

2019 Annual Report





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October 2019

Friends,

This year marks an important anniversary for DSNY — 30 years as a leader and innovator in sustainable waste management. At the start of mandatory curbside recycling in 1989, we couldn't have imagined where that fledgling program would lead. That early focus on newspapers, glass bottles and metal cans would lead to so much more. Paper. Cardboard. Plastic. Textiles. Electronics. Food scraps. Yard waste. Today, these programs comprise a full-scale effort to send zero waste to landfills, one that is critical to stemming the rising tide of climate change and achieving our climate goals.

Today, we're also leading the private sector to join our effort. We continue to expand the Commercial Organics Law, requiring more restaurants and retailers to separate food scraps for composting or renewable energy. We're moving closer toward reforming the commercial waste industry by creating an efficient collection system of 20 zones – which will cut 18 million miles of heavy-duty truck traffic each year and create a safer, fairer, more sustainable industry.

We've also reached new milestones in keeping unnecessary materials – in particular single-use foam food containers and plastic bags – from reaching our waste stream in the first place. After New York City led the charge to ban single-use plastic bags, the State legislature followed suit and leaders imposed a statewide ban that will go into effect next March. The foam ban is yet another success. Since the beginning of the year, NYC businesses can no longer sell, offer or possess single-use foam food containers or packing peanuts.

New Yorkers are our partners in achieving our zero waste goals. The members of this Department are our leaders.

Together, we're keeping New York City healthy, safe and clean. Thank you.

Kathryn Garcia



Who We Are

Our agency works year-round to keep our city healthy, safe and clean. Welcoming 684 new Sanitation Workers to our ranks in 2019, we continue to grow and develop our workforce, and the men and women of our Department have proven to be among the city's heroes, keeping us safe by swiftly clearing our streets of snow, ice and litter while helping lead New Yorkers to send zero waste to landfills.

Strengthening Our Skills

Investing in our 10,000 employees is enabling us to meet our agency goals. In the past year, our newly appointed Chief Learning Officer Julianna Wiessner has introduced new professional development opportunities for our workforce. By collecting input from employee focus groups and open discussions with our senior management, we have developed new programming, including a mentorship program, technology classes, skill-building workshops, and executive development. In addition, the Office of Equity, Diversity and Inclusion continues its work cultivating a diverse workplace for all employees, using a variety of tactics including conducting an agency-wide sexual harassment prevention training and integrating targeted recruitment for students and workforce development programs.

Celebrating Our Employees

Last year we recognized more than 40 employees, both uniformed and civilian, in our employee recognition program. From a City Planner to Bronx Sanitation Workers, all employees are now eligible for nomination for the Commissioner's Awards for Excellence.

Empowering Women

Currently, minority or female employees make up 52 percent of our total workforce. To support our female employees' professional development, the Department's Women Empowerment Program is giving our tradeswomen the resources to strengthen their skills and build their careers. In one of the program's events, CUNY Baruch Leadership and Communications Coach Denise Patrick led a discussion on how to grow despite setbacks — inspiring women attendees to aim higher in their careers. To further pay tribute to the women of our Department, NYC Commission on Human Rights' Artist-in-Residence Tatyana Fazlalizadeh created a mural on the Manhattan District 4 Garage — showing New Yorkers that women are New York's Strongest.

Engaging the Public

Creating new ways to pique New Yorkers' interest in DSNY reminds them they're our partners in keeping New York healthy, safe, and clean. At this year's New York International Auto Show, thousands of attendees used Google virtual reality headsets to digitally transport



themselves to our Southwest Brooklyn Marine Transfer Station, our Treasures in the Trash collection at the Manhattan District 11 Garage, and our Staten Island Transfer Station. We also debuted our new mini-collection vehicle, a child-sized replica of our iconic 19-ton trucks. And for the first time in DSNY's history, we invited artists to use new, state-of-the-art collection vehicles as canvases in Trucks of Art. Lady K Fever from the Bronx represented flora and fauna; Dister from Manhattan honored our workforce; Brooklyn artist Misha Tyutyunik's abstract design

highlights recycling; Jillian White in Staten Island represented Sanitation Workers keeping New York City clean; and students from the advanced mural art class at Energy Tech High School in Queens likened our workforce to superheroes. Trucks of Art was a zero-waste challenge – and all artists used paints we collected at DSNY SAFE Disposal Events.

