



NYCsanitation 2016 ANNUAL REPORT



Photo: Dattner Architects

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Fellow New Yorkers,

December 2016

New York City couldn't remain a world capital without the Department of Sanitation. Our streets are clean. Our garbage is collected. Our snow is plowed. In fact, the very reliability of these services makes it easy to forget that our quality of life depends upon the daily efforts of a workforce nearly 10,000 strong. That is just one reason why I made it a priority for the City to reach a contract agreement with our sanitation workers.

I applaud DSNY's ongoing commitment to our long-term health. The Department has taken a leadership role in advancing sustainability and the zero-waste goals outlined in OneNYC: The Plan for a Strong and Just City. By leading multiple recycling programs and diverting food scraps from landfill to valuable compost, our City is reducing its effect on the environment for generations to come.

Reflecting upon how far we have come and all we will accomplish together, I commend New York's Strongest for keeping our city a great place to live, work and play.

Sincerely,

A handwritten signature in black ink that reads "Bill de Blasio". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Mayor Bill de Blasio

Dear Friends,

December 2016

As we look forward to the New Year, I am immensely proud of everything we have achieved in 2016.

Facing January's record-breaking winter storm that dumped nearly three feet of snow on parts of the city, our employees – both uniformed and civilian – again showed remarkable dedication and determination, even in the face of the toughest challenges. Our workforce has positioned DSNY as a leader in operations and sustainability. Thanks to their commitment, New York City now has the largest curbside organics collection program in the United States, and we'll continue to expand it until New Yorkers across the five boroughs can easily set out their food scraps and yard waste for collection or drop it off at convenient locations.

Looking toward 2017 — and beyond — we're excited to implement the goals and initiatives in our 2016 Strategic Plan. Released earlier this year, it's the first of its kind in our agency's 135-year history and creates a visionary yet tactical approach for our services today, and how we'll perform tomorrow.

I would like to express my deep gratitude to my Sanitation colleagues. Together, I am confident we will have a successful and productive year ahead keeping New York City healthy, safe and clean.

Thank you.

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.

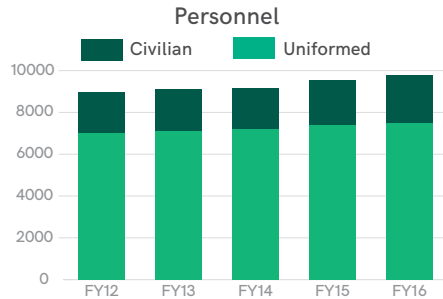
Commissioner Kathryn Garcia



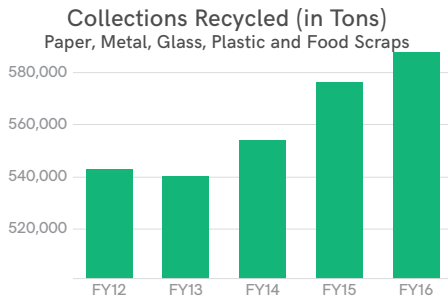
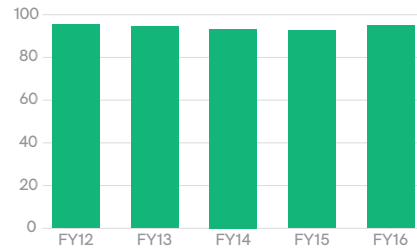


BY THE NUMBERS

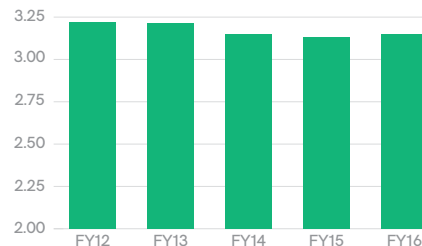
New York's Strongest earn their title every day. In a single shift, a collection crew will pick up an average of 10 tons of refuse. Multiply by more than a thousand routes per day and all the days in a year, and the Department efficiently and sustainably manages more than 3.7 million tons of material annually. This year, we released the **2016 Strategic Plan**, our agency's first. This blueprint complements our **2006 Solid Waste Management Plan** and **OneNYC**, Mayor de Blasio's sustainability plan. The 2016 Strategic Plan is already shaping our agency — from how we develop our workforce to how we deliver our core services.



Scorecard Street Cleanliness Ratings
Percent of Acceptably Clean Streets



Refuse Disposed (in Millions of Tons)



