



NYCsanitation

2014-2015 Biennial Report





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mayor's message

September 2015

Dear Friends:

The NYC Department of Sanitation is an essential workforce that serves all New Yorkers each and every day. From daily collections to snow clearing to emergency response, DSNY safeguards our sidewalks and streets, eliminating dangers and the risk of disease. DSNY's civilian employees and uniformed personnel are prepared for our City's next great challenge – positioning ourselves to support the nine million people expected to live here by 2040. With equity as our guiding principle, we are building our future with a more inclusive economy, accessible early education, affordable housing, and more sustainable and resilient infrastructure.

In this 2014-2015 Biennial Report, you'll learn how DSNY is committed to our strategy outlined in One New York: The Plan for a Strong and Just City. Their initiatives – such as reducing garbage and expanding opportunities to compost food and yard waste – make them a leader in building a more sustainable, livable City.

I commend DSNY for their dedication each day to giving New Yorkers a vibrant and strong future – one that will keep our City a great place to live, work and visit.

Sincerely,

A handwritten signature in black ink that reads "Bill de Blasio". The signature is written in a cursive, flowing style.

Bill de Blasio
Mayor

commissioner's greeting

September 2015

Fellow New Yorkers:

I am pleased to share the Department of Sanitation's 2014-2015 Biennial Report, which highlights our service to New Yorkers and outlines our Agency's future.

DSNY has provided curbside recycling programs to residents for 25 years. Our service has evolved into a necessity – and in this report you'll learn how we've made it the foundation of our Department. Over the next five years we're changing our operations with one focus: make it easier for New Yorkers to divert waste from landfills. What we have historically and colloquially dismissed as "just garbage" isn't trash at all; residential waste is predominantly comprised of organics, which can be turned into soil-enriching compost, and metal, glass, plastics, paper, textiles and other materials that can easily be repurposed. Recovering these resources is best for our environment – and we're proud to lead New Yorkers to contribute zero waste to landfills by 2030.

Of course, as the first line of defense against dangerous winter weather, Sanitation is and will remain a public safety agency – in essence, the first of the first responders. During the last winter season, we radically changed our decades-old response system by introducing snow sectoring, which prioritizes critical routes used in our City's emergency response. This year, we're expanding this successful pilot program to additional districts.

On behalf of the nearly 10,000 Department of Sanitation employees, it is our honor to keep New York City healthy, safe and clean.

Sincerely,



Kathryn Garcia
Commissioner



by the numbers

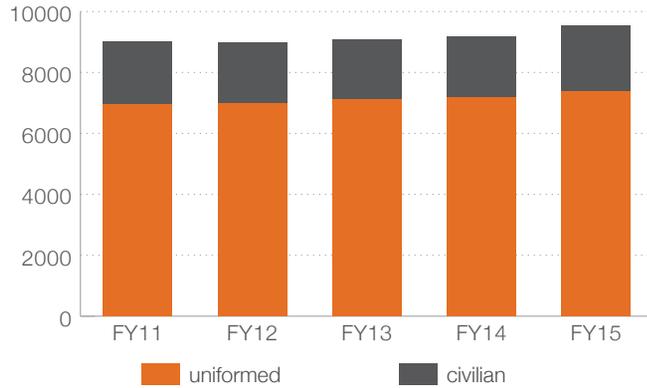
It's easy to spot our crews on their collection routes – but that's just a glimpse of what it takes to protect our health, safety and quality of life. Dispatched from 59 district garages, our employees are sweeping our streets and collecting more than 11,500 tons of recyclables, food scraps, yard waste and garbage – each day.

Thanks to intense coordination among our uniformed and civilian employees – nearly 10,000 strong – our leadership anticipates the tons of recyclables and waste New Yorkers will generate each day. By contrast, forecasting snow, ice and freezing temperatures can be an imperfect science, and our annual expenditures vary depending upon how often – and when – severe weather hits.

