

# 2016 STRATEGIC PLAN

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*2017 PROGRESS REPORT*

**NYC**sanitation

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# MESSAGE FROM THE COMMISSIONER



June 2017

Dear Colleagues,

I'm pleased to share this year's update to our 2016 Strategic Plan, the Department's first ever strategic plan and a blueprint for achieving our mission of keeping New York City healthy, safe and clean. Over the last year, we have made tremendous progress towards achieving the ambitious goals we laid out in the plan. On a number of fronts, from cleaning to administration and operations to community engagement, we are making strides toward Zero Waste and becoming a more safe, efficient and transparent agency.

We have expanded NYC Organics to a million more New Yorkers. We have expanded cleaning services and launched the Talk Trash New York campaign to keep our city clean. We made significant operational upgrades for snow season, including the completion of sector routing and a pilot of turn-by-turn navigation, which will make us more efficient and safe.

Nevertheless, we still have much more to achieve. As the city's largest operator of heavy equipment and an operator of several new waterfront facilities, we need to redouble our commitment to reducing our environmental impact. In the next year, we will prioritize efforts to upgrade our technology systems, use data to provide faster and more efficient services, improve professional development opportunities for staff, and continue to upgrade our aging facilities. We will also aggressively expand both curbside organics and our other Zero Waste programs—all while continuing to advocate for smart policies that address the needs of all New Yorkers.

I would like to thank each and every one of our hardworking and dedicated employees for their commitment to this Department and to achieving our long-term goals.

Sincerely yours,

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

TALK TRASH NEW



TALK TRASH NEW  
Sanitation  
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# INTRODUCTION

In June 2016, the Department of Sanitation published our first Strategic Plan, an ambitious set of goals to ensure we continue to meet the needs of an evolving City.

The result of nearly two years of analysis and outreach, the 2016 Strategic Plan is a four-year blueprint to fortify our vital services, enhance employee and public safety, modernize our fleet and facilities, develop our workforce and lead New Yorkers to send zero waste to landfills.

We committed to 12 goals and 46 corresponding initiatives to guide our next four years of work. This report details the progress we have made in the first 12 months since the release of the 2016 Strategic Plan. DSNY has fully achieved 15 of the 46 initiatives, partially achieved 21, and initiated 10.

The status of the initiatives is categorized as follows:

-  **Achieved and Ongoing** - met the milestones articulated in the 2016 Strategic Plan and DSNY has incorporated the initiative into ongoing operations
-  **Achieved** - met the milestones articulated in the 2016 Strategic Plan
-  **Partially Achieved** - made progress toward significant milestones, and on track to be fully achieved
-  **Initiated** - still in the early stages of development
-  **Deferred** - significantly delayed by choice or mandate, or will be achieved through a different strategy

# TOP ACCOMPLISHMENTS

- Enrolled **1.6 million residents** citywide in curbside organics collection service
- Launched **Zero Waste Schools** and **donateNYC**
- Collected more than **1,800 tons of e-waste** and **5,300 tons of textiles**
- Reached record highs on Street and Sidewalk Cleanliness Scorecard Rating with **all boroughs above 90%**
- Implemented **snow sector routing** to improve plowing efficiency and make sure all neighborhoods get service faster
- Conducted successful **turn-by-turn navigation technology** pilot and expansion
- Launched **5 paperless districts** and eliminated paper carting book
- **Upgraded collections vehicles** with next-generation engines, technologies to reduce fuel consumption and new safety features
- Expanded professional development program and **trained thousands of employees** in workplace skills, safety, and emergency preparation
- Launched new Talk Trash New York **anti-litter campaign**, DSNY **Info App** and the **Foundation for New York's Strongest**



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**DOWN**  
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**25DP-415**

**Bk.10 WIDE TURNS**

**CAUTION**

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# LAUNCH NEW SERVICES TO REACH ZERO WASTE TO LANDFILLS

INITIATIVES	STATUS
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 and diversion among residents and commercial establishments	
Expand opportunities for electronics and textiles recycling	

In the last year, DSNY has made great progress in achieving our ambitious goal of zero waste to landfills by 2030, with a dramatic expansion of curbside organics collection, the launch of Zero Waste Schools, the start of enforcement of the commercial organics mandate, and several ongoing policy initiatives, including commercial waste zoning and the development of a Save-As-You-Throw program.

We are proud to share that our organics collection program has grown to be the largest in the nation. As of June 2017, more than 1.6 million residents citywide were enrolled in organics collection service, up from about 717,000 at the end of FY2016. We are on track to serve all New Yorkers by the end of 2018 with either curbside service or convenient neighborhood drop-off sites. Over the next five months, the Department will expand curbside collection service in additional community boards in the Bronx, Brooklyn, and Queens.

Paired with the expansion in low-density neighborhoods is our expanded enrollment program for buildings in high-density neighborhoods. All apartment buildings of 10 units or more in Manhattan and the Bronx are now eligible to apply for organics collection service. In the last year, we nearly doubled enrollment in high rise buildings. In December 2016, we launched organics collection service for the 27,000 residents at Stuyvesant Town and Peter Cooper Village, Manhattan’s largest residential complex. DSNY provided 330 brown bins that are collected 3 days per week and partnered with GrowNYC to host a series of informational events for residents. In the next year, we will follow the model we established with Stuyvesant Town, working closely with building management and maintenance staff in large buildings to develop custom rollout programs rooted in outreach and education.

For those residents who do not yet have access to curbside collection, DSNY funds and manages residential food scrap drop-off sites throughout all five boroughs at commuter hubs, farmers markets, community supported agriculture pickup sites, libraries, and in other highly-trafficked areas. Currently, there are 104 drop-off sites, including 18 new sites added in June 2017 in Manhattan and the Bronx.

Beyond curbside organics service, we are working closely with schools, the New York City Housing Authority, and our partners in the commercial sector to broadly



address recycling across the city. We worked with NYC Department of Education and GrowNYC's Recycling Champions Program to launch an ambitious Zero Waste Schools program in 126 schools. Our goal is to divert all recyclable and compostable waste from the schools. The program is supported by a website and social media platform that promotes and recognizes students and teachers' recycling efforts. This year, we had winners from every borough and grade level. With the help of NYC Housing Authority, we have completed phase 1 of the recycling rollout. All NYCHA developments now have bins and regular service — we are now focused on tenant engagement and increasing participation rates. In January 2017, DSNY commenced active enforcement of the commercial organics mandate for the first cohort of covered establishments, after a period of outreach and education. In FY2018, the Department of Health and Mental Hygiene will add commercial organics violations to their inspections of covered food service establishments. This interagency collaboration will be key as we evaluate our capacity to expand the requirement beyond stadiums, large hotels, and food distributors and manufacturers.



As we continue to grow our organics program, we are actively working to support the development and expansion of local and regional capacity to beneficially use organic waste. As part of the new organics processing capacity contracts, all vendors receiving source-separated organics have installed mechanical pre-processing equipment to remove inorganic contamination, such as plastic liners, packaging, and serveware. These technologies produce a more homogeneous,

blended output and give vendors the ability to control moisture content and appropriately pretreat the material for its end use. As of spring 2017, DSNY is also supplying a bioslurry of residential food waste for a three-year study managed by the Department of Environmental Protection in partnership with Waste Management and National Grid to produce energy from food waste for residents of Greenpoint using existing infrastructure at Newtown Creek Wastewater Treatment Plant. We built a community-scale composting operation at the former salt lot in Gowanus, which will be operated by the NYC Compost Project hosted by BIG Reuse in partnership with the Gowanus Canal Conservancy. The site will accept 260 tons of food waste annually. At our Staten Island compost facility, we began several upgrades including an aerated state pile compost system, which will expand our capacity from 5 tons of food waste daily to 150 tons daily.