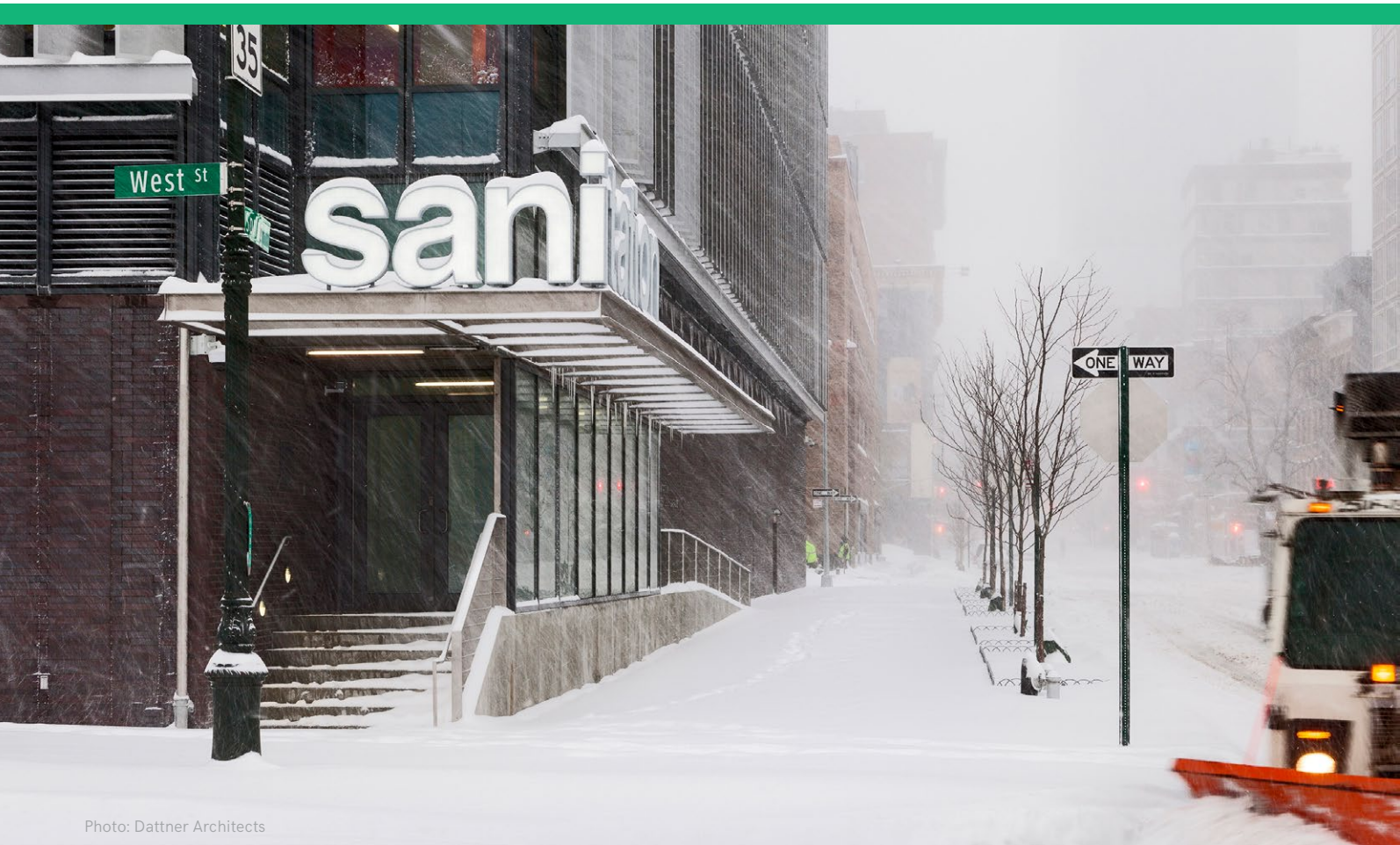


Photo: Dattner Architects

BLIZZARD OF 2016

Friday, January 22, 2016

Winter Storm Jonas began as blizzards always do — with scattered snow flurries and New Yorkers' anxious anticipation. This time, though, during a 25-hour stretch that began late on Friday evening, Jonas dumped 27.5 inches of snow on New York City, marking it as the heaviest snowfall here since the National Weather Service began recording Central Park measurements in 1869.

The NYC Department of Sanitation responded in kind.

Dispatching 100% of its front-line snow-fighting equipment — spreaders, haulsters, truck plows and front-end loaders — our Sanitation Workers cleared streets despite whiteout conditions, high sustained winds and powerful gusts peaking at 48 miles per hour. Our employees were undeterred. By Sunday morning, DSNY's Sanitation Workers had completed grueling 12-hour shifts to clear 80 percent of the City's streets. By the Monday morning commute, plows had cleared 97 percent of our roadways.

While most initial forecasts expected Jonas to be a moderate storm leaving 8 to 12 inches of snow on the ground, DSNY closely monitored the weather patterns as they evolved to resemble the blizzard of '96, another storm in the history books. Anticipating the potential severity, the Department halted all garbage and recycling collections, split our force's staffing to ensure 24-hour coverage and began attaching plows to all available equipment. This positioned us well: Our response fleet was pre-positioned ahead of the storm's first flakes — hours earlier than meteorologists predicted.

As Jonas unfolded, Sanitation Workers protected New Yorkers by clearing roadways allowing first responders to perform their duties and making it easier for the vast majority of residents to get back to work, school and play after the storm.



7.25

Million Tons of
Snow Cleared



34

Inches of Snow in
Jackson Heights, Queens



19,000

Lane Miles Plowed



6,454

Emergency Snow
Laborers Recruited



2,312

Plowable Trucks



579

Salt Spreaders
and Haulsters



286

Front-end Loaders
and Skid Steers



36

Snow Melters

BLIZZARD OF 2016

Challenges Faced

More than two inches of snow fell per hour at times, and some neighborhoods were hit much harder than others. Parts of Queens were buried under 34 inches of snow, leaving drifts as high as five feet. In extreme cases, even DSNY's plows became trapped by walls of snow on narrow residential streets. By early Sunday morning, the Department reallocated 60 plows — from Brooklyn, Manhattan and the Bronx — to support Queens' neighborhoods. Even so, progress was slow: Scores of DSNY plows and countless civilian vehicles continued to get stuck.