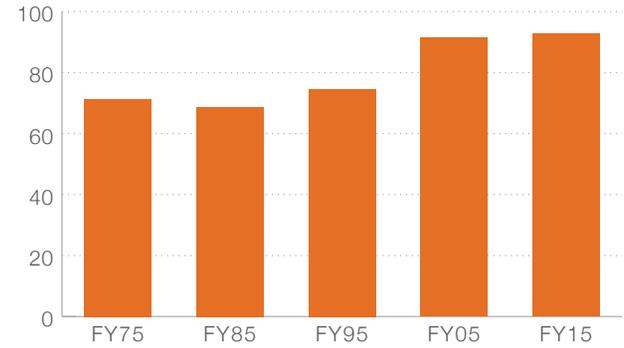
agency resources					
	FY11	FY12	FY13	FY14	FY15 ¹
Expenditures (\$000,000) ²	\$1,408.4	\$1,281.2	\$1,369.8	\$1,414.2	\$1,502.6
Revenues (\$000,000)	\$17.6	\$22.5	\$17.7	\$17.3	\$17.5
Overtime Paid (\$000,000)	\$119.5	\$55.0	\$108.1	\$125.4	\$130.5
Capital Commitments (\$000,000)	\$319.9	\$221.9	\$399.9	\$276.7	\$271.0
Snow Removal Cost Per Inch (\$000)	N/A	\$4,300	\$1,602	\$2,330	\$2,444

¹ Final data pending. ² Expenditures include all funds.

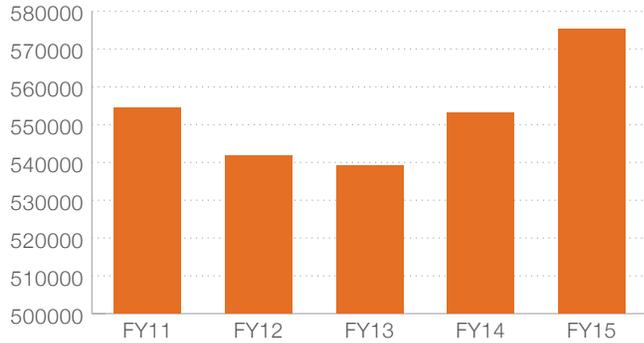
personnel



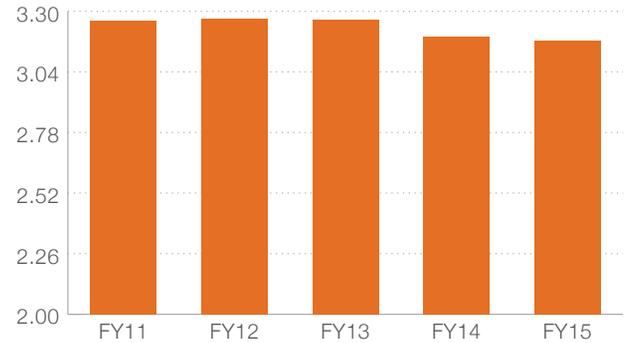
**scorecard street cleanliness ratings
percent of acceptably clean streets**



**collections diverted from landfills (in tons)
paper, metal, glass, plastic + food scraps**



refuse disposed (in millions of tons)



getting to zero

zero waste to landfills by 2030

Zero Waste is our future. New Yorkers “throw away” nearly 15 pounds of garbage at home each week – generating 3,000,000 tons of residential waste and another 3,000,000 tons of commercial waste in New York City each year. Of course, there’s no “away”: Garbage is just moved from sight.

The Challenge. The amount of refuse we generate is unsustainable. From shoes to smartphones to soda cans, producing goods depletes resources and delivering them consumes fossil fuels and generates greenhouse gas. Then – when we toss what we no longer want – many products decompose, potentially leaching toxins into our ecosystem. The Department is exploring incentives to reduce waste and encouraging businesses to vastly reduce the garbage they generate.

Breaking the Cycle. Cutting the amount we consume, reusing what we already have, donating what we no longer need and recycling as much as possible keep garbage from landfills – and help build a healthy, safe and clean future.

Managing Materials. At the Department, we’re changing operations, launching new initiatives and revitalizing educational programs to achieve one simple, critical goal: send zero waste to landfills within 15 years.

