. To encourage New Yorkers to ditch single-use plastic bags, the Department has given away 210,000 distinct orange, reusable bags boasting our zero-waste-to-landfills message. Plus, we remain committed to pursuing commonsense solutions to reduce New Yorkers' reliance on single-use carryout bags. We also finished an extensive analysis, finding that recycling single-service dirty foam take-out containers is not feasible. As a result, the Department is moving forward with a ban on food service foam containers and foam packing peanuts. A switch to reusable and recyclable products instead of plastic bags and single-use is a crucial step toward zero waste.

GIVING NEW LIFE TO OLD GOODS

Since launching in 2016, we've grown our online **donateNYC** portal. The 51 nonprofit organizations partnering with donateNYC diverted 42,750 tons of

ZERO WASTE

products from landfills in 2017. Similarly, **refashionNYC** – our public-private enterprise that collects fabrics, clothing and other accessories from residents in larger buildings – has now helped give new use to 4,814 tons of goods.

GUIDING BUSINESSES

UPDATING REGULATIONS: Sanitation provides collection service to New York City residents, while simultaneously regulating businesses, which are required to meet recycling standards. In 2017, the City's **Business Recycling Rules** were simplified, making it easier for companies to recycle metal, glass, plastics, beverage cartons and paper. Some must also recycle textiles and organics. The Department is also developing the implementation plan for **Commercial Waste Collection Zones**, which will reduce truck traffic and greenhouse gas emissions.



INSPIRING CHANGE: After its fashion-week event launch earlier in 2017, DSNY's **Foundation for New York's Strongest** shifted its focus to food waste. With businesses across New York City producing more than 650,000 tons of food scraps each year, helping the food service industry embrace sustainability is crucial. Leading business owners to incorporate sustainable practices, the Foundation held two events in summer 2017: **Amuse-bouche** and the **NYC Food Waste Fair**, the former a preview for the latter. Media touted the repurposed food at Amuse-bouche – and helped generate additional attention for the Food Waste Fair, which then drew 1,100 attendees, 80 exhibitors, and more than 40 speakers and thought leaders.



HEALTHY

In 1881, the Department of Street Cleaning became the City’s first independent sanitation department committed to keeping New York City clean. There was growing awareness that a clean city is a healthy city, and in 1929 the agency embraced its moniker of today, the NYC Department of Sanitation. In 2017 we gave our uniforms a regal design – updating our historic caduceus patch in gold and green to acknowledge Sanitation Workers’ dignity in serving New York City.

ELECTRONICS

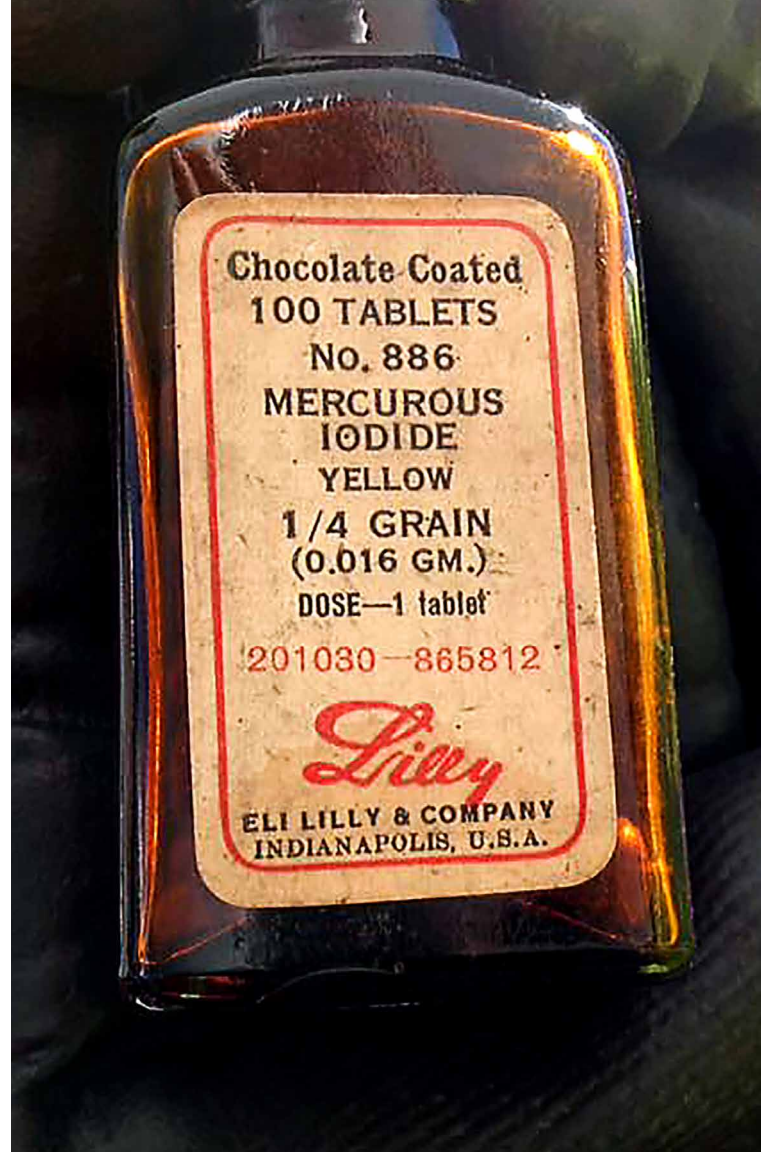
NYC Sanitation created – and is now expanding – the **eWaste Collection Pilot Program** making it easier for New Yorkers to follow State law that keeps electronics from garbage. Instead, recycling ewaste protects our ecosystem from heavy metals, like mercury. In our successful on-demand program, Staten Islanders scheduled more than 11,250 appointments, and we collected more than 22,200 electronic items. Geared toward residents in smaller buildings, we’re now expanding the program to parts of Brooklyn. By contrast, our longstanding **ecycleNYC** program in buildings with 10 or more apartments collects unwanted electronics from 2,000,000 residents, and since 2013 ecycleNYC has kept more than 4,100 tons of equipment from landfills.