Operational Response

By Sunday afternoon, DSNY brought in front-end loaders — known as FELs — to combat the conditions, and we began diverting this machinery to the hardest-hit areas in Queens. By late Sunday night as streets were cleared throughout Brooklyn, the Bronx, Manhattan and Staten Island, DSNY diverted all available FELs to Queens. The Department also activated emergency piling and hauling contracts, allowing private companies to move snow to melting operations.



BLIZZARD OF 2016



Lessons Learned

The magnitude of Winter Storm Jonas revealed best practices and areas for improvement.

JOINT TRAVEL BAN. New York City and New York State banned driving during the storm, keeping virtually all cars from the road and allowing DSNY's plows to keep up with snow accumulations. In the future, these travel bans will allow the Department to clear streets in even the worst blizzard conditions.

ALTERNATE SIDE PARKING CANCELLATION. Announcing the week-long ASP cancellation on Sunday enabled drivers to leave their cars in place for the week, instead of digging them out by throwing snow back into the street. This approach worked well in neighborhoods where residents have easy alternatives to car travel.

PUBLIC BUS SERVICE SUSPENDED. The MTA pulled buses from their routes on Saturday, a decision that allowed for the quick return of service Sunday morning. In past major storms, many buses lost traction and became stuck. By keeping them from the streets, DSNY teams were able to make significant headway clearing bus routes to enable safe travel.

EMPLOYEE TRAINING. The quantity of snow posed challenges for rookies and seasoned employees alike. In fact, more than half the stuck plows were operated by Sanitation Workers with at least seven years on the job. This fall, DSNY led day-long snow training sessions for all Sanitation Workers and Supervisors, giving them classroom courses on proper techniques with real-world driving training in plows and spreaders.



EQUIPMENT DEPLOYMENT. When meteorologists predict more than 12 inches of snow, DSNY will pre-deploy FELs — and use them earlier in the storm. To improve traction in severe blizzards and when practicable, DSNY will keep mini salt spreaders (known as haulsters) full of salt.

FLEET ENHANCEMENT. This year, the Department invested \$21 million in additional capital funding for new snow removal equipment. From four-wheel drive vehicles to specialized snow-clearing equipment for narrow streets and pedestrian areas, new vehicles will significantly enhance the Department's snow-fighting arsenal. Among this equipment: 21 front-end loaders; 40 skid-steer plows; and 80 haulsters.

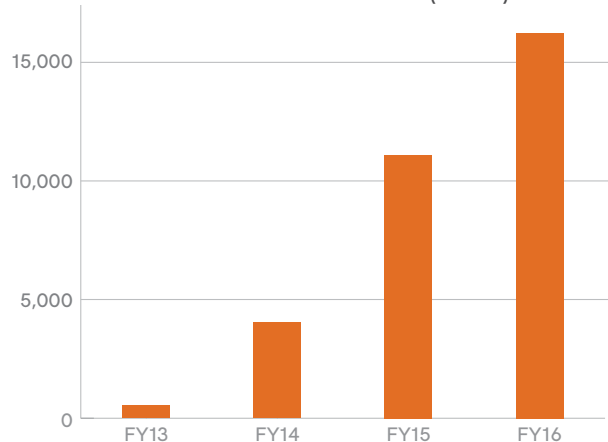


GETTING TO ZERO

Zero Waste Starts Now

The Department is leading New Yorkers to send zero waste to landfills by 2030. Of course, developing new routines can take time, and we're helping 8.5 million residents start lifelong habits today. By making it easier to reduce what we use, reuse what we have, recycle what we can and repurpose the rest, we'll tread more lightly on our environment for the next generation.

Food Scraps and Yard Waste Collection
Residences and Schools (in Tons)



Together, we're already making progress by composting more organic materials, donating more usable textiles through DSNY, keeping more electronic waste from landfills and recycling more paper, metal, glass and plastic than ever before.

Most of what we dismiss as “just garbage” can be given new life.

Rethinking Garbage

Most of what New Yorkers throw away is useful — but winds up in landfills. This creates unnecessary demand for new natural resources, like forests and fuel. Yesterday's newspapers can be recycled into tomorrow's pizza boxes. Empty, plastic soda bottles can be transformed into new bottles or clothing. Food scraps, food-soiled paper and yard waste — what we call organics — can be turned into soil-enriching compost and renewable fuel. By keeping these products and others out of garbage cans, we're reclaiming them and putting them to good use.