The Foundation for Our Agency

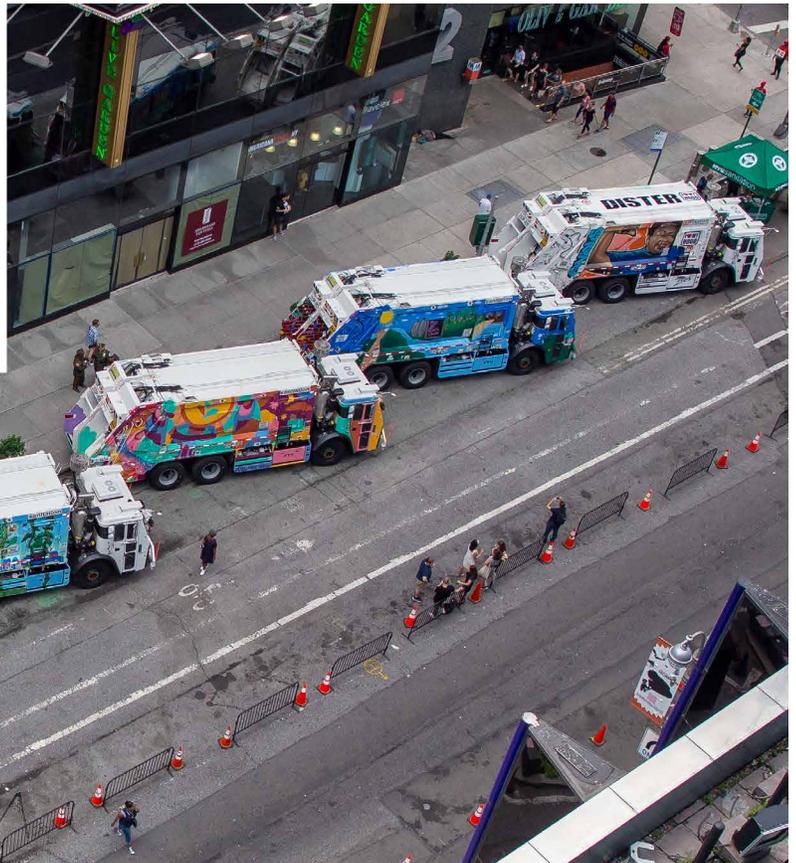
Our Department's official nonprofit organization – The Foundation for New York's Strongest – held another successful NYC Food Waste Fair. The Foundation organized multiple events leading up to the fair and offered an expanded expo-style event with 80 vendors. Approximately 1,000 attendees joined the on-site workshops and panels of experts. The fair culminated in the first-ever Zero Food Waste Challenge, where 13 chefs competed to create the ultimate zero-waste gourmet dish. Hundreds of people sampled the creations and voted for their favorite sampling. This year, the Foundation also brought new attention to the Department's Treasures in the Trash collection by partnering with Hi-Arts and Hunter Art Gallery to open the "What is Here is Open" exhibit – showcasing eight art pieces inspired by the collection created by now-retired Manhattan 11 Sanitation Worker Nelson Molina.

Expanding Opportunities

We strive to work with businesses that reflect our diverse city. Kevin V. G. Wells, Esq. was appointed DSNY's Chief Supplier Diversity

Officer, and in 2019 we launched our Sustainable Operations and Readiness/Resources (S.O.A.R.) Program to make it easier for minority- and women-owned business enterprises (M/WBEs) to use our procurement processes. S.O.A.R. helps business owners more easily identify opportunities to work with Sanitation. We are now offering services including innovative workshops, along with networking events that connect M/WBE businesses with our large-contract vendors. Building upon S.O.A.R., we are developing an internal database that will help our employees identify M/WBE businesses during the

procurement process. Since Fiscal Year 2018, we have quadrupled the number of M/WBE awards in standard services contracts.