We are on track to meet our goals of expanding e-cycleNYC to 3 million New Yorkers in 2018 and enrolling 2,000 buildings in Re-FashioNYC. In 2017 to date, we have collected more than 1,800 tons of e-waste, on track to dramatically exceed the 2,274 tons collected in 2016. After a successful curbside e-waste collection pilot in Staten Island, we will expand collection to Brooklyn North in fall 2017. DSNY currently has 850 buildings enrolled in Re-FashioNYC throughout the five boroughs, and has collected close to 5,300 tons of textiles since the start of the program. Our non-profit partner, GrowNYC, also operates textile drop-offs at local Greenmarkets that divert up to 27 tons from landfill disposal each month, as well as targeted events to better engage specific constituencies. Looking ahead, we are evaluating potential opportunities to partner with schools in textile collection.



DSNY also has several options to help New Yorkers safely dispose of harmful household products. In 2016, we hosted ten SAFE Disposal events across the city, where residents could drop off paint, electronics, pharmaceuticals, and other harmful products in addition to our five permanent sites which accept latex paint, electronics, and automotive products. We have already served more than 8,700 New Yorkers at SAFE Disposal events in spring 2017 and have eight additional events planned this calendar year, including new, smaller pop-up style events to ensure all neighborhoods have an opportunity to properly dispose of hazardous household waste.

DSNY actively supports New York's vibrant reuse community. This year, we published the first reuse sector assessment of 2,257 businesses and organizations actively involved in donations, reuse, repair, or rental services in New York City. Our next planned assessment in FY2019 will include commercial reuse and surplus management, as well as food rescue operations. In 2016, DSNY launched donateNYC, a unified reuse support program for New York City residents, businesses, and nonprofit organizations. donateNYC offers a wide range of programs and resources, including a mobile app with hundreds of locations to give or find second-hand goods, and a business exchange for gently used and surplus commercial goods. In 2018, we plan to develop and launch donateNYC 2.0. This updated site will feature new functionality enabling the City to leverage the resource for donations during disaster response and for food rescue.

In addition to our growing reuse and recycling programs, DSNY plays an active role as a policy maker to encourage New Yorkers to recycle more and reduce reliance on single-use items. In 2016, DSNY representatives participated in a series of presentations and workshops with the New York State Department of Environmental Conservation to help develop regulations related to the New York State Electronic Equipment Recycling and Reuse Act. These regulations will clarify the responsibilities of electronics manufacturers to support convenient, year-round electronics collection in New York City and elsewhere in New York State. In May 2017, DSNY reaffirmed its determination on the recyclability of food-service foam products, finding again that these items cannot be recycled and reinstating a ban on all Food-Service Foam articles, as well as foam packing peanuts, beginning in November 2017. After the enactment of a State law suspending the NYC Carryout Bag Fee, DSNY has continued to advocate for new policy initiatives at

the City and State level that will reduce the use of single-use carryout bags and promote the use of reusable bags. DSNY has launched also a collaboration with the Departments of Environmental Protection and Health and Mental Hygiene to develop guidance for businesses about installation and use of on-site processing equipment to manage food scraps.

Private carting companies collect more than three million tons per year of waste and recyclables from the City's restaurants, hotels, offices, and other commercial establishments. In August 2016, we released a study in collaboration with the Business Integrity Commission that found establishing commercial waste collection zones could reduce truck traffic by 49%–68% and reduce associated greenhouse gas emissions by 42%–64%. We are currently finalizing a contract with a consultant to help us develop and implement a commercial waste zone system that increases quality-of-life throughout the city, increases commercial recycling rates, and provides reliable and transparent services for all commercial customers.

In the last year, we have begun exploring the feasibility of switching from a dual-stream recycling program to a single-stream approach, where recyclable paper, metal, glass and plastic products would all be placed in the same bin. In 2017, we will begin working with a team of consultants to develop an equitable blueprint for a Save-As-You-Throw system. Through this process, we will engage with residents, property owners and managers, tenant advocacy groups and other City agencies to help New Yorkers save money as they recycle more and reduce their waste.

**TALK TRASH  
NEW YORK**

See someone  
littering?

Tell them where  
to put it.



sanitation









## CLEANING

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

### INITIATIVES

### STATUS

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	

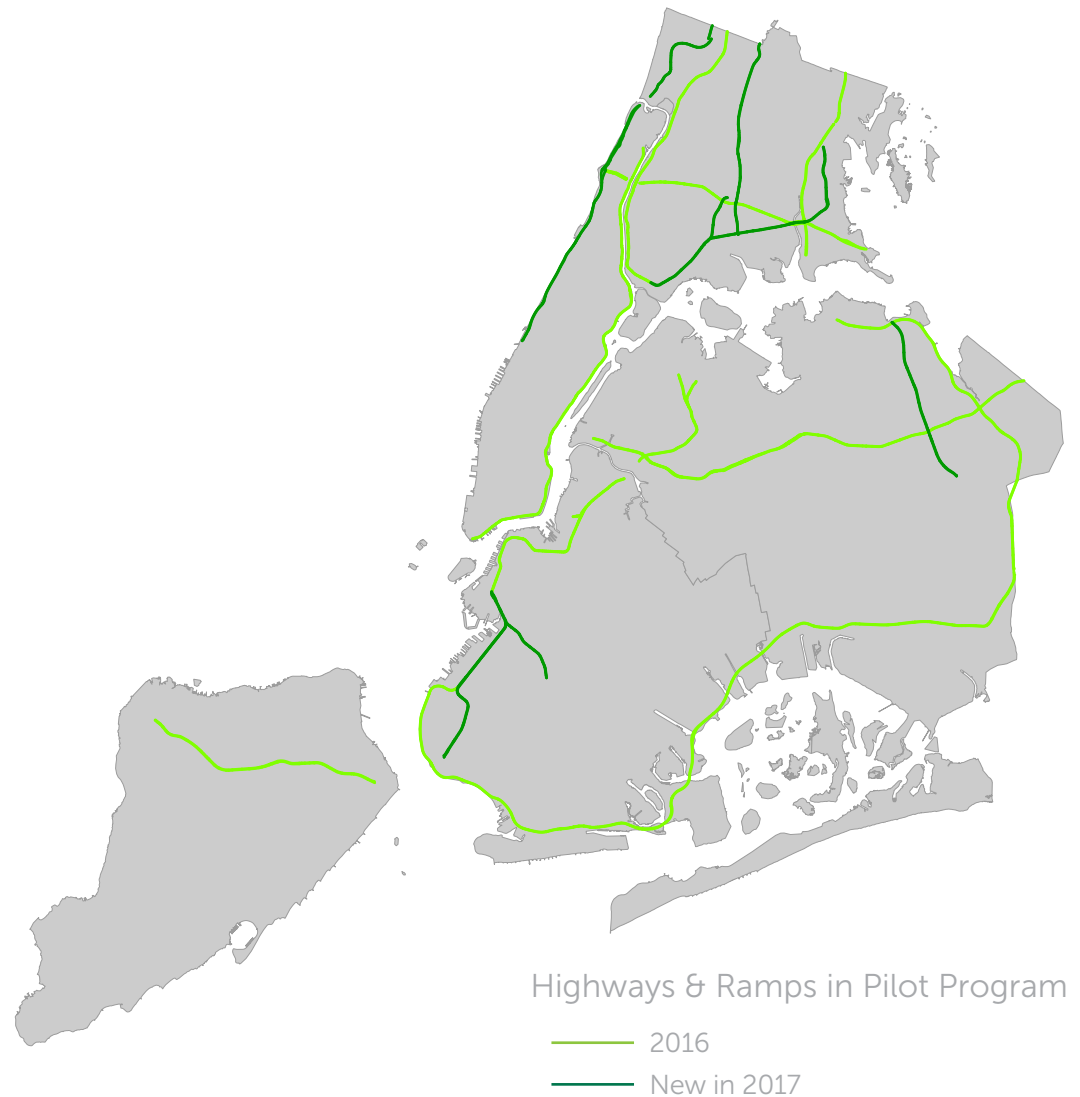
With the support of local community groups and the public, DSNY has made significant progress to make sure all New Yorkers are enjoying safer and cleaner streets.