HAZARDOUS MATERIALS

Solvents, automotive materials, flammables and electronics – comprising our **SAFE** acronym – pose health and environmental concerns. This year, 20,700 attendees dropped off 950 tons of household waste at our **SAFE Disposal Events**. Aside from the typical unwanted products – batteries, prescriptions and paint cans – New Yorkers occasionally give us the unexpected, such as old-time “medicines” now known to be poisonous.



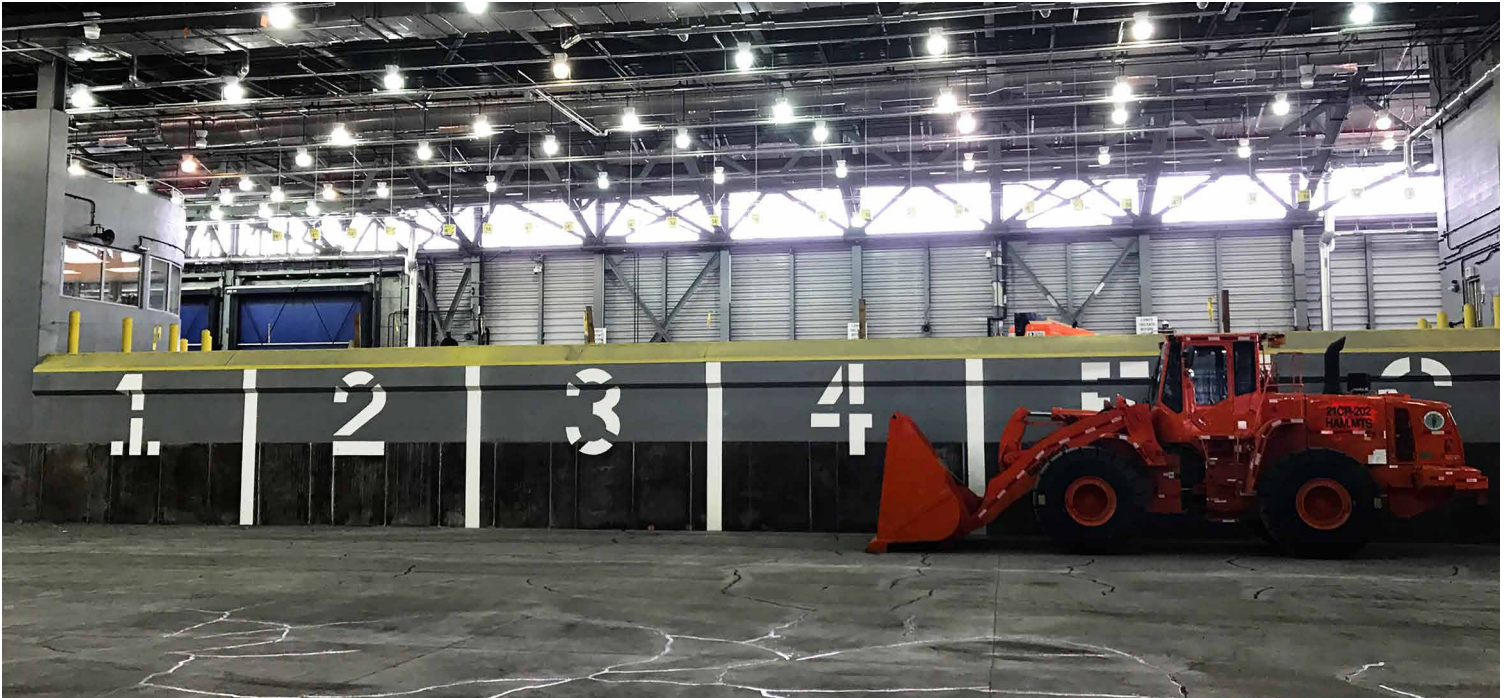
Photo: Michael Appleton/Mayoral Photography