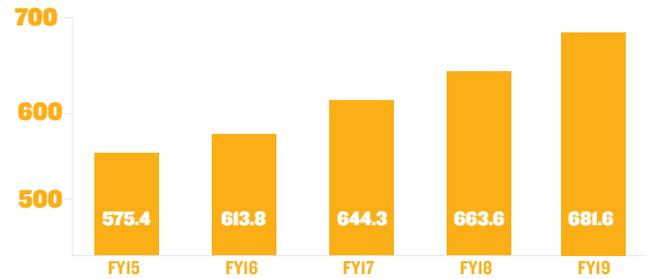
By the Numbers

Our numbers reflect our progress in keeping New York City healthy, safe and clean. Street cleanliness ratings remained high, demonstrating our ongoing commitment to keeping our city clean. The curbside recycling diversion rate has continued to climb, reaching 18.1 percent in Fiscal 2019, an increase of 13 percent over five years.

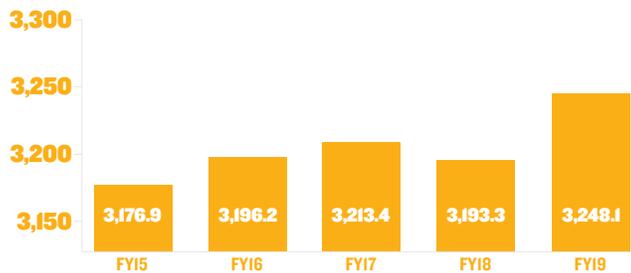
Scorecard Street Cleanliness Ratings*
Percent of Streets Rated Acceptably Clean



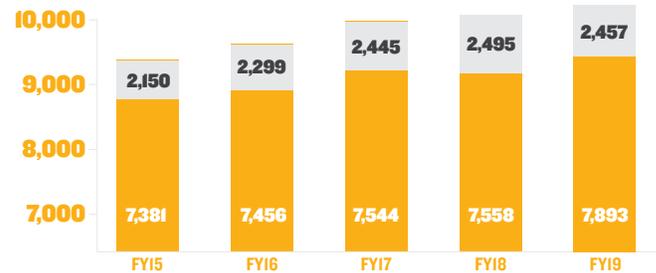
Collections Recycled (in Thousands of Tons)
Paper, Metal, Glass, Plastic and Organics



Refuse Disposed (in Thousands of Tons)



Personnel



Civilian
 (Including part-time & seasonal employees)
 Uniformed

*Due to a software coding error that has since been corrected, some cleanliness rating data between November 2018 and June 2019 was found to be incomplete. While only a portion of ratings were affected, citywide cleanliness scores from the Mayor's Office of Operations Scorecard program cannot be re-calculated at the level of confidence required to be included in the Fiscal 2019 Mayor's Management Report.





Zero Waste

By reusing and recycling all kinds of materials, including food and yard waste, textiles, unwanted goods and electronics, we are helping New York City achieve our zero waste goals and setting a course toward carbon neutrality by 2050. This year, we provided more services than ever before to New Yorkers while continuing to expand our existing recycling and sustainability programs.

Increasing Organics Participation

We took a fresh approach at building New Yorkers' enthusiasm for our organics programs, launching Make Compost, Not Trash in Queens District 13 and Brooklyn District 10. Our outreach teams were in full force, hyper-focused on promoting our curbside composting collection program in those neighborhoods. In just over two months, we reached over 11,600 residents through a mix of outreach tabling, special events, door-to-door canvassing, and other innovative techniques. We hosted a range of meetings with different audiences and asked community members for their feedback while also holding neighborhood street tree care days and nighttime events – including comedy shows and film screenings. We recruited and activated over 50 volunteers to the Make Compost, Not Trash campaign. These volunteers helped canvass approximately 1,200 households, and we'll recruit more volunteers in the next series of Make Compost, Not Trash districts.