We are proud to report that the citywide average Street & Sidewalk Cleanliness Scorecard Rating, an independent inspection program conducted by the Mayor's office, has hit a citywide average of 95.8% for FY2017 through May with all boroughs above 90%. In the last year, DSNY has concentrated efforts in neighborhoods that consistently rank lowest in scorecard ratings, including stepping up enforcement against flagrant or persistent violators and allocating surplus mechanical brooms, mobile litter patrols, and basket trucks. We retrained supervisors in challenging districts to heighten their awareness and sensitivity to issues common to low-scorecard areas and encourage them to maximize existing resources to address those issues. As a result of this effort, the Department has succeeded in increasing scorecard ratings in Manhattan 12 and Brooklyn 4, two of the lowest performing districts in FY2016, by 5.7 and 6.2 percent, respectively.

To accomplish our cleaning goals, DSNY restored Sunday and holiday litter basket service, worked with local businesses to expand participation in our Adopt-a-Basket program, and partnered with City Council members to design cleaning plans tailored to their districts. The Department is now servicing an additional 5,400 baskets with 20 new basket trucks on Sundays and Holidays. We have partnered with more than 3,100 retail stores, community groups, and businesses that take pride in supporting neighborhood cleanliness and reducing litter overflow through the Adopt-a-Basket program. Notably, Chase Bank has purchased and adopted 30 high-end baskets that have been installed in Manhattan, the Bronx, Brooklyn, and Queens. We will continue to pursue these partnerships with other businesses and community organizations. DSNY is also actively upgrading and replacing litter baskets across the city with efficient and durable designs. We completed a one-year pilot of solar-powered garbage compactors in Williamsburg, Brooklyn. Going forward, we have developed a framework to collaborate with NYC's Business Improvement Districts to deploy these solar-powered compactors in their service areas.

In collaboration with neighborhood associations and elected officials, we loaned tools, provided supplies, and collected trash at more than 50 volunteer clean-up events in 2016. We support Love Your Block, a partnership between NYC Service and Citizens Committee for New York City, that provides grants of up to \$1,000 for residents to transform a city block. We also continue to proactively monitor and address conditions in vacant lots, with approximately 2,800 lots cleaned in FY2017 to date.

DSNY has dramatically expanded our highway ramp sweeping program, from an original 10 highways to a total of 17 across the city. DSNY now cleans on and off-ramps on the following highways on a bi-weekly or monthly basis: the FDR,



Harlem River Drive, most major parkways (Hutchinson River, Belt, Henry Hudson, Bronx River) and most major expressways (Major Deegan, Cross Bronx, Brooklyn Queens, Long Island, Cross Island, Staten Island, Sheridan, Bruckner, Gowanus, Prospect, Clearview).







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NO PARKING

# IMPROVE SNOW REMOVAL

**INITIATIVES**

**STATUS**

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




In the 2016-2017 season, the Department made several upgrades to snow plow operations and training to improve service, effectiveness, and efficiency.

DSNY implemented sector routing across all five boroughs to improve routing efficiency and make sure all neighborhoods get service quickly and equitably. For the 2017-2018 season, we will make additional adjustments to snow routes citywide and improve snow removal at bus stops and crosswalks.

We conducted a successful pilot of turn-by-turn navigation technology in salt spreader equipment in Staten Island. The technology was vetted in the field by DSNY’s Operations Management Division, Operations Assistance Unit, and the supervisors and sanitation workers assigned to the district. Feedback from vehicle operators was overwhelmingly positive and DSNY intends to expand the use of turn-by-turn navigation technology to all salt spreaders for the 2017-2018 season.

In addition to the initiatives outlined in the 2016 Strategic Plan, the Department conducted a full immersion re-training on snow operations and safety for our entire front-line staff of 7,500 sanitation workers and supervisors. We added 141 pieces of new snow equipment for the 2016-2017 season, including 80 haulsters, 40 skid steers, and 21 front-end loaders. We also made technology upgrades to better monitor real-time conditions, including installing RFID readers at salt sheds, percent completion tracking in plows, and GPS tracking in all our fuel trucks, front-end loaders and tow trucks. Finally, we made PlowNYC data freely available to the public via NYC Open Data analytics platform.

# MAXIMIZE FIELD OPERATIONS EFFICIENCY

INITIATIVES	STATUS
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	




DSNY continues to invest in technology and upgrades to existing infrastructure to provide our staff with the tools to maximize efficiency and reduce administrative burden.

We expanded the use of tablets in the field—with 400 new devices deployed to replace outdated hardware. DSNY is on track to deploy SMART 3.0 in fall 2017 and fully phase out the predecessor system, SCAN. SMART 2.0 was released in 2016 and featured several upgrades, including: user experience redesign to make the system more intuitive for users, infrastructure upgrades enabling no-impact maintenance, and faster load times—as well as templates for specialized personnel setups and automated reporting to save valuable time. On February 12th 2017, DSNY successfully converted to using a web-based carting book, eliminating the need for more than 5,000 handwritten entries a day. Currently, we have a total of 5 fully paperless districts and initial reports from the field indicate these districts are seeing faster personnel deployments after the start of a shift. In addition, the Department has deployed several systems to reduce managerial paperwork burden including an application to track school inspections, chartless medical records, and an improved line of duty injury billing system. As a result of these improvements and other technology initiatives, DSNY was able to reduce 14 administrative positions through attrition.

Meanwhile, our data science team has developed and implemented cutting-edge machine learning algorithms that help us improve real-time snow plow and street condition monitoring and optimize bulk collection. The team is making progress on a geospatial “block” face model with New York University’s Center for Urban Science and Progress to predict residential refuse and recycling tonnage for every tax lot in the city. Combined with digitized collection routes, this will enable us to further optimize routes and plan ahead for the changing habits of City residents.



# COMPLETE IMPLEMENTATION OF SOLID WASTE MANAGEMENT PLAN

INITIATIVES	STATUS
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	

The City’s Solid Waste Management Plan is our blueprint for a long-term, sustainable, and equitable approach to managing our residential waste. The plan includes the conversion of four marine transfer stations, the opening of four land based rail transfer stations, the final closure of Fresh Kills landfill, and a commitment to limiting the impact of waste management infrastructure on neighborhoods.

The first of the City’s converted marine transfer stations, North Shore MTS, opened in 2015 and currently processes an average of 1,800 tons of waste per day. DSNY will begin operating the Hamilton Avenue MTS in fall 2017, serving 10 districts in Brooklyn. When fully operational next year, the Hamilton Avenue MTS will redirect approximately 1,600 tons of waste per day and 200 DSNY trucks per day from private land-based transfer stations in environmental justice areas in Brooklyn, including 780 tons per day and 100 trucks per day from North Brooklyn alone.