MANAGING OUR WASTE

With the opening of the Hamilton Avenue Marine Transfer Station our Gowanus neighbors are sheltered from odors, dust and sound, thanks to state-of-the-art design with negative air-pressure and a misting system. This MTS is easing traffic by removing 200 trucks from over-burdened

neighborhoods in Brooklyn each day – and marks the latest milestone in the City’s **Solid Waste Management Plan**. When the other transfer stations are opened, this 20-year initiative will cut 60 million miles of annual truck travel – and more efficiently remove waste material from our streets.



The Department collects a daily average of 2,140 tons of organics and recycling for beneficial reuse and exports 10,676 tons of garbage to landfills and waste-to-energy facilities. Over time, the Department's zero-waste initiatives will reduce this exported tonnage as recycling and organics collection increase.

SUPPORTING FELLOW NEW YORKERS

The spirit of public service permeates DSNY offices, and employees frequently work together to promote others' health. Through old-fashioned bake sales, auctions, raffles and lunches, this year we raised a record-breaking \$90,000 for **Autism Speaks**, which helps support research for autism spectrum disorder, and \$24,500 for the **American Cancer Society** to help fight breast cancer. We also participated in the **New York Blood Center's** blood drives, with employees making 2,031 donations at 19 DSNY locations.

PLANNING OUR FUTURE

We're nearly 17 million cubic yards of soil closer to developing New York City's largest park in more than 100 years: **Fresh Kills Park**. Embedding sophisticated technology and covering the old Freshkills Landfill with soil

is no simple task. This complex process – requiring the expertise of employees across multiple fields, including architects, engineers and environmental attorneys – is protecting our environment from leachate while capturing the methane gas released as buried garbage decomposes. This gas and its environmental attributes are sold, annually generating approximately \$9 million in revenue for the City.



Photo: Bernstein Associates, Tarrytown, New York

SAFE

In winter months NYC Sanitation is the first of the first responders when it comes to snow storm response, often pivoting operational objectives with the changing weather. Day to day, DSNY is a quasi-military organization that removes hazards to keep New York City safe and clean. However, when severe weather is forecast, Sanitation makes a decisive operational shift to emergency response. Maintaining this agility is a year-round commitment.

PREPARING FOR SNOW

ADVANCE PLANNING: To perform within environmental uncertainty, DSNY relies upon long-term data analysis and planning. Being prepared is fundamental to our success – yet maintaining agility is crucial because no two storms are alike. We evaluate weather threats from the onset, though evolving challenges often shift the resources needed to service 6,300 miles of streets.

PREPARING PERSONNEL: A new challenge was added to winter 2017 preparations: training Sanitation Workers in citywide **snow sectoring** routes. All uniformed personnel now follow the sector routing – the Department’s new method that replaced the former three-tiered response with a streamlined strategy. Now, Sanitation workers use these more efficient routes to plow highways and avenues at the same time as side streets.