Simplify Recycling
One Bin for Paper, Plastic, Glass + Metal

Educate the Next Generation
Turn All Schools Into Zero Waste Schools

Encourage All New Yorkers
Support NYCHA Recycling

Promote Reuse
Encourage Swaps + Donations

Eliminate Material
Keep Electronics, Foam + Plastic Bags from Landfill

Expand Organics Recovery
Implement Citywide Collections + Drop-offs

Green Our Fleet
Eliminate Greenhouse Gas Emissions

Green Our Infrastructure
Modernize + Implement Solid Waste Management Plan

simplification

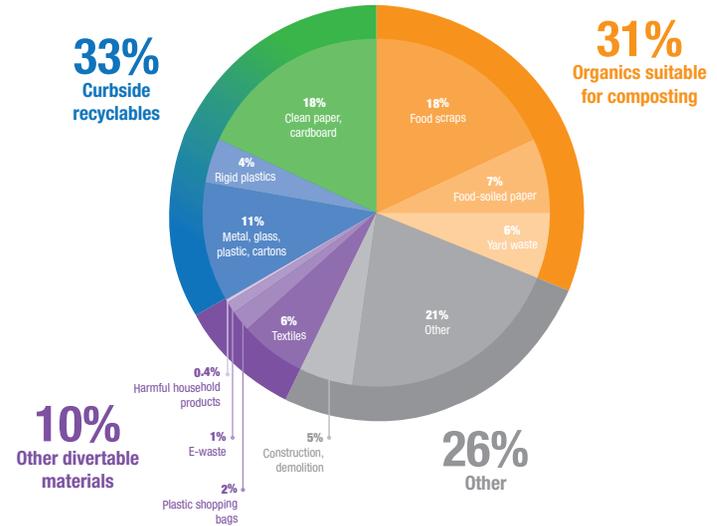
New Yorkers have shown their commitment to recycling paper, cartons, metal, glass and plastic, and in 2015 the Department collected more than 562,000 tons of recyclable material – nearly a three percent increase over 2014. This is good progress, and we'll build upon it by making it even easier to recycle.

Over the next five years, instead of separating recyclable materials – one bin for mixed paper and cardboard and one bin for cartons, metal, glass and plastic – residents will just separate recyclables from garbage that can't be repurposed.

2020: Recycling goes single-stream – one container for paper, plastic, glass + metal

The Department conducted a study of residential waste. Recyclables – paper, metal, glass, plastic, electronics, food scraps and yard waste – comprise nearly two-thirds of the waste we generate. However, one-quarter of our garbage includes other products not easily repurposed, such as plastic film and hygiene products. We're leveraging this information to find opportunities to vastly reduce or eliminate material from landfills.

What's in Our Trash



education

Recycling is already standard for many students: Our school-dedicated trucks collected more than 8,350 tons of paper, plastic, metal and glass from City schools in 2015 – nearly an 11 percent increase over 2014. That's a great start – and we'll do even better. DSNY is partnering with the NYC Department of Education to create **Zero Waste Schools**.

Soon, 100 schools will begin diverting *all* recyclable and compostable waste from landfills – and act as models of environmentalism for the rest of the New York City school system. The Department’s **Golden Apple Awards** honor schools’ outstanding sustainability efforts by awarding cash prizes to reinforce their programs.

Golden Apple Awards – Citywide Winners

2014	2015
PS29 John M. Harrigan	PS130 Hernando De Soto
PS185 Walter Kassenbrock	Stuyvesant High School
Brooklyn Urban Garden School	PS146 Brooklyn New School
PS32 Samuel Mills Sprole	Washington Heights Expeditionary Learning School
DeWitt Clinton High School	Maspeth High School
	Kings Highway Academy
	Evergreen MS for Urban Exploration
	Roy Campanella OTC P721K



2014 Golden Apple Awards
PS 185 Walter Kassenbrock: Citywide Elementary Winners

encouragement

Sanitation is proud to support **NextGen NYCHA** – Mayor de Blasio’s long-term strategic plan to create safe, clean and connected communities in our housing developments. In 2015, Sanitation helped the New York City Housing Authority launch recycling programs in its residences. Thanks to the **NYCHA Recycles!** program, it will become easier for more than 400,000 New Yorkers to help protect our environment.



NYCHA General Manager Michael Kelly at the NYCHA Recycles! announcement.
May 2015

reuse

Too often, what we want to throw out isn't actually garbage. Clothing, furniture and so much more can be useful to others well after we no longer need them. Plus, donating goods for others to use is just better for the environment. That's why the Department supports government, private and non-profit organizations that facilitate donations and exchanges of useful goods. For example, **re-fashionNYC** – our partnership with Housing Works – kept more than 1,900 tons of clothing from landfill in 2014 and 2015.



elimination

Foam. Some products can't be easily recycled. Case in point: expanded polystyrene, or EPS. Known as the foam used to make coffee cups, the Department collects more than 28,000 tons of EPS each year. Foam is lightweight and comprises a substantial amount of litter on our streets, waterway and beaches – and banning EPS cups, plates, containers and packing peanuts is the best way to keep this foam from landfills. In January 2015, Commissioner Garcia determined that foam recycling is not feasible. While a New York State judge has recently overturned the City's ban on EPS, DSNY is exploring ways to keep this material from landfills.

New Yorkers send 28,000 tons of EPS to landfills each year.