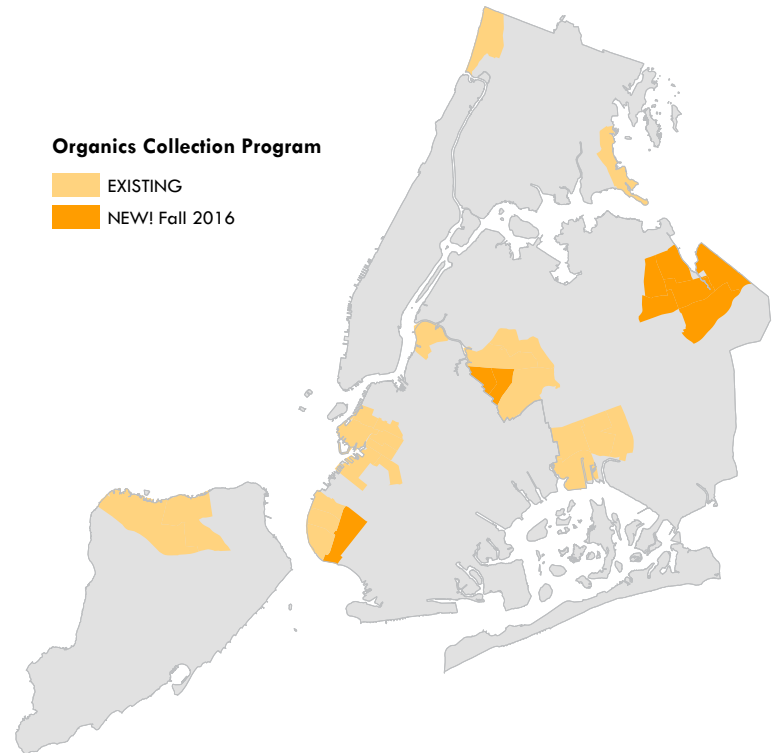
GETTING TO ZERO

Expanding NYC Organics

Compost is black gold. Dark and valuable, this material looks like potting soil and is rich with nutrients that fortify our trees, gardens and soil. We create it with New Yorkers' food scraps, food-soiled paper and yard trimmings — which can also be transformed into tomorrow's next energy source. We've begun sending organics to the Newtown Creek Wastewater Treatment Plant's Digester Eggs, where an anaerobic process will one day turn scraps into clean

Nearly 1,000,000 New Yorkers can now set organics curbside for collection or drop them off at convenient locations.

energy to heat buildings in New York City. For now, though, we're using most of the organics we collect to create compost. Together, these initiatives and others comprise the **NYC Organics** program, and we are modifying operations to prepare for citywide organics service by 2018.



Changing Habits

It can be counterintuitive to treat paper plates covered in pizza oil like a commodity, and we know it can be a challenge to establish new habits. That's why we're finding new ways to build participation in NYC Organics.

In 2016 we created a host of food puns, sharing them on social media and displaying them at bus shelters across the City. In our **Behind the Bin** campaign, we introduced our Sanitation Workers, Supervisors and civilians who are bringing us closer to our zero-waste goals — and we displayed posters of uniformed workers in the very organics collection neighborhoods where they work. The **Share my bin!** initiative helps residents be hospitable; the concept was inspired by a neighbor who asked to add scraps to the bin DSNY Commissioner Garcia was setting curbside for collection in Park Slope. Plus, we're challenging New Yorkers to embrace zero-waste living by taking our **Zero Waste Pledge** and prioritizing sustainability habits.

Learn more by using **#raisinawareness** and **#behindthebin** in social media or visiting nyc.gov/sharemybin and nyc.gov/zerowastepledge.

Pear down your garbage.

Keep your food scraps out of the trash and give them to us! We're turning them into compost — and soon we'll use them to make clean, renewable energy.

Don't treat your food scraps like garbage. Learn more at nyc.gov/organics.

#RaisinAwareness

NYC zero waste

GETTING TO ZERO

Reusing Bags

Limited demand for some types of material or prohibitive processing costs can pose barriers to recycling. Single-use plastic bags are a perfect example. This plastic-film product represents 2% of our waste stream, messes up our environment, hurts wildlife — and can be eliminated if we just change our habits. To encourage people to bring their own bag when shopping, the Department has produced 400,000 reusable bags (made almost entirely of recycled materials, of course!) and is distributing them for free across the City.



give goods. find goods. do good.



Sharing Goods

Launched in 2016, **donateNYC** is a new online portal that helps give new life to old goods — and keeps commodities from reaching landfills. New Yorkers can more easily donate products to a meaningful cause — and help others find new-to-them merchandise. From building supplies to sporting goods to medical equipment, this new electronic system can help virtually anyone give goods, find goods and do good. Try it! Visit nyc.gov/donate.

Educating Children

Environmentalism is a lifelong habit that's easily learned, and Sanitation has partnered with the NYC Department of Education to help children become zero-waste ambassadors — and vastly reduce the garbage their schools generate. **Zero Waste Schools** is a collaborative pilot program to identify best practices in reaching zero waste to landfills and then export what works to the rest of New York's school system. In this innovative program, students use nyc.gov/zws, which allows them to work with their teachers in finding new ways to reclaim resources.

Guiding Business

From supporting Mayor de Blasio's **Zero Waste Challenge** that helped 30 major businesses cut their garbage by half to implementing new **business organics rules** requiring large, food-generating companies to separate organics, DSNY is helping move private-sector organizations toward more sustainable practices. In 2016, the Department also made it easier for businesses to recycle by standardizing requirements.

Looking toward the future, the Department and Business Integrity Commission will be moving the private carting industry toward a zoned collection system — and customers, service providers, residents and the environment will all



PS 146 Brooklyn New School students celebrate their win in the Golden Apple Awards, which honors sustainability projects. June 2016

benefit. A private carting study the Department conducted with BIC yielded astounding results: Commercial waste truck traffic can be slashed as much as 68%. Our air will be cleaner, our streets will have less traffic, carters won't inefficiently crisscross the City and customers will receive more reliable service. Allowing the industry to adjust, these changes will be incorporated over several years. Learn more at nyc.gov/privatecarting.

GETTING TO ZERO



Designer Heron Preston at the DSNY Foundation's launch event. September 2016

Sanitation in Fashion

Sometimes, raising an eyebrow or two is the right strategy. Case in point: Sanitation fashion.