PROTECTING NEW YORKERS: The Department’s primary snow-response goal is keeping major thoroughfares clear for emergency responders. From rescheduling teams to 12-



Photo: Michael Appleton/Mayoral Photography

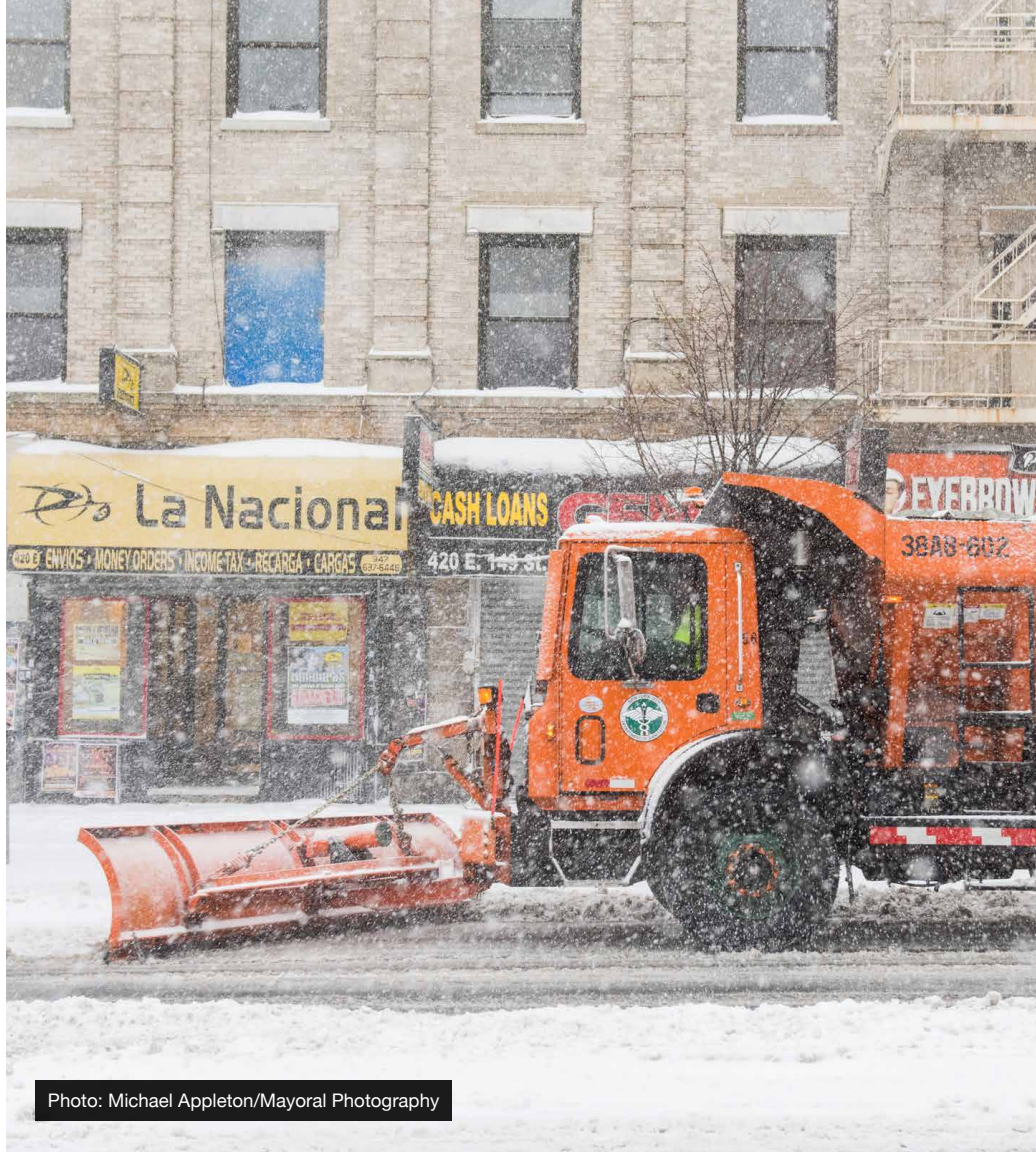
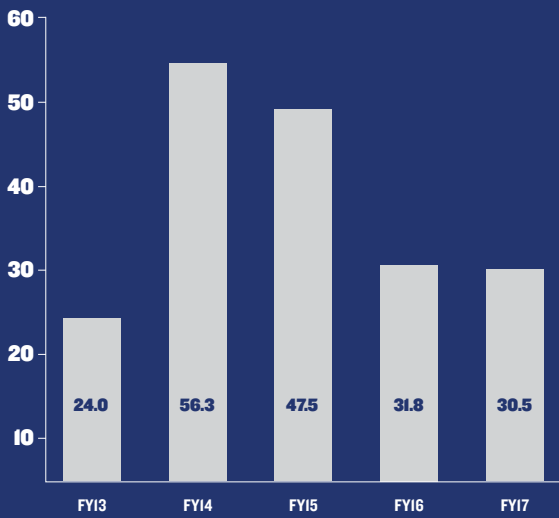