Electronics. Electronic equipment is produced with heavy metals. To keep lead, mercury and cadmium from compromising our ecosystem, New York State banned disposal of certain electronics, and in 2015 we began issuing \$100 fines to people who put electronic equipment at the curb for disposal. To make compliance easier, we expanded electronics recycling. Through **e-cycleNYC**, more than 1,000,000 New Yorkers can now safely drop off electronics in their apartment buildings. Since 2013, we've kept more than 431 tons of electronics from landfill.

expansion

Food scraps, food-soiled paper and yard waste – called *organics* or *organic waste* – comprise nearly a third of the garbage DSNY collects. Unlike trash, though, organic waste is valuable. It can be turned into soil-enhancing compost or renewable energy through aerobic and anaerobic digestion.

Our **Organics Collection Pilot Program** is now collecting more than 100 tons of residential organics each week. Participants are separating their food scraps and yard waste and securing them in our brown plastic bins fitted with pest-resistant closures. (Residents can also

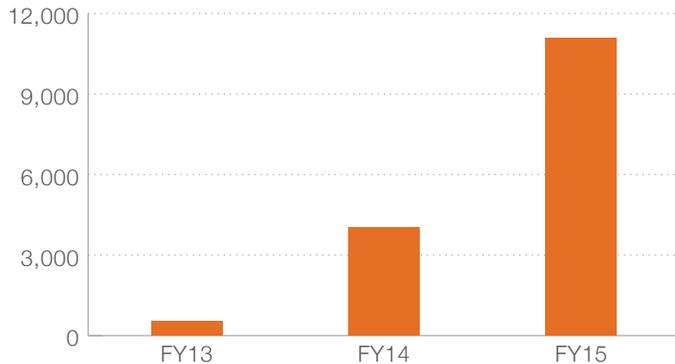
leave yard waste in lawn and leaf bags for collection.) Through 2014 and 2015, we expanded the program to serve neighborhoods in Staten Island, Brooklyn, Queens and the Bronx, plus select large apartment buildings in Manhattan.

New Yorkers can recycle organic waste three ways:

- Be part of Sanitation’s Organics Collection Pilot Program;
- Compost at home; or
- Drop off organic waste with composting organizations.

Composting is a burgeoning program, so we rely on partners. In addition to the more than 15,000 tons of food scraps and yard waste that we collected from households and schools in Fiscal Years 2014 and 2015, the DSNY-funded **GrowNYC** and **NYC Compost Project** accepted approximately 490,000 drop-offs from households across the City.