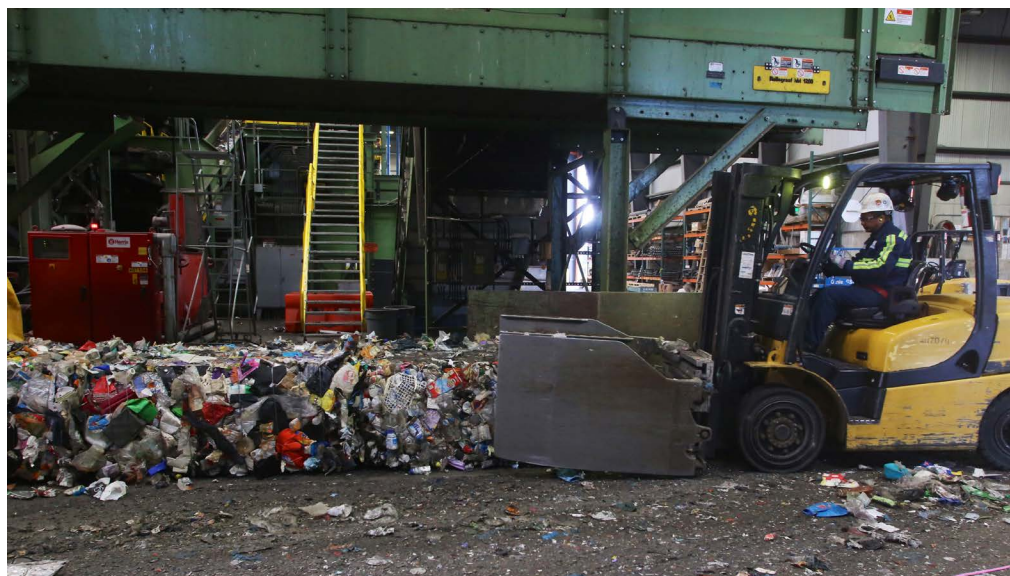
DSNY is working closely with the Department of Design and Construction to complete the construction of the Southwest Brooklyn and East 91st Street marine transfer stations. The Southwest Brooklyn MTS will be completed in the first quarter of 2018 and construction on the East 91st Street MTS is currently scheduled to be complete by the end of 2018.

DSNY is on track to complete closure of the last section of Fresh Kills landfill by 2021, with significant gains in leachate and gas control in the last 12 months. We have recently determined that landfill gas emissions have dropped below regulated thresholds and are moving to transition from active gas collection and recovery to passive venting in spring of 2018. We have also achieved sufficient leachate reduction to cease collection in two major sections of the site and are seeing significant reductions in leachate volume in section 1/9.

Together, the components of the City’s comprehensive Solid Waste Management Plan will more equitably distribute the impacts of the waste collection, transfer, and processing in New York City. The plan provides NYC with new world class infrastructure and mandates a switch from reliance on long-haul trucking to a system of marine and rail transfer stations spread throughout the five boroughs.



Full implementation of the plan will reduce annual truck travel by more than 60 million miles including more than 5 million miles in and around New York City and will cut greenhouse gas emissions associated with waste transport by more 34,000 tons annually.

In addition, DSNY has worked with community representatives and transfer stations to make existing transfer stations better neighbors in their communities. The Department remains committed to working with City Council to reduce the burden of waste facilities on historically overburdened neighborhoods in the South Bronx, North Brooklyn, and Southeast Queens.





# ENHANCE EMERGENCY PREPARATION

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

Emergency preparation is a critical priority for DSNY as we continue to make progress towards city-wide resiliency goals and often serve as first responders in emergency situations.

DSNY conducted two major emergency simulations in 2016 including a blackout exercise and major snow event drill. Following these exercises and additional training in snow operations, we reviewed and updated our emergency response protocol with new best practices including revised deployment timelines for “office pods” that can be deployed quickly as an alternative workspace for field locations. We also outfitted all three of our Command Buses with a full technology and communications suite so they can be used as mobile District Offices as needed in an emergency event. Moving forward, DSNY will develop and offer comprehensive emergency management training including first responder training for supervisory staff.

In partnership with NYCEM and DCAS, we expanded our fuel truck fleet to increase the capacity of our in-house fuel network. DSNY also procured high-output portable hydraulic generators that can be mounted on any of our collection vehicles to power our facilities during a power outage. In the next year, we will make further adjustments to adapt our fleet and secure vulnerable infrastructure including a fuel tank replacement at Pier 36.



As we digitize agency processes, we are moving ahead with new backup protocols to ensure continued performance of essential functions in the event of technical or power failures. DSNY maintains NYCEM Continuity of Operations Plans for citywide snow emergencies as well as debris management. We test our internal protocols and procedures annually to familiarize and refocus the workforce—with a key emphasis on employee safety.



# OPTIMIZE OUR FLEET

**INITIATIVES**

**STATUS**

<p>Pilot new technologies to drive toward zero emissions</p>	
<p>Modernize our fleet maintenance program</p>	

As one of the largest municipal operators of heavy-duty equipment in the nation, DSNY is committed to helping reduce our carbon footprint 80% by 2035 as outlined in the NYC Clean Fleet Plan. Over the last decade, DSNY has built a reputation for running one of the cleanest diesel collection truck fleets in the country and displaced more than seven million gallons of petrol-based diesel fuel with biodiesel.

With the introduction of light-duty advanced hybrid-electric and plug-in vehicles, we reduced our unleaded fuel consumption by over 50% from the 2005 baseline. DSNY currently owns and operates 86 Level 2 EV chargers across the city and will install an additional 37 EV chargers in 2017 to support our growing plug-in vehicle fleet. Our current average combined fuel economy of our light-duty fleet is approximately 40 miles per gallon.

To meet the OneNYC greenhouse gas reduction goals, we must make significant reductions in the carbon footprint of our heavy-duty fleet. In the last year, we built on our success in reducing light-duty fleet emissions by piloting new solutions for our diverse heavy-duty vehicles. All collections trucks have been upgraded with pack at idle technology which maintains engine idle speed during compaction to reduce noise, emissions and fuel consumption. In January 2017, DSNY became the first organization in the US to test a Dimethyl Ether (DME) powered heavy-duty Mack truck in the field. DME is a non-toxic, clean-burning alternative fuel that can reduce greenhouse gas emissions by 68 to 101 percent compared to diesel and can be used to power both light and heavy-duty vehicles.

All new collection trucks are equipped with next-generation engines that meet strict new federal greenhouse gas emissions standards, and starting this year, power-on-demand and neutral-at-stop technologies will come standard on new trucks. These features reduce fuel consumption by approximately 10% by improving the efficiency of the hydraulic system and the transmission torque converter. DSNY is currently piloting an engine stop-start system to reduce idling. We continue to conduct research and development at our state-of-the-art heavy-duty Vehicles Testing Laboratory by regularly performing exhaust emissions testing of alternative fuels and novel diesel fuels blends.

Over time, DSNY will evaluate the size of our fleet and eliminate older vehicles to ensure our staff is operating safe, modern equipment. As of FY2018, all major frontline vehicles are now funded for level purchases on the correct replacement cycle.



# INVEST TO MODERNIZE FACILITIES

INITIATIVES	STATUS
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	
Streamline capital budget processes	
Develop In-House Construction Management to deliver our capital program on time and on budget	

DSNY made meaningful progress on several new garage construction projects, and undertook significant maintenance and energy retrofits to protect and preserve our existing assets. Our newest facilities are designed with renewable energy infrastructure, as well as smart facility management technology so we can focus on preventative rather than reactive maintenance.

Our new garage in Brooklyn 3 is in the design development phase, with construction anticipated in late 2019. New garages for Staten Island 1/3 and Bronx 9/10/11 are both in the design procurement phase, with design efforts scheduled to start this summer and construction funding allocated in FY2020. Our garage at Manhattan 6/6A/8 is in preliminary design and the garage for Queens 1 has been funded—with efforts in progress to identify and secure an appropriate site. In addition to the garages listed in the 2016 Strategic Plan, we are currently seeking approval to relocate the Manhattan 11 garage to a new site on 127th Street, enabling us to vacate an overcrowded and outdated facility in East Harlem.

DSNY is committed to reducing energy use and carbon emissions from our facilities. To date, we have installed automatic lighting controls at eight district garages, and retrofitted 90% of lighting in two district garages, the central repair facility, and several office spaces to high efficiency LEDs. We estimate we have saved 266 MgCO<sup>2</sup>-e (metric ton CO<sup>2</sup> equivalent) and approximately 870,000 kWh of energy from lighting improvements, based on the baseline. The Department has installed 51 rapid roll-up doors on active bay doors to maintain conditioned temperatures inside and will install an additional 12 by the end of the year. As a result of already installed rapid roll up doors, we have displaced 4,573 MgCO<sup>2</sup>-e from combined heating sources and with new installations we expect to displace an additional 1,317 MgCO<sup>2</sup>-e.