Photo: Michael Appleton/Mayoral Photography

SNOW ACCUMULATION



hour shifts during snow season to adding plows to collection trucks as severe weather approaches to positioning salt spreaders before snow begins, DSNY is on alert.

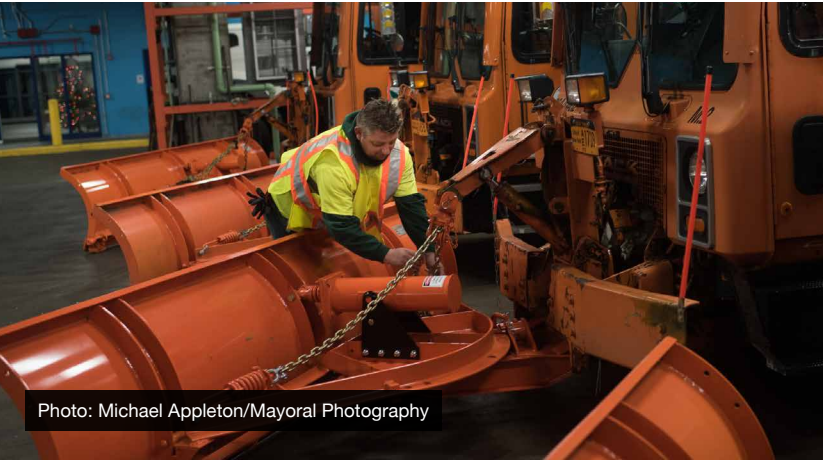


Photo: Michael Appleton/Mayoral Photography

Unpredictability may be our greatest challenge. Each storm's unique freeze-and-thaw cycle and the amount of snow versus freezing rain affect our response. Less than two inches of snow won't warrant plowing – but more salt and calcium chloride may be unexpectedly needed. Of the 11 incidents of severe weather in 2017, Winter Storm Stella was

the most difficult. Despite forecasts of 20 inches of snow, the storm shifted. Instead of powder, sleet blanketed the City. The temperature dropped and then turned the mess into 7.5 inches of hard snow and packed ice. For 10 days – into spring – we operated our fleet of 36 snow melters and recruited more than 1,900 independent snow laborers to help make pedestrian areas safe.

BOLSTERING OUR FLEET

Maintaining a fleet of more than 6,100 vehicles enables the Department to perform safely. Maintenance is a year-round process, with additional focus on our snow removal equipment as snow season approaches.

As DSNY's operations and new technology evolve, so must our equipment. To protect pedestrians, we continue to retrofit our existing fleet of collection trucks with **Vision Zero** side safety guards while purchasing new equipment with this safety feature already implemented. Additionally, our enhanced street sweepers have supplementary windows to increase driver visibility, along with an integrated strobe light system to improve pedestrians' awareness.

SUPPORTING SPECIAL EVENTS

From the Macy's Thanksgiving Day Parade to New Year's Eve in Times Square, Sanitation Workers do much more than just sweep up. Often, DSNY is helping keep the peace. Law enforcement agencies leverage our hulking, heavy-weight vehicles to assist with crowd control and protect

New Yorkers. Sanitation Workers nearly double the weight of our 16-ton cut downs – colloquially known as dump trucks – by filling them with sand and then strategically parking them where they serve as barriers. DSNY does this during high-profile events, such as visits from international dignitaries to election night to parades and demonstrations.



Photo: Edwin J. Torres, Mayoral Photo Office.

CLEAN

Thanks to Sanitation Workers who keep our City clean for 8.5 million residents and 60 million annual visitors, DSNY achieved a new record in 2017: a historic 96% average citywide rating in street cleanliness. This is only possible with New York's Strongest sweeping 6,300 miles of streets and emptying 23,550 litter baskets.