**food scraps + yard waste
residential + school collection (in tons)**

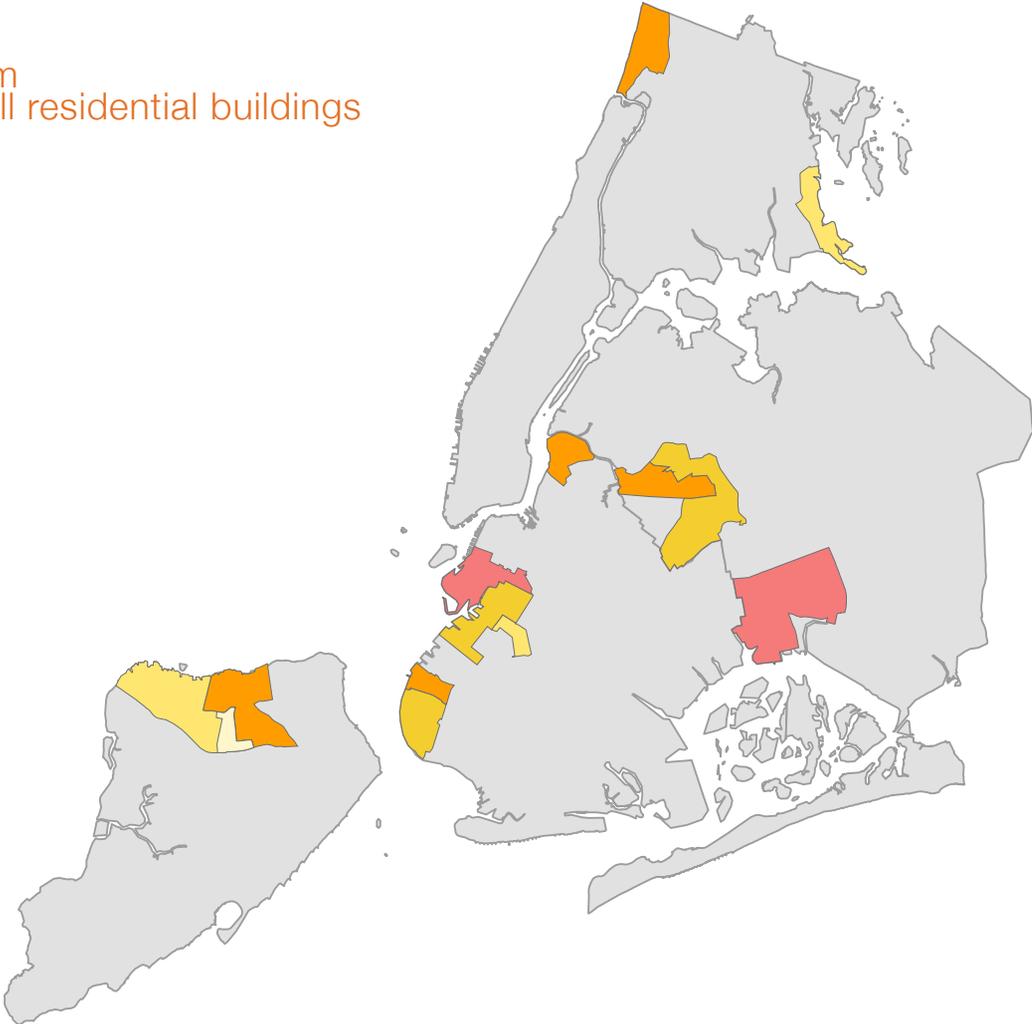


2015: Curbside textile pilot program goes live

2018: Citywide food scrap + yard waste collection/drop-offs

organics collection program
single-family homes + small residential buildings
spring 2013 to present

- Spring 2013
- Fall 2013
- Spring 2014
- Spring 2015
- Fall 2015



greening the fleet

DSNY is leading by example. Mayor de Blasio set the significant goal of reducing our City's greenhouse gas emissions 80 percent by 2050 – and we're greening our fleet of more than 7,600 vehicles, including heavy-duty trucks that operate nearly round-the-clock. Now, our fleet emits less exhaust gas, uses less fuel and generates less noise. Plus, DSNY's entire diesel fleet now runs on up to 20 percent biodiesel.

We're moving to cleaner-burning fuel – and using less of it – by:

- Transitioning 88 percent of our passenger cars to hybrid or electric;
- Cutting unleaded fuel use 46 percent since 2005;
- Adding 79 hybrid street sweepers and trucks into our fleet; and
- Incorporating 90 new idle-free salt spreaders into the fleet. This start-stop technology limits idling.

These advancements are thanks to our team at DSNY's Central Repair Shop in Queens – our facility that's as long as the Empire State Building is high.

CRS boasts a state-of-the-art emissions testing laboratory, one of only a few in the United States that can assess the air quality of heavy-duty trucks. With sophisticated computer

analysis, we perform exhaust emission testing of advanced, environmentally friendly technologies, alternative fuels and novel diesel fuel blends – and can determine if equipment is performing at acceptable fuel-efficiency standards. As a result, we are able to confirm we're reducing emissions by more than 90 percent, thanks to the diesel particulate filters installed on our collection trucks and sweepers.

**8 million gallons of
greenhouse-gas-producing
petroleum replaced by
B5 minimum biodiesel—
a cleaner-burning fuel**

greening our infrastructure + solid waste management

Over decades, the Department developed a complex process to collect, transport and dispose of waste – a system that relied heavily on long-haul trucking. Under the **Solid Waste Management Plan**, the City is implementing marine and rail transfer stations – cutting 60 million miles of annual truck travel and reducing greenhouse gas emissions. In 2015, we achieved another milestone in the plan – launching operations at the North Shore Marine Transfer Station in Queens. This three-level, over-water facility was explicitly designed to transfer solid waste from collection vehicles into sealed, leak-proof containers that are placed onto barges for transport – a process performed entirely indoors.

34,000 tons of greenhouse gases to be cut annually by the Solid Waste Management Plan

As we build new garages to support operations, sustainability is a focal point in our designs and modernizations.

Our Manhattan 1/2/5 Garage on Spring Street earned Gold LEED certification thanks, in part, to the building's double-skin façade. The exterior has 2,600 sunshade fins that allow in natural light while blocking heat from the sun. (In fact, approximately 550 of the fins are motorized and use computer programs to track sunlight and adjust accordingly.) The garage also has a 50,000 square foot green roof with 25 species of drought-resistant plants – and a similar green roof is planned for the Manhattan 6/6A/8 Garage to be built on East 25th Street.



Manhattan 1/2/5 Garage on Spring Street

residential waste: transfer stations + marine transfer stations

Bronx

WM-Harlem River TS - Operational

Brooklyn

WM-Varick TS - Operational
Hamilton Avenue MTS - Operational 2016
Southwest Brooklyn MTS - Operational 2018

Manhattan