New Yorkers throw away more than 200,000 tons of textiles annually — 6% of what's sent to landfill — even though most of it can be leveraged. To show how clothing and textiles can be reclaimed, DSNY's new **Foundation for New York's Strongest** partnered with designer **Heron Preston** to create a ready-to-wear collection from vintage clothing and our decommissioned uniforms. Unveiled at our critically acclaimed Spring Street salt shed during Fashion Week, the line celebrated our emergency responders and drew international attention to zero-waste — with more than 8.3 *billion* online and print media impressions, plus supporters from as far away as South Africa purchasing our one-of-a-kind garments. Learn more at nyc.gov/strongest.

Reclaiming textiles is a priority, and the Department has explored new ways to do this, adding a curbside **Textile Collection Pilot Program** last fall to **re-fashionNYC**, our public-private enterprise that makes it easy to collect fabrics, clothing and other accessories from New Yorkers living in larger buildings. Since its 2011 launch, re-fashionNYC has collected more than 3,200 tons of old goods for new use.



The Foundation for New York's Strongest launch of Heron Preston's UNIFORM fashion line. New York Fashion Week 2016





It may seem peculiar that DSNY's fleet – and uniforms and flags and website – boast a caduceus, wings boldly spreading outward. A medical symbol on collection trucks? It's a nod to our history, when piles of garbage flanked our streets and earlier New Yorkers grew to understand that a clean city is a healthy city.

Collecting Electronics

Because electronic equipment contains lead, mercury and cadmium, it's especially important to keep gadgets and tools from reaching landfill, where leaching heavy metals can compromise our ecosystem. In 2016, we reached a new milestone: More than 1,500,000 New York City residents can safely and easily recycle their electronics in their apartment buildings by using **e-cycleNYC**, one of DSNY's electronic waste drop-off programs. Since launching the program in 2013, we've kept more than 2,000 tons of this equipment from the waste stream.

Residents in smaller buildings and single-family homes also need a convenient way to properly dispose of their electronics. That's why the Department created the curbside **E-Waste Collection Pilot Program** in Staten Island. Developed in 2016, Staten Islanders can now visit nyc.gov/electronics or call 3-1-1 to schedule an appointment for curbside electronics collection.



HEALTHY

Hazardous Products

If not handled properly, many common and useful household products can create health risks or damage the environment, which is why the Department hosts **SAFE Disposal Events** across the City. Solvents, automotive materials, flammables and electronics — together, creating the SAFE acronym — must be treated with extra care. During summer and fall in 2015 and spring 2016, more than 22,600 participants dropped off approximately 1,020 tons of material at our SAFE events, including more than 3.5 tons of unwanted medications.

We protected our environment through 78,517 appointments to collect household refrigerants — more scheduled than in 2014 and 2015 combined.

Freshkills Park

Section by section, the Department continues to transform Fresh Kills Landfill into **Freshkills Park**. In 2016, our work allowed the City to open the **New Springville Greenway**, a 3.3 mile bike and fitness path along the park's eastern edge. Our state-of-the-art engineering — plus old-fashioned layering of gravel, stone, plastic draping, soil, seeds and vegetation — is transforming what was once the world's largest landfill into the

City's next great nature preserve. To date, the Department has used 16.5 million cubic yards of soil to cover the old landfill. Thanks to yearslong planning, DSNY is preventing leachate from reaching our water table. Plus, with sophisticated technology the City is capturing useful methane gas that's created as buried garbage decomposes. By selling it, along with its environmental attributes, the City generated approximately \$9 million during the year.



Our Communities

The Department of Sanitation often draws applicants with a spirit of public service — and our work certainly cultivates it. Many employees engage directly with residents, businesses and communities throughout the year, and in Fiscal Year 2016 we participated in more than 250 community board meetings and public events, garnering first-hand awareness of evolving concerns. We also reviewed, processed and responded to more than 9,400 inquiries, comments, emails and letters from the public, elected officials, community boards and neighborhood and merchant groups.

Giving Back

Community spirit and fundraising permeates DSNY's offices and garages throughout the year. Through pancake breakfasts and office lunches, our employees raised a record-breaking \$71,870 for **Autism Speaks**, which supports autism spectrum disorder research. To combat breast cancer, our colleagues led bake sales, auctions and raffles that raised \$17,000 for the **American Cancer Society**. Plus, employees across the Department helped patients with the most immediate needs by joining **New York Blood Center's** blood drives, donating 2,079 times at 45 DSNY locations.





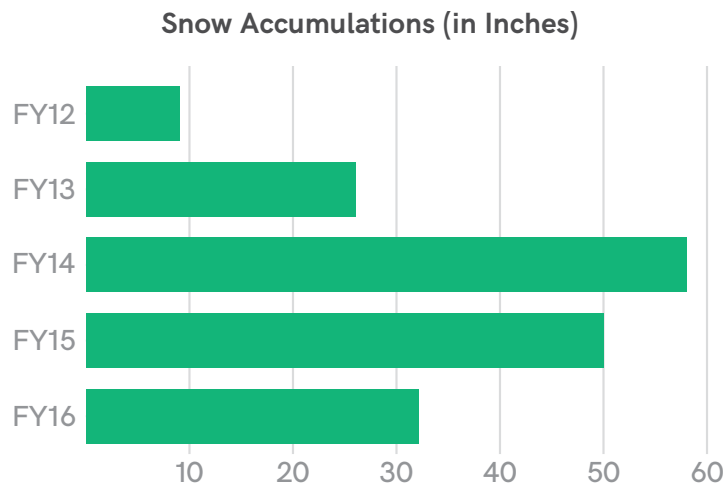
DSNY's fleet supported traffic control and security for Pope Francis' visit. October 2015

SAFE

Above all other duties, the Department of Sanitation is charged with protecting New Yorkers. Quickly clearing snow from our streets enables our police officers, firefighters and medics to do their jobs. Preventing injuries is critical, too, and in severe weather the Department draws upon New Yorkers who are willing to assist. In the 2016 winter season, we registered nearly 6,500 snow laborers, freelance workers who help DSNY clear snow and ice from bus shelters and sidewalks, allowing New York City to recover faster.