Creating Sustainable Buildings

We are working toward helping private and public buildings dispose of their waste properly and sustainably to reach our citywide goal of a 60 percent recycling capture rate by 2023. We launched our Zero Waste Building Maintenance Training program that teaches building maintenance staff how to run efficient recycling programs, including hands-on instruction courses.

Teaching the Next Generation

To change habits, we need to invest in the future generations, and education is key. 60,000 students in 752 schools are now enrolled in our Zero Waste Schools program – helping children and teachers grow their schools' recycling program. Forty percent of the NYC Department of Education schools are now registered in the program's online portal for teachers – providing them with the resources they need to teach their classes a zero-waste curriculum. Twenty of these schools took their commitment a step further by volunteering to join the Zero Waste Pledge

Schools — an advanced program hitting rigorous sustainability goals. By partnering with Citizens Committee for NYC, we launched the Green Team Mini Grant for the 2018 school year, bringing in 103 schools to partner with Citizens Committee to fundraise for their recycling programs.

Reusing Unwanted Goods

Our donateNYC portal continues to grow, this year adding food. Our new food donation portal matches businesses that have food with nonprofits who need food. For the holidays, we released our Zero Waste Holiday Gift Guide, highlighting unique finds from over 15 donateNYC thrift partners in locations throughout the five boroughs. We also held a Reuse Conference bringing together close to 900 attendees over the course of two days to hear from reuse experts, view live demos and network with like-minded sustainable professionals focused on the life cycle of textiles, food and other goods.

Giving Textiles New Life

Our refashionNYC program has collected 9,878 tons of textiles since its creation in 2011 — with 2,295 tons in this year alone. In the program, apartments with 10 or more

units can sign up for convenient in-building collection bins with donations going to our partners to be repurposed. Capitalizing on New York City's Fashion Week, we created our first-ever "ReFashion Week," a weeklong series of events to inspire New Yorkers to challenge their style and give new life to thrift store finds. The



programming brought in over 800 attendees, and closed with a fashion show where seven stylists competed to create the best look with second-hand garments. Partnering with the Ellen MacArthur Foundation and the NYC Economic Development Corporation, we also launched the #wearnext campaign to encourage New Yorkers to donate unwanted clothing. The campaign covered bus shelters across the city and appeared in numerous media outlets, driving traffic to our online Clothing and Textile Drop-Off map with more than 1,100 sites that accept textiles for reuse.

Expanding the Commercial Organics Law

Leading the private sector to more sustainable practices is vital to achieving the city's zero waste goals. NYC businesses dispose of 650,000 tons of food waste annually. Our Commercial Organics Law has expanded to cover 2,000 more food service establishments (those with a floor area of at least 15,000 square feet, chains of 100 or more locations in the city, and retail food stores with a floor area of at least 25,000 square feet). This new policy requires these establishments, which generate as much as 100,000 tons of food waste per year, to divert their food waste, moving us closer to our zero waste goals. The Department recently proposed new rules expanding the commercial organics requirements even further.

Eliminating Hard-to-Recycle Products

New York City and State are taking steps to remove problematic materials from our waste stream that can't easily be recycled. As of January 1, 2019, New York City commercial establishments may no longer offer, sell or possess single-use foam. Additionally, manufacturers, distributors, and stores may no longer sell packing peanuts in the city. Every year New Yorkers also throw out more than 10 billion single-use plastic bags. Earlier this year, the State imposed a ban on these plastic bags, beginning March 2020. In April, New York City supplemented the ban with a five-cent fee on all paper bags, which also takes effect in March. To support this legislation, our agency has distributed 600,000 reusable bags citywide.