We are actively converting boilers from heating oil to natural gas and looking at expanding our solar initiative to additional rooftops. DSNY also installed new fixtures, including showerheads and aerators, at facilities in Brooklyn, Staten Island and the majority of Queens that will reduce our water consumption from 4.7 gallons per minute to 2.5 gallons per minute.

DSNY has deployed technology to better track both energy use and preventative maintenance needs. Our new centralized facility dashboard allows for real time review and tracking of electrical, lighting, HVAC, and system data. Plans are in place to upgrade the system with automated alerts, more powerful analytics and predictive analysis. With the deployment of the Avantis Work Order system, DSNY can now schedule preventative maintenance on individualized equipment. The system enables us to extend the operational life of costly building equipment. In FY2017 to date, we have received more than 11,000 work requests, of which 78% have been completed.

We have begun the self-assessment process, in partnership with the Department of Environmental Protection, at our 4 highest priority sites in order to comply with the City's MS4 permit for all 100 DSNY locations. Sites have been prioritized based on their potential stormwater impact and are currently being appraised for Stormwater Control Measure improvements with the intention of effectively managing potential pollution sources.

As we continue to invest in existing and new facilities to strengthen our operations, we are committed to delivering these projects on time and on budget, while expanding opportunities to a diverse array of firms. To expand our in-house capacity for construction project management, we selected 4 additional experts to supplement construction unit staff. We also instituted a Job Order Contracting program to streamline our capital construction process for small and medium-sized projects. We are now able to complete numerous, commonly encountered construction projects quickly and easily with on-call contractors for plumbing, mechanical, electrical, and general contracting work. Several projects, including citywide plumbing work, duct cleaning, and roofing repairs, were completed in FY2017 and several more projects are in the pipeline for implementation. Finally, in FY2017, we made incremental progress on MWBE utilization, particularly with small and micro purchases. DSNY has expanded outreach to the MWBE community to build relationships with vendors including hosting quarterly workshops about contracting opportunities, attending citywide MWBE networking events, advertising MWBE contracting opportunities, and keeping a MWBE list-serv.

sanita

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**CAUTION**  
Stop Engine  
and Remove  
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ing Body

**CAUTION**  
STAND CLEAR  
WHILE PANEL  
IS IN MOTION

SAFETY SERVICE SUSTAINABILITY

25DN-189

VISION ZERO

# IMPROVE SAFETY OF OUR OPERATIONS FOR EMPLOYEES AND THE PUBLIC

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

DSNY is committed to building a stronger culture of safety to protect both our employees and the public.

In 2016, the Department established a monthly safety council and implemented rewards for the best safety record in each borough and unit. We provided refresher training on defensive driving for the entire field staff and implemented a citywide grounding report to closely monitor any license suspensions. We are currently evaluating driving simulator technologies at Floyd Bennett Field training center to expand our resources to teach and maintain good driving practices.

All supervisors are now using our upgraded technology platform, CRASH, to track details around safety violations and collisions, enabling us to have actionable safety data we can use to provide feedback to employees. This year, we will develop and deploy intervention protocols for personnel with multiple safety violations to address root causes and keep our employees safe. Moving forward, we will develop random inspection protocols for facilities and create guidelines for our trades employees and civilians in the field. DSNY will be able to leverage newly-installed SMART screens city-wide for key safety messages.

As we continue to grow and modernize our fleet, pedestrian safety is a top priority. To date, 589 collection trucks have been upgraded with sideguards. All new heavy-duty vehicles now come equipped with sideguards and full LED lighting from the manufacturer.

To improve visibility for operators, all collections trucks as of 2016 are outfitted with a newly designed operator cab with additional glass windows in the back of the cab. In 2017, DSNY deployed a cutting edge 360-degree camera for in-field testing on a rear-loading collection trucks, enabling operators to have unprecedented visibility of pedestrians, bicyclists and their partners around the entire truck. In parallel, we are testing a pedestrian and bicyclist detection system in Manhattan. We currently have a collections truck in Manhattan 8

collecting data in stealth mode to further fine-tune the algorithm based on the unique patterns of the City's busiest streets. Meanwhile, for vision impaired pedestrians, we are testing a white noise reverse alarm system. Moving forward, we will evaluate and install pedestrian and rear collision avoidance technologies including an auditory alert system for operators on all collections vehicles.

Our mechanical brooms were also redesigned in 2017 to feature larger glass windows on the side doors, improving visibility by 20% over the pre-2014 design. All new mechanical brooms are equipped with industry-standard amber pedestrian safety lighting. By the end of 2017, the Department will have upgraded 75% of our mechanical brooms with additional safety features.

Finally, our 58 new supervisory 4x4 vehicles are equipped with automatic high beams, a pre-collision detection system and lane departure alerts. All new supervisory trucks will be packaged with the same safety features.



What is the ReFED Award?

ReFED is a national competition for 2016 of over 50 business, nonprofit, educational, and government-led organizations in creating their own ReFED Award.

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# SUPPORT EMPLOYEES' PROFESSIONAL DEVELOPMENT

INITIATIVES	STATUS
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	

With a staff of over 10,000 uniformed and civilian employees, DSNY is committed to providing opportunities for professional development and recognition, as well as welcoming creative ideas for improvement from our entire agency.

In the last year, we have expanded our existing professional development program to equip employees with management and leadership skills to be more proactive in preventing conflict in the workplace. We trained more than 500 supervisors, superintendents, and civilian staff in effective communications and are now partnering with OATH to train all civilian managers and supervisors in conflict resolution. In addition to these skill-based sessions, we started a monthly lunch-and-learn featuring all of our Zero Waste programs. We have hosted 9 sessions to date, on topics such as curbside organics pickup, increasing diversion in large apartments, and the Billion Oyster Project. Finally, we launched a civilian orientation in December 2016 to help new employees transition successfully and navigate DSNY resources as well as professional development courses offered by the Department of Citywide Administrative Services.

Building on our annual recognition ceremony for uniform and civilian staff, we expanded employee recognition agency-wide in our newly-launched monthly employee e-newsletter. In the last few months, we have highlighted promotions, employees' charitable efforts during the Holidays and Sanitation Workers that put out a fire along their route. Going forward, DSNY aims to expand employee recognition and engagement by redesigning our existing awards program to recognize and reward excellent performance. In particular, we will develop a standardized protocol for rewarding employees who suggest new ideas that are implemented to make the Department more safe, effective, and efficient. During our Strategic Plan input process, we received hundreds of hand-written suggestion box notes and emails. These thoughtful contributions strengthened our plan and represent one of the most valuable sources of ideas for improving DSNY.




Meanwhile, we have made strides to better prepare our next generation of managers. DSNY launched a Supervisor Mentorship Program in May 2016 to address the challenging transition from Sanitation Worker to Supervisor. Every

recently promoted uniformed Supervisor is now assigned a Deputy Chief, Assistant Chief or Chief as a mentor during their probation period to help shorten the learning curve and ease transition periods. We also hired a Records Management Officer to develop an inventory and catalog system for our most valuable documented materials so that employees can access the information they need.

# BUILD A DIVERSE AND INCLUSIVE DSNY COMMUNITY

**INITIATIVES**

**STATUS**

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

DSNY continues to strive for a diverse, inclusive workforce that is representative of our city, committed to our mission, and engaged in helping us meet our ambitious goals.

In the last year, we have focused our recruiting efforts on increasing our talent pool, with significant funding allocated to advertise hard to fill and underutilized positions. Currently, minority and female employees make up nearly 50% of DSNY’s employees. We continue to break barriers with notable firsts including our recently-promoted first woman Supervisor of Mechanics, Emilisa Robles. To further increase diversity at all staff levels, we have done outreach at colleges and high schools to promote new positions and civil service tests. DSNY also works closely with professional organizations, such as Non-traditional Employment for Women, a workforce development program that prepares women for careers in facilities maintenance, construction, and other trades.