CLEAN STREETS + CLEAN COMMUNITIES

Sanitation's highest **Scorecard Inspection Program** rating in 42 years – since the City began its modern record keeping in 1975 – is thanks to our multi-pronged approach. Sweeping ramps along 17 highways across the City in the **CleanNYC** program, providing equipment to neighborhood groups with the **Clean Community Campaign** and more agile, modern mechanical brooms are just some of our tailored approaches.

Litter is more than urban blight. Because neglected lots endanger people, Sanitation Workers have cleared more than 25,500 dangerous properties since 2010. In serious cases of abandoned homes and buildings, the Department works with elected officials and sister agencies to secure access warrants to quickly remove pressing safety issues.

PARTNERING WITH NEW YORKERS + LOCAL BUSINESSES

Misusing corner baskets is the primary culprit in litter, since household and commercial garbage poach space from pedestrians. While DSNY frequently empties baskets in high-trafficked areas, community groups, elected officials and businesses can help. Since the 2003 launch of the **Sponsor-a-Basket Program**, nearly 200



2017 HIGHLIGHTS

3,399
Lots Cleared

23,550
Litter Baskets Regularly Emptied

45,000
Tons of Street Debris Cleared

68,000
Tons of Litter from Baskets



organizations and elected officials have provided 5,270 high-end, stylized baskets across the City. Plus, 3,100 organizations have joined the **Adopt-a-Basket Program**, committing to remove near-full bags for collection, then inserting a new, DSNY-provided garbage bag to the basket.

CLEAN STREETS = CLEAN BEACHES

Sanitation is supporting our colleagues at the NYC Department of Environmental Protection in the new **Don't Trash Our Waters** campaign. Brightly-colored with sea creatures, the initiative reminds us that New Yorkers come in all shapes and sizes – and species. DSNY's fleet of 2,450 collection trucks and mechanical brooms boasted the new poster designs, explaining that litter washes into catch basins, then floats to our waterways, threatening the safety of animals like dolphins, seals, turtles, whales and oysters.



TALK TRASH NEW YORK

Because keeping New York City clean takes a full-court press, Sanitation created **Talk Trash New York**, a new anti-litter campaign reminding New Yorkers that we all play on the same team in keeping New York City clean. Filmed at the iconic Cage basketball court at West Fourth Street in Greenwich Village, the public service announcement features a child who calls out a litterbug who didn't even try to make the shot.

To tip off, Sanitation led a free basketball clinic for children, who all received a free Talk Trash New York basketball jersey designed by Fashion Designer and DSNY-collaborator Heron Preston. During this campaign, Sanitation is creating 500 hoop-themed litter baskets for the NYC Department of Parks and Recreation to use at basketball courts across the City. More free basketball clinics are planned. Follow @NYCsanitation in social media for our next events.

You can see Talk Trash New York in New York City taxis, on NYCTV and local television channels – plus at talktrashnewyork.com.



EXECUTIVE STAFF

STEVEN COSTAS First Deputy Commissioner

DENNIS DIGGINS First Deputy Commissioner Through August 2017

BRIDGET ANDERSON Deputy Commissioner, Recycling + Sustainability

GREGORY ANDERSON Chief of Staff

JOSE ATKINSON Deputy Commissioner, Solid Waste Management

LORENZO CIPOLLINA Deputy Commissioner, Finance + Administration

ROCKY DIRICO Deputy Commissioner, Support Services

MARIE JEAN-LOUIS Assistant Commissioner, Facilities Planning + Engineering

TERESA NEAL Director, Office of Equity, Diversity + Inclusion

ROBERT ORLIN Deputy Commissioner, Legal Affairs

VITO A. TURSO Deputy Commissioner, Public Affairs

★★★★

JOHN CAPO Director, Solid Waste Management

EDWARD GRAYSON Director, Cleaning + Collection

SHARI PARDINI Director, Operations Management Division

★★★

MICHAEL ARNEY Chief, Collection Operations

DAVID CALLERY Director, Personnel Management Division

SALVATORE CERAULO Chief, Bureau Operations

FRANK ESPOSITO Special Assistant to First Deputy Commissioner

ALFRED FERGUSON Chief, Regulatory Compliance + Career Development

STEVEN HARBIN Chief, Safety + Training

TODD KUZNITZ Deputy Director, Solid Waste Management

PAUL VISCONTI Chief, Cleaning Operations

KATHRYN GARCIA Commissioner

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DANIELLE YOUNG Graphic Designer

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