Healthy

Investing in our environment today will have long-lasting benefits. That's why we are looking at ways to reduce our emissions and prevent toxic materials from reaching our waterways. By investing in green technologies and disposing of our waste properly, we aim to provide the next generation of New Yorkers with a cleaner future.

Opening New Marine Transfer Stations

Our comprehensive Solid Waste Management Plan has eliminated 60 million miles of truck travel per year. In 2018, we began operation of the Southwest Brooklyn Marine Transfer Station, and earlier this year we opened the East 91st Street Marine Transfer Station, substantially completing implementation of our Solid Waste Management Plan. By shifting from long-haul trucks to sustainable rail and barge-based transport, we have reduced greenhouse gas emissions by 34,000 tons annually.

Greening Our Facilities

To do our part to help the city reach its aggressive climate goals, we are making investments to green our facilities, new and existing alike. We began construction on our new Brooklyn District 3 garage in July 2019, which will be equipped with a 120,000-square-foot green roof with rows of native vegetation and solar panels anticipated to power 12 percent of the building's annual energy needs. To improve our current facilities, we are retrofitting roofs with solar panels on nearly 10 additional buildings. We have also invested in hot

water reset controllers in garage boiler systems to reduce the energy strain from temperature control, resulting in a 10 percent greenhouse gas emission reduction from these systems.

Enhancing Our Fleet

After extensive research into fully electric mechanical brooms and collection trucks, we are now preparing an upcoming pilot program with prototypes. An extensive conversion to these vehicles with battery-electric technology has the potential to dramatically reduce our fleet's greenhouse gas emissions. In addition, after piloting the use of renewable diesel in 17 district garages, we are now working with the NYC Department of Citywide Administrative Services to completely transition our vehicles to this fuel. This will help transition us to a lower emissions fleet using only 1 percent petroleum — continuing to bring down our carbon footprint.

Disposing of Hazardous Waste Properly

Sending electronics and other hazardous materials to landfill poses a health risk. The toxins from these materials can end up in our

soil and waterways. Our ecycleNYC program, which provides e-waste collection to buildings with 10 or more units, has added nearly 800 new buildings this year for a total of 14,225 buildings enrolled in the program. We continued to expand our curbside electronics collection service — now serving Brooklyn, Queens, Staten Island and the Bronx. Since Fiscal Year 2012, we have collected over 12,500 tons of electronics, 2,944 tons this year alone. In addition, at our SAFE Disposal Events, we collected 450 tons of other hazardous items such as paint, automotive products and unwanted medications this year.







Safe

Snow started early last year, with the first winter storm hitting New York City in mid-November. With over 366,302 tons of salt spread last year, keeping our streets clear for first responders is our priority. New Yorkers' safety is important to us — and that's why we are always exploring new ways to improve our operations and creating regulations for private haulers.

Preparing for Snow

We continue to develop the most efficient snow operations. We have begun testing salt brine in liquid form to pre-treat roads during snow season. This solution works as an anti-icing agent, preventing ice and snow from building up on roadways. In addition, all of our snow equipment now has turn-by-turn technology. For the first time ever, our vehicles will have our routes pre-programmed into built-in GPS systems. This will help Sanitation Workers more efficiently clear our streets for emergency responders.

Emergency Management

Professional development for our employees is critical to the safety of our city. We are providing uniformed staff with intensive safety training, including placing 30 of our Department's managers through the NYC Emergency Management Certification Program. Experienced Sanitation Workers also completed the "Safety Matters" two-day workshop — giving each trainee one-on-one focused attention. We completed the development of a virtual training simulator to work in tandem to these trainings. And each year before snow season, our Sanitation Workers begin hands-on

practice "plowing up" our vehicles to re-familiarize themselves with plows and salt spreaders.