To improve staff engagement, we launched “TrashTalk,” an electronic monthly newsletter featuring social event invitations, charitable fundraising campaigns, promotion announcements, lunch-and-learn events, and other opportunities such as professional staff photos featured in our organics rollout campaign. We also hosted 8 events including DSNY days at baseball, football and women’s hockey games, and launched an improved employee intranet to ensure all staff have access to the resources they need.

We are committed to ensuring that all our facilities have adequate restrooms and locker rooms for all employees. In 2016, we did major renovations at the following district garages to help advance that goal: Bronx 8, Manhattan 8, 9, and 12, and Queens West 6. In February 2017, DSNY Facilities Planning and Engineering completed renovations of female facilities at the Manhattan 12 Garage and 11 other districts are in the pipeline for 2017. All new garages in construction will feature improved female facilities.



## PUBLIC ENGAGEMENT

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

INITIATIVES	STATUS
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	

We depend on our support from New Yorkers to help us make progress towards our Zero Waste goals and keep New York healthy, safe, and clean. From our front line staff and vehicles to social media and New York Fashion Week, we have connected with the public in new and creative ways.

In collaboration with the Parks Department and the New York Knicks, DSNY recently launched our new Talk Trash New York anti-litter campaign, with a new public service announcement and neighborhood events planned throughout the year. The basketball-themed campaign launched at “The Cage” basketball courts, with a clinic for kids led by local coaches and limited edition DSNY basketball tanks designed by Heron Preston. In the coming months we will coordinate with the Parks Department to distribute basketball-themed litter baskets, host additional neighborhood events, and continue to promote the public service announcement on screens across the city.

In May 2017, we launched DSNY Info, a smart phone and tablet app that provides Sanitation service reminders, updates, and special event schedules. In the first month, almost 2,000 New Yorkers downloaded the app, which offers reminders for when to set out recyclables, garbage, and organics—as well as notifications for disruptions in service due to holidays or severe weather. Users can also easily access resources for businesses, report garbage and graffiti, and launch donateNYC. The Department continues to leverage new social media channels, such as Facebook Live, to communicate with the public and recently won an award from the Mayor’s Office for our work in keeping New Yorkers safe and informed during blizzard events this snow season.

Last fall, DSNY launched the Foundation for New York’s Strongest to facilitate private support for the work we do and engage the public. We celebrated the launch with an unprecedented event at 2016 Fashion Week, including the launch of a bold ready-to-wear fashion collection. Designed by Heron Preston, the street-style line repurposed decommissioned DSNY uniforms and

other materials, showcasing Sanitation workers, reuse programs, and Zero-Waste goals internationally. In summer 2017, the Foundation is hosting New York City's first exhibition of food waste solutions to empower food service businesses to achieve zero waste.

As we continue to roll out curbside organics, DSNY is committed to increasing public awareness about our new programs. In the last year, we have provided more than 1.8 million pounds of free compost to residents, city agencies, and nonprofits. More than 3,800 people have taken our Zero Waste Pledge to reduce, reuse, and recycle. Our Behind the Bin posters and social media posts highlight perspectives from Sanitation Workers at districts with new curbside organics service. Meanwhile, our street outreach teams have accompanied every new bin delivery to residences across the city—interacting with and educating thousands of New Yorkers. We have produced translated materials on a district by district basis and will be releasing a non-language dependent video series in 2017 that highlights the benefits of the new brown bin. We are balancing our extensive outreach and education with a tiered compliance effort. DSNY developed protocols this year to closely coordinate the outreach and enforcement rollout of the commercial organics rules and deployed uniform supervisors to do on-the-ground outreach. We plan to build on this effort as we launch enforcement of commercial recycling rules starting in August 2017.

Finally, DSNY is committed to celebrating our hard-working staff and sharing our story with the public. In 2016, we supported a 50-year retrospective of artist-in-residence Mierle Laderman Ukeles at Queens Museum. All current and former Department of Sanitation employees and their families were admitted free throughout the run of the exhibition. This year, we have collaborated with Open House New York on "Getting to Zero," a series of events and tours at our facilities including our million-square-foot Central Repair Shop. In the coming months, we will continue to pursue strategic partnerships with high visibility groups and individuals that support the Department mission.

# ADDENDUM

## ZERO WASTE

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Expand curbside organics collection	<ul style="list-style-type: none"> <li>Expanded curbside organics pickup to 1 million residents</li> <li>Enrolled 225 buildings in high-density neighborhoods, including the largest residential complex in Manhattan</li> </ul>	<ul style="list-style-type: none"> <li>Complete 2018 expansion plans to serve all New Yorkers</li> </ul>	<b>Partially Achieved</b>
Develop processing capacity for new recycling streams	<ul style="list-style-type: none"> <li>Installed pre-processing equipment to reduce contamination</li> <li>Launched 3 year study of food waste to energy at Newtown Creek</li> </ul>	<ul style="list-style-type: none"> <li>Continue to assess local processing facilities</li> </ul>	<b>Partially Achieved</b>
Support partnerships that increase recycling participation from all New Yorkers	<ul style="list-style-type: none"> <li>Launched Zero Waste Schools</li> <li>Completed recycling rollout at all NYCHA developments</li> <li>Commenced enforcement of commercial organics mandate</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation rates at NYCHA</li> <li>Expand businesses covered under commercial organics mandate</li> </ul>	<b>Partially Achieved</b>
Enact policies to encourage waste reduction and diversion among residents and commercial establishments	<ul style="list-style-type: none"> <li>Helped draft state electronics recycling regulations</li> <li>Released food service foam determination</li> <li>Released study on private carting industry and announced commercial waste zone policy</li> </ul>	<ul style="list-style-type: none"> <li>Develop blueprint for Save-As-You-Throw and commercial waste zone efforts</li> </ul>	<b>Partially Achieved</b>
Expand opportunities for electronics and textiles recycling	<ul style="list-style-type: none"> <li>Completed successful curbside e-waste collection pilot in Staten Island</li> <li>Expanded e-cycleNYC and re-fashionNYC service to 150,000 households</li> </ul>	<ul style="list-style-type: none"> <li>Expand curbside e-waste collection in Brooklyn North</li> <li>Continue to grow Re-FashionNYC and e-cycleNYC enrollments</li> </ul>	<b>Achieved and Ongoing</b>

# ADDENDUM

## CLEANING

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Expand litter basket collection and cleaning services to underserved areas	<ul style="list-style-type: none"> <li>Restored Sunday and holiday litter basket service</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor and evaluate litter conditions to identify underserved areas</li> </ul>	<b>Achieved</b>
Increase the number of Adopt-a-Basket Program participants and community cleanups	<ul style="list-style-type: none"> <li>Doubled program participation, exceeding goal of 3,000 Adopt-a-Basket participants</li> <li>Launched Adopt-a-Basket collaboration with Chase Bank</li> <li>Assisted with 50+ community clean up events in 2016</li> </ul>	<ul style="list-style-type: none"> <li>Grow Adopt-a-Basket program to 4,000 by the end of 2017</li> </ul>	<b>Achieved and Ongoing</b>
Expand the highway ramp cleaning pilot	<ul style="list-style-type: none"> <li>Completed successful ramp cleaning pilot and expanded program to 17 total roadways</li> </ul>	<ul style="list-style-type: none"> <li>Continue to clean highway ramps on a regular basis</li> </ul>	<b>Achieved and Ongoing</b>
Proactively clean vacant lots	<ul style="list-style-type: none"> <li>Cleaned 2,800+ lots in FY2017 (on track to exceed 3,076 lots cleaned in FY2016)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to proactively monitor conditions</li> </ul>	<b>Achieved and Ongoing</b>
Evaluate the effectiveness of solar-powered garbage compactors in improving cleanliness	<ul style="list-style-type: none"> <li>Completed 1 year pilot</li> <li>Developed framework for BIDs to deploy solar-powered garbage compactors</li> </ul>	<ul style="list-style-type: none"> <li>Support BIDs that deploy solar-powered garbage compactors</li> </ul>	<b>Achieved</b>
Use technology to more efficiently keep the city clean	<ul style="list-style-type: none"> <li>Began turn by turn equipment pilot in mechanical broom</li> </ul>	<ul style="list-style-type: none"> <li>Complete turn by turn pilot and assess results</li> <li>Commence planning for digitized cleaning routes</li> </ul>	<b>Initiated</b>