Preparing Our Personnel

Positioning our teams for snow response is a year-round process that begins as soon as winter ends. Each spring we start by assessing our response, analyzing performance data and discerning areas for improvement. As that continues, we begin fleet maintenance during the summer months. In September, our Sanitation Workers are “back to school,” refreshing their plowing and salt-spreading skills, practicing how to quickly and safely attach plows and chains to our heavy machinery, and reviewing proper radio communication. Then, the drills begin. Fanning across the five boroughs, New Yorkers often spot our teams driving plow routes in storm simulations — despite the balmy weather. By the time the first flakes are forecast, our fleet is positioned and our teams are well prepared.



Bolstering Our Fleet

A fleet of more than 5,800 vehicles enables the Department to carry out its mandate, and maintaining this light and heavy equipment requires year-round diligence. From planned maintenance to unexpected repairs to retrofitting older machines with newer safety features, this work protects our employees and those around us. Since July 2015, we have added 141 new vehicles to our snow-fighting fleet, 149 dual-bin trucks for organics collection and 164 newly designed truck cabs that have larger windows for improved driver visibility and LED warning lights for motorist and pedestrian safety. Plus, as part of the Mayor's **Vision Zero** initiative to improve traffic safety, we retrofitted 209 vehicles with protective side guards — standard on our new vehicles.

In winter 2016, New York's Strongest used 302,229 tons of salt to keep roadways safe.

Sectoring the City

Innovation can yield reward, though it does pose risk. To maximize potential, the Department leverages pilot programs to test concepts and explore benefits before significantly changing operations. After decades using a three-tiered snow-plowing structure, where the Department

divided the City into primary, secondary and tertiary groupings for a layered approach, we launched the **Snow Sectoring Pilot Program**. In this simplified strategy, we prioritize roadways used by first responders, then combine the balance of the streets into efficient routes. After a successful pilot program and expansion, in 2016 we made Snow Sectoring our standard practice citywide.

Supporting Special Events

New York's Strongest often protects our City in ways that may be momentarily noticed, but easily forgotten. For example, Santa's sleigh isn't the *real* end to the Thanksgiving Day Parade. Instead, it's over when scores of Sanitation Workers follow his float with mechanical brooms, backpack blowers and collection trucks to remove the mess left behind. This Thanksgiving, our teams cleared 42 tons of parade debris that clogged main thoroughfares, nearly 30% more than after the 2015 parade. During other events — from United Nations General Assembly meetings to election nights to Pope Francis' visit — the Department supports other City agencies by providing equipment to ensure security and control traffic.

Training Our Strongest

Ongoing training minimizes the risks to safety and helps workers perform more efficiently. Through June 2016 from July 2015, we led 16 courses with 2,675 participants. From safely removing refrigerants to operating large wreckers, we taught our recruits new skills and refreshed the knowledge of our seasoned employees — making our operations safer for them, their colleagues and New Yorkers. Our safety experts also prepare uniformed employees as they are promoted, training them for the new physical and administrative demands they'll face.

Caring for the Strongest

Staffed with a team of board-certified physicians, surgeons and administrative staff, the Department's Health Care Facility monitors our uniformed employees with medical conditions or injuries that prevent them from performing their regular duties. This clinic makes sure our Sanitation Workers, Supervisors, Superintendents and Chiefs return to work as soon as they're physically able to do so. From July 2015 through June 2016, this team: conducted 700 pre-employment medical exams for our Sanitation Worker recruits; performed more than 13,000 drug and alcohol tests for applicants and employees of DSNY, plus seven sister agencies; and performed more than 33,500 home visits and more than 28,700 phone check-ins to ensure the integrity of the medical leave program.



Uniformed employees are trained at the Supervisor Ronald F. DiCarlo Sanitation Training Academy at Floyd Bennett Field in Queens.



CLEAN

New York's Strongest is tasked with a simple mission of enormous importance: to keep our City clean. To do this, we coordinate a workforce of 6,400 Sanitation Workers who clear 6,000 miles of streets that circumnavigate 1,000,000 buildings and properties across 304 square miles.