Revitalizing New York City's Private Carting

In November 2018, we released "Commercial Waste Zones: A Plan to Reform, Reroute, and Revitalize Private Carting in New York City." While the Department collects residential waste and recyclables, the city's 100,000 commercial establishments rely on a network of 90 different private waste companies, with inefficient and overlapping operations. As many as 50 different carters operate in a single neighborhood, causing excess traffic, noise, and pollution. The current industry operations present safety risks for the public and for workers, while recycling efforts, infrastructure investments, and transparency to customers all suffer. Our detailed implementation plan provides a roadmap for transitioning the existing private carting system into a safe and efficient collection system of 20 zones, each served by just 3 carters. A competitive selection process will select the carters that offer the best service, operating standards, and price. Once implemented, this policy will eliminate 18 million miles of





heavy-duty truck traffic from city streets every year, while leading to increased recycling rates, cleaner trucks, and safer conditions for workers and residents. The request for proposals for the zones is expected to be released in 2020, with customers transitioning to their choice of contracted carters starting in 2021.

Creating an Equitable Waste Management System

In July 2018, City Council passed and Mayor de Blasio signed Local Law 152, also known as the Waste Equity Law, historic legislation that provides much-needed relief to communities that have borne a disproportionate share of the city's waste management infrastructure. Under this law, the city will reduce capacity to handle waste in these communities by up to 50 percent and place restrictions on new transfer stations in overburdened communities. Our agency began implementing the law in October 2019.

Supporting Special Events

Clearing the streets after the city's many parades and celebrations ensures a safe and clean environment for our residents. After the ball dropped this New Year's Eve, our Sanitation Workers collected over 65 tons of debris — transforming Times Square from a celebration with over one million people back into a bustling commercial center. After this year's major other events, including the FIFA Women's World Cup Parade, Macy's Thanksgiving Parade, the Pride Parade and the West Indian Day Parade, we cleared 480 tons of debris collectively.



Clean

We're working hard to keep our streets clean. We received \$8.6 million to expand our litter basket collection. We are also servicing over 800 roadway ramps citywide, while building partnerships with community members as we look to the future. We are committed to bringing the latest innovations to the 19,000 miles of roadway we serve, while working every day toward creating a litter-free city.

Creating Better Bins for the Next Generation

This year, we unveiled the prototypes by finalists in our Better Bin Design Competition. After conducting a worldwide search for new litter basket designs, two were chosen and were tested in Queens, Manhattan and the Bronx. We collected over 200 submissions and had them evaluated by engineering experts, industrial designers, and our Sanitation Workers. The two prototype baskets have been placed all along our selected collection routes to see if they can withstand heavy usage. After a trial period, our panel of judges will select a winner based on a public survey, performance, and the input of the uniformed men and women who service them.

Cleaning Our City's Beaches

Litter from our streets makes its way to our coastlines. We teamed up with the NYC Department of Environment Protection and the US Environmental Protection Agency to take on this issue. Together, we are educating New Yorkers on the importance of eliminating litter. This summer, "Clean Streets, Clean Beaches" posters were displayed at area beaches and on approximately 5,000 Sanitation vehicles citywide.

Working with the Community

Our agency is working with communities to take on the city's litter. Some 3,500 litter baskets are being stewarded by local businesses and community groups throughout the five boroughs. Our Adopt-a-Basket program works with retail stores to monitor their corner litter baskets and remove bags for collection. With our Sponsor-a-Basket program, neighborhood associations and elected officials join in our efforts to combat litter by sponsoring and helping empty 526 upgraded litter baskets citywide. Community groups led 91 volunteer projects with our Tool Loan program.

Improving Our Neighborhoods

When we clean, we don't just stop at the streets — we look at the neighborhood as a whole. Garbage-filled vacant lots pose health issues to residents and are an eyesore. In Fiscal Year 2019, the Department cleared out nearly 3,000 lots throughout the city. In partnership with the NYC Department of Health and Mental Hygiene, we have decreased rat populations in three rat mitigation zones. We increased litter basket service to at least once a day in these areas, resulting in a 93 percent increase of litter collection from the previous year.

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