# ADDENDUM

## SNOW

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Expand sector routes to all boroughs	<ul style="list-style-type: none"> <li>Implemented sector routing in all 5 boroughs in 2016-2017 season</li> </ul>	<ul style="list-style-type: none"> <li>Refine deployment protocol for quality of life snow removal (bus stops, crosswalks) for 2017-2018 season</li> <li>Continue to analyze and adjust citywide sector routes</li> </ul>	<b>Achieved</b>
Pilot turn-by-turn routing technology	<ul style="list-style-type: none"> <li>Conducted successful pilot in Staten Island</li> </ul>	<ul style="list-style-type: none"> <li>Expand use of turn by turn navigation to 690 pieces of spreading equipment for 2017-2018 season</li> </ul>	<b>Achieved and Ongoing</b>

## OPERATIONS

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Expand the use of tablets and handheld mobile devices for field work	<ul style="list-style-type: none"> <li>Deployed 400 field tablets to replace outdated hardware</li> </ul>	<ul style="list-style-type: none"> <li>Deploy universal tablet device to BCC supervisors and enforcement personnel</li> </ul>	<b>Partially Achieved</b>
Complete the development and implementation of SMART	<ul style="list-style-type: none"> <li>Released SMART 2.0 upgrade</li> <li>Fully deployed CRASH system for mobile safety reporting</li> </ul>	<ul style="list-style-type: none"> <li>Deploy SMART 3.0 and fully phase out SCAN</li> <li>Update NOVAS enforcement system for mobile compatibility</li> </ul>	<b>Partially Achieved</b>
Leverage geospatial information to improve collection operations	<ul style="list-style-type: none"> <li>Digitized all snow routes</li> <li>Deployed machine learning algorithm for real-time plow condition monitoring</li> <li>Deployed new bulk routing algorithm to optimize bulk collection</li> </ul>	<ul style="list-style-type: none"> <li>Complete geospatial "block" face model with NYU CUSP</li> <li>Continue improvements to real time snow monitoring</li> <li>Launch geospatial data portals</li> <li>Begin to digitize collection routes</li> </ul>	<b>Initiated</b>

# ADDENDUM

## SOLID WASTE MANAGEMENT PLAN

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Open the Hamilton Avenue, East 91st Street and Southwest Brooklyn Marine Transfer Stations	<ul style="list-style-type: none"> <li>Completed export contract for Hamilton Avenue and SW Brooklyn MTS</li> <li>Hamilton MTS has received TCO and will begin service operations in 2017</li> <li>Fully closed Edgemere site</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate service contracts for Hamilton and SW Brooklyn MTSs</li> <li>Continue construction progress on SW Brooklyn and E91st St MTSs</li> </ul>	<b>Partially Achieved</b>
Limit the impact of waste management infrastructure on historically overburdened neighborhoods	<ul style="list-style-type: none"> <li>Met with community leaders and transfer station operators to improve transfer station management</li> <li>Conducted targeted enforcement of truck and trailer parking violations in the Bronx, Queens, and Brooklyn.</li> </ul>	<ul style="list-style-type: none"> <li>Work with City Council and industry officials to reduce permitted capacity in overburdened neighborhoods as described in the SWMP</li> </ul>	<b>Initiated</b>
Transform Fresh Kills Landfill into Freshkills Park	<ul style="list-style-type: none"> <li>Completed Fresh Kills sections 1/9 Phase 1 &amp; 2 on time and on budget</li> <li>Final closure contract for Fresh Kills underway</li> </ul>	<ul style="list-style-type: none"> <li>Terminate leachate control at Fresh Kills</li> <li>Plan for the transition of Fresh Kills from post closure care to custodial care</li> <li>Advise on Great Kills Remediation</li> </ul>	<b>Partially Achieved</b>

# ADDENDUM

## EMERGENCY

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Train superintendents and higher-level staff in emergency management	<ul style="list-style-type: none"> <li>Conducted two major emergency event simulations (black-out and snow drill)</li> <li>Updated emergency response protocol</li> </ul>	<ul style="list-style-type: none"> <li>Develop and offer basic emergency management and first responder training for all supervisory staff</li> </ul>	<b>Initiated</b>
Strengthen our fleet and facilities for emergency operations	<ul style="list-style-type: none"> <li>Secured portable high output hydraulic generators for all 7 zones</li> <li>Expanded fuel truck fleet</li> <li>outfitted all command buses with full technology suite</li> </ul>	<ul style="list-style-type: none"> <li>Complete fuel tank replacement at Pier 36 to improve coastal event resiliency</li> </ul>	<b>Partially Achieved</b>

## FLEET

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Pilot new technologies to drive toward zero emissions	<ul style="list-style-type: none"> <li>Implemented power-on-demand and neutral-at-stop technologies</li> <li>Tested DME-powered heavy truck</li> </ul>	<ul style="list-style-type: none"> <li>Complete stop-start pilot</li> <li>Complete EV infrastructure expansion</li> </ul>	<b>Achieved and Ongoing</b>
Modernize our fleet maintenance program	<ul style="list-style-type: none"> <li>Expedited purchase of dual-bin trucks to support organics expansion</li> <li>Deployed new vehicles for front-line supervisory staff</li> <li>Secured funding for ongoing fleet maintenance on appropriate replacement cycle</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade fleet consolidation system</li> <li>Relinquish older fleet to meet OMB-approved fleet size</li> <li>Streamline BME IT systems into one consolidated system</li> </ul>	<b>Partially Achieved</b>

# ADDENDUM

## FACILITIES

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Construct new garages for the 21st Century	<ul style="list-style-type: none"> <li>Construction progress on all 5 new garages is on track for scheduled completion</li> </ul>	<ul style="list-style-type: none"> <li>Complete design process for Brooklyn 3, Staten Island 1/3, Manhattan 6/6A/8, and Bronx 9/10/11 garages</li> <li>Identify site for Queens 1 garage</li> <li>Formalize staffing requirements for new facilities</li> </ul>	<b>Initiated</b>
Institutionalize reliability-centered maintenance to ensure we do the right maintenance at the right time	<ul style="list-style-type: none"> <li>Deployed AVANTIS building maintenance system</li> <li>Completed preliminary building management system</li> <li>Trained team on industry best practices to repair equipment scheduled for replacement</li> </ul>	<ul style="list-style-type: none"> <li>Pilot BMS expansion including alerts, analytics, and predictive analysis</li> </ul>	<b>Partially Achieved</b>
Implement best practices at our facilities to protect the city's waterways	<ul style="list-style-type: none"> <li>Assessed and prioritized stormwater control measures (SCMs) for MS4 compliance at 84 sites</li> </ul>	<ul style="list-style-type: none"> <li>Implement improvements at 4 high priority waterfront sites</li> <li>Complete evaluations and SCM plans for remaining sites</li> </ul>	<b>Initiated</b>
Expand opportunities for minority and women owned businesses in our construction projects	<ul style="list-style-type: none"> <li>Hosted quarterly MWBE workshops to educate vendors</li> <li>Attended MWBE networking events in all boroughs</li> </ul>	<ul style="list-style-type: none"> <li>Hire expert to further identify and expand opportunities for MWBE businesses</li> </ul>	<b>Partially Achieved</b>
Reduce our energy use by investing in renewable and efficiency technologies	<ul style="list-style-type: none"> <li>Implemented automatic lighting controls at 8 district garages</li> <li>Installed LED lighting in several garages and facilities</li> <li>Installed several rapid roll up doors</li> </ul>	<ul style="list-style-type: none"> <li>Continue LED lighting, rapid roll up doors and boiler conversions</li> <li>Evaluate opportunities to expand solar initiative from two existing garages (50kW solar roofs) to more rooftops</li> </ul>	<b>Achieved and Ongoing</b>
Streamline capital budget processes	<ul style="list-style-type: none"> <li>Implemented job order contracting program for small and medium-sized projects</li> </ul>	<ul style="list-style-type: none"> <li>Formalize comprehensive design guidelines for our facilities</li> </ul>	<b>Partially Achieved</b>