Sweeping Streets

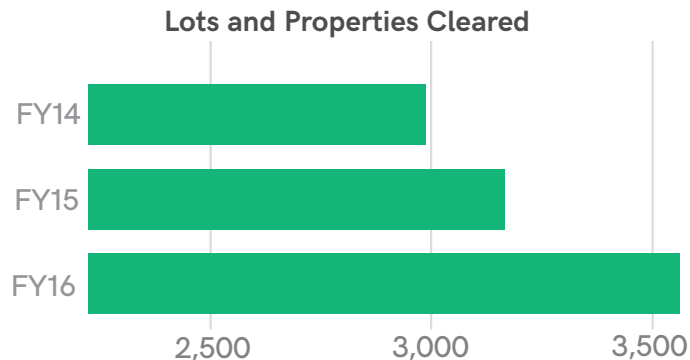
Thanks to our uniformed workforce and the civilian employees who support them, our City's streets are the cleanest they've been since 1999. The **Scorecard Inspection Program** — part of the Mayor's Office of Operations — grades street and sidewalk cleanliness across the five boroughs. Since July 2016, our citywide average score is 96.4% — the highest five-month citywide average in 17 years. This trend builds upon the progress we made through June 2016, when DSNY continued to be an A student:

- Citywide, the score was 95% — up from about 93% in 2015.
- All boroughs earned above 90%.
- Of DSNY's 59 districts, 57 were cleaner than in 2015.

These scores remained high in spite of emergency response to severe weather, which suspended street cleaning operations for days at a time.

Cleaning Lots

While owners are legally required to maintain their properties, sometimes DSNY's lot cleaning teams must intervene to keep the public safe. Through June 2016 from July 2015, employees cleared nearly 2,500 tons of debris from 3,638 vacant lots. In a city as big as ours, though,



CLEAN

we depend upon volunteers to lend a hand. For example, merchant associations and community groups participate in our **Clean Community Campaign**, learning proper cleaning practices for their neighborhoods. Our outreach and education teams also coordinate tool loans to community groups and block associations that work to keep their neighborhoods clean. In 2016, we loaned equipment to 45 groups across the City.

Since 2010, DSNY has cleaned 22,138 dirty and dangerous lots and properties.

Transfer Stations

As New Yorkers develop zero-waste habits, we're keeping our City clean by shipping out household garbage. Throughout Fiscal Year 2016, we collected and disposed nearly 3.2 million tons of solid waste (in Sanitation vernacular). Most often, Sanitation Workers drive their collection trucks to transfer stations where the waste is containerized and sent to landfills. In Manhattan, however, two-thirds of our garages ship to a waste-to-energy facility — and the remaining garages will do so once our **91st Street Marine Transfer Station** is completed. The newest DSNY solid waste management facility — the **North Shore Marine Transfer Station** in Queens — sends a daily average of 1,377 tons of garbage to a waste-to-energy facility.



Mayor de Blasio announces the CleanNYC initiative at Sanitation's Manhattan 1/2/5 garage on Spring Street. February 2016

CleaNYC

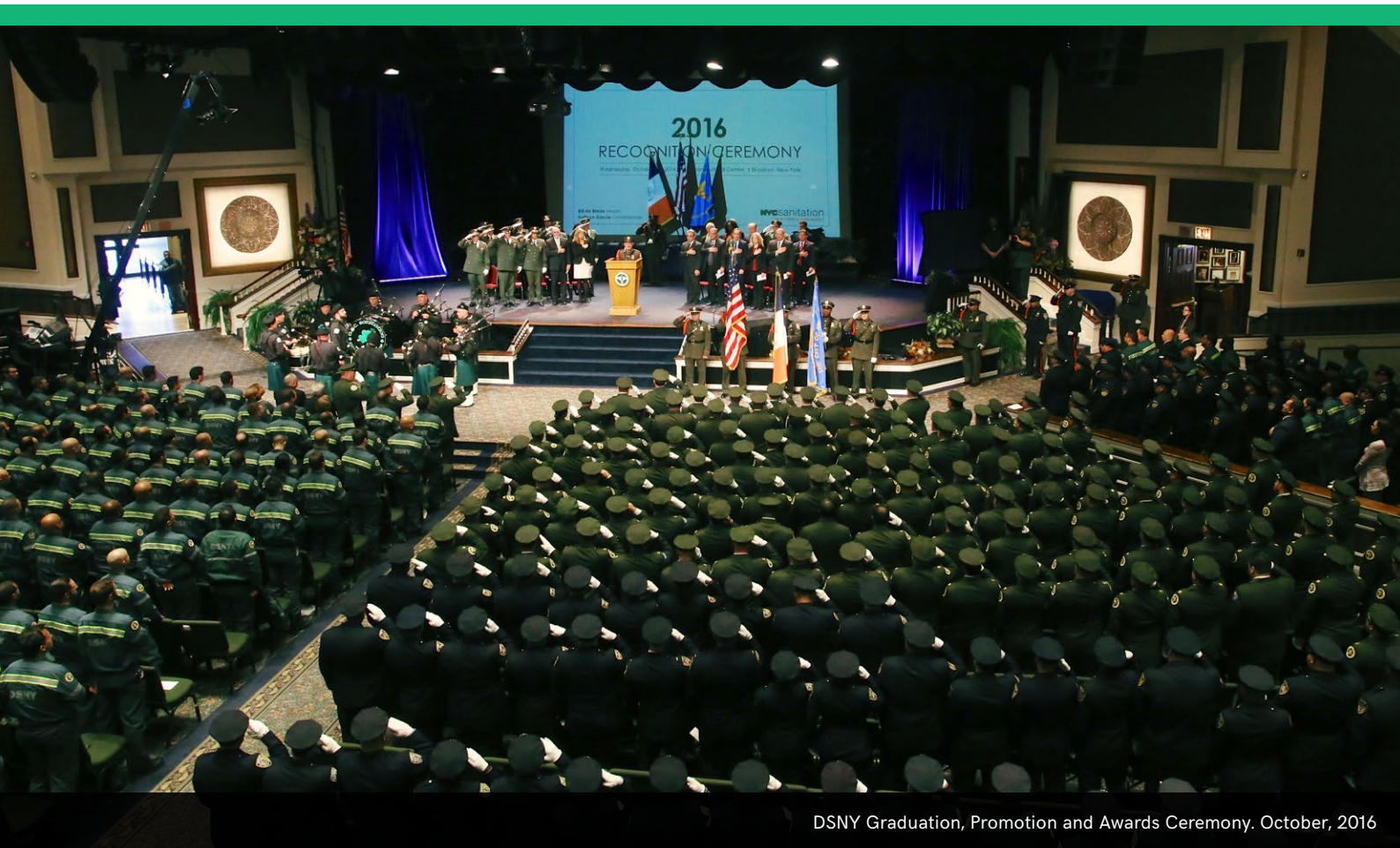
Mayor de Blasio launched a holistic effort to keep communities across the City clean — and DSNY plays a key role in his initiative. Through **CleaNYC**, our Strongest have taken on a greater workload on busy pedestrian days — and began cleaning areas not historically within the Department's jurisdiction. First, by almost doubling our Sunday and holiday litter basket service, we are now emptying 11,200 baskets across all five boroughs. Plus, our mechanical broom operators are now servicing highway on- and off-ramps — sweeping 100 additional miles each week.