# ADDENDUM

## FACILITIES CONT'D

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Develop In-House Construction Management to deliver our capital program on time and on budget	<ul style="list-style-type: none"> <li>Hired 2 candidates with project management expertise</li> <li>Selected 4 additional candidates to supplement construction unit staff</li> </ul>	<ul style="list-style-type: none"> <li>Complete hiring and training for selected candidates</li> </ul>	<b>Partially Achieved</b>

## SAFETY

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Improve accountability for safe performance	<ul style="list-style-type: none"> <li>Implemented citywide grounding report to accurately track suspended licenses</li> <li>Transitioned to tracking safety data directly in CRASH system</li> </ul>	<ul style="list-style-type: none"> <li>Develop employee feedback mechanism for safety violations</li> <li>Hire safety manager to develop random safety inspection protocol for facilities</li> </ul>	<b>Initiated</b>
Strengthen the culture of safety	<ul style="list-style-type: none"> <li>Trained all employees in defensive driving</li> <li>Implemented rewards for best safety record in each borough and unit every 6 months</li> <li>Established monthly safety council</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and select driving simulator technology</li> <li>Developing safety videos for promotion in newly-installed smart screens city-wide</li> <li>Develop safety protocols for trades and civilian employees working in the field</li> </ul>	<b>Partially Achieved</b>
Modify our fleet to increase public safety	<ul style="list-style-type: none"> <li>Achieved 589 sideguard installations; all new heavy-duty vehicles will have sideguards pre-installed</li> <li>Equipped all new sweepers with back-up cameras and pedestrian safety lighting</li> <li>Equipped all new hybrid crossover trucks with automatic high beams, pre-collision system and lane departure alerts</li> <li>Began pilot of 360 degree camera, pedestrian alert system and white noise reverse alarm on collection vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate pedestrian and rear collision avoidance technology for all vehicles</li> <li>Complete LED lighting installation on all vehicles and collection truck hoppers</li> </ul>	<b>Achieved and Ongoing</b>

# ADDENDUM

## PROFESSIONAL DEVELOPMENT

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Offer training and professional development opportunities to all employees—civilian and uniformed	<ul style="list-style-type: none"> <li>• Launched civilian orientation program</li> <li>• Completed required compliance training for USTs</li> <li>• Trained 500+ supervisors, superintendents and civilian staff in Effective Communications</li> <li>• Partnered with OATH to launch conflict resolution training for all managers and supervisory staff</li> <li>• Launched Zero Waste Lunch series</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build civilian orientation program</li> <li>• Create ongoing conflict resolution training program; integrate in new employee training</li> <li>• Expand Brown Bag lecture series</li> </ul>	<b>Partially Achieved</b>
Institutionalize the DSNY suggestion box program and reward employees for safety and cost saving ideas	<ul style="list-style-type: none"> <li>• Received hundreds of suggestions for initial suggestion box program</li> <li>• Featured employee achievements in newly-launched monthly employee newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Develop protocol for processing suggestions and rewarding employees</li> <li>• Redesign annual recognition program to include all staff</li> </ul>	<b>Initiated</b>
Expand our employee recognition programs agency-wide	<ul style="list-style-type: none"> <li>• Featured employee achievements in newly-launched monthly employee newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Redesign annual recognition program to include all staff</li> </ul>	<b>Initiated</b>
Improve succession planning and documentation of institutional knowledge	<ul style="list-style-type: none"> <li>• Launched Supervisor Mentorship Program</li> <li>• Hired RMO to improve records management protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and deploy catalog system for records access and management</li> <li>• Formalize record retention schedule and begin to reduce record holdings</li> </ul>	<b>Partially Achieved</b>

# ADDENDUM

## INCLUSIVITY

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Increase the diversity of our workforce by recruiting underrepresented groups to apply for civilian and uniform positions of all ranks	<ul style="list-style-type: none"> <li>Hired marketing firm to increase our talent pool</li> <li>Built relationships to recruit from local community groups, schools and professional organizations</li> </ul>	<ul style="list-style-type: none"> <li>Continue pursuing new partnerships to attract diverse talent</li> </ul>	<b>Partially Achieved</b>
Improve employee engagement and communications	<ul style="list-style-type: none"> <li>Launched monthly employee newsletter</li> <li>Hosted 8 events</li> <li>Launched new intranet</li> </ul>	<ul style="list-style-type: none"> <li>Continue to host additional events</li> <li>Leverage SMART boards for employee communications</li> </ul>	<b>Partially Achieved</b>
Improve personnel spaces	<ul style="list-style-type: none"> <li>Completed major renovations in 5 district garages, with ongoing work in 11 additional districts</li> </ul>	<ul style="list-style-type: none"> <li>Complete planned work in facilities already in construction</li> </ul>	<b>Achieved and Ongoing</b>

# ADDENDUM

## PUBLIC ENGAGEMENT

INITIATIVE	ACCOMPLISHMENTS	UPCOMING MILESTONES	STATUS
Better notify customers about weather-related disruptions in collection service	<ul style="list-style-type: none"> <li>Launched DSNY Info app</li> </ul>	<ul style="list-style-type: none"> <li>Promote app to increase user downloads to 4,000</li> </ul>	<b>Achieved</b>
Increase public awareness about our operations	<ul style="list-style-type: none"> <li>Launched new anti-litter campaign</li> <li>Expanded social media reach to more than 60,000 followers</li> <li>Provided more than 1.8M pounds of free compost</li> </ul>	<ul style="list-style-type: none"> <li>Host anti-litter campaign events across the city</li> <li>Expand compost giveaway program</li> </ul>	<b>Partially Achieved</b>
Better integrate outreach and enforcement efforts to improve compliance	<ul style="list-style-type: none"> <li>Developed and deployed a system of outreach and education prior to enforcement for commercial organics</li> </ul>	<ul style="list-style-type: none"> <li>Launch commercial recycling enforcement</li> </ul>	<b>Initiated</b>
Leverage operations staff to improve outreach and customer service	<ul style="list-style-type: none"> <li>Expanded front-line outreach staff</li> </ul>	<ul style="list-style-type: none"> <li>Develop customer service training for Sanitation Workers</li> </ul>	<b>Initiated</b>
Establish a Sanitation Foundation to facilitate private support for the work we do	<ul style="list-style-type: none"> <li>Launched Foundation in September 2016, with Fashion Week event</li> </ul>	<ul style="list-style-type: none"> <li>Host Food Waste Fair</li> </ul>	<b>Achieved and Ongoing</b>
Create new forums to share our story with the public	<ul style="list-style-type: none"> <li>Partnered with Heron Preston on the UNIFORM project</li> <li>Supported 50 year retrospective of Mierle Ukeles at Queens Museum</li> <li>Participated in OpenHouse NY</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pursue strategic partnerships with high visibility partners and artists</li> </ul>	<b>Achieved and Ongoing</b>



**Bill de Blasio** Mayor  
**Kathryn Garcia** Commissioner