San Workers regularly empty 23,500 litter baskets on sidewalks across the City.

Adopt a Basket!

In heavily-trafficked commercial areas, pedestrians can fill litter baskets quickly. Overflowing garbage is a mess, undermines our quality of life and, in extreme cases, can attract pests — which is why residents, businesses and community groups volunteer to join DSNY's **Adopt-a-Basket Program**. Before they overflow, participants remove and close the DSNY-supplied garbage bags and replace them with a new, empty bag. To date, more than 3,250 litter baskets have been adopted. Learn more at nyc.gov/adoptabasket.





DSNY Graduation, Promotion and Awards Ceremony. October, 2016

WHO WE ARE

The Department's workforce is as diverse as our City. With a team of nearly 10,000 employees, recruiting, hiring and promoting New York's Strongest requires intense coordination and ongoing training. This past summer alone, 327 new uniformed personnel joined the Department. From bookkeepers to plumbers to medical professionals, summer 2015 through summer 2016 we hired approximately 800 employees to join our team.

Equality and Opportunity

Our Office of Equity, Diversity and Inclusion expands beyond traditional equal opportunity goals by cultivating better communication among employees. No matter an employee's rank, we mediate disputes and address concerns before they devolve. In 2016, we trained thousands of uniformed and civilian employees, reinforcing their rights and responsibilities, and we provided classroom and computer-based training to address a host of topics — from conflict resolution to respectful communication to new anti-discrimination education that supports transgender New Yorkers.

Looking toward our future in succession planning, we trained approximately 1,000 DSNY supervisors, stressing leadership qualities needed to keep our Department strong.



Women's Month luncheon conference. March 2016

WHO WE ARE

Calendar

New York City would be a mess without us.

Each and every day, thousands of New York's Strongest fan out across the five boroughs, sweeping streets, collecting garbage and recyclables, cleaning lots, emptying litter baskets, shipping out waste and enforcing our laws. Even so, our dedicated men and women often go unnoticed or ignored. The new DSNY desk calendar serves to correct this, honoring our employees' dignity in performing what may be New York's most grueling and essential service.

Anticipating interest in our calendars, we leverage them as a platform for public education. The back pages outline the Department's services, goals, ways to reduce waste, plus an inside glimpse of less-public parts of the agency — the Emerald Society Pipes & Drums Band, our Ceremonial Unit and the Treasure in the Trash display, which may be included as a permanent exhibit in a future DSNY Museum, which the Foundation for New York's Strongest intends to create.





Members of New York's Strongest sign their calendar page in the 2017 DSNY Calendar. November 2016

EXECUTIVE STAFF

DENNIS DIGGINS First Deputy Commissioner

BRIDGET ANDERSON Deputy Commissioner, Recycling and Sustainability

GREGORY ANDERSON Chief of Staff

JOSE ATKINSON Deputy Commissioner, Solid Waste Management

LORENZO CIPOLLINA Deputy Commissioner, Finance and Administration

ROCKY DIRICO Deputy Commissioner, Support Services

MARIE JEAN-LOUIS Assistant Commissioner, Facilities Planning and Engineering

TERESA NEAL Director, Office of Equity, Diversity and Inclusion

ROBERT ORLIN Deputy Commissioner, Legal Affairs

VITO A. TURSO Deputy Commissioner, Public Affairs

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★★★★

STEVEN COSTAS Director, Cleaning and Collection

THOMAS KILLEEN Director, Solid Waste Management

★★★

MICHAEL ARNEY Chief, Collection Operations

DAVID CALLERY Director, Personnel Management Division

JOHN CAPO Special Assistant to First Deputy Commissioner

ALFRED FERGUSON Chief, Regulatory Compliance and Career Development

EDWARD GRAYSON Chief, Bureau Operations

STEVEN HARBIN Chief, Safety and Training

TODD KUZNITZ Deputy Director, Solid Waste Management

SHARI PARDINI Chief, Operations Management Division

PAUL VISCONTI Chief, Cleaning Operations

BILL DE BLASIO Mayor
KATHRYN GARCIA Commissioner

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ROBIN BROOKS Executive Director, Strategic Communications + Marketing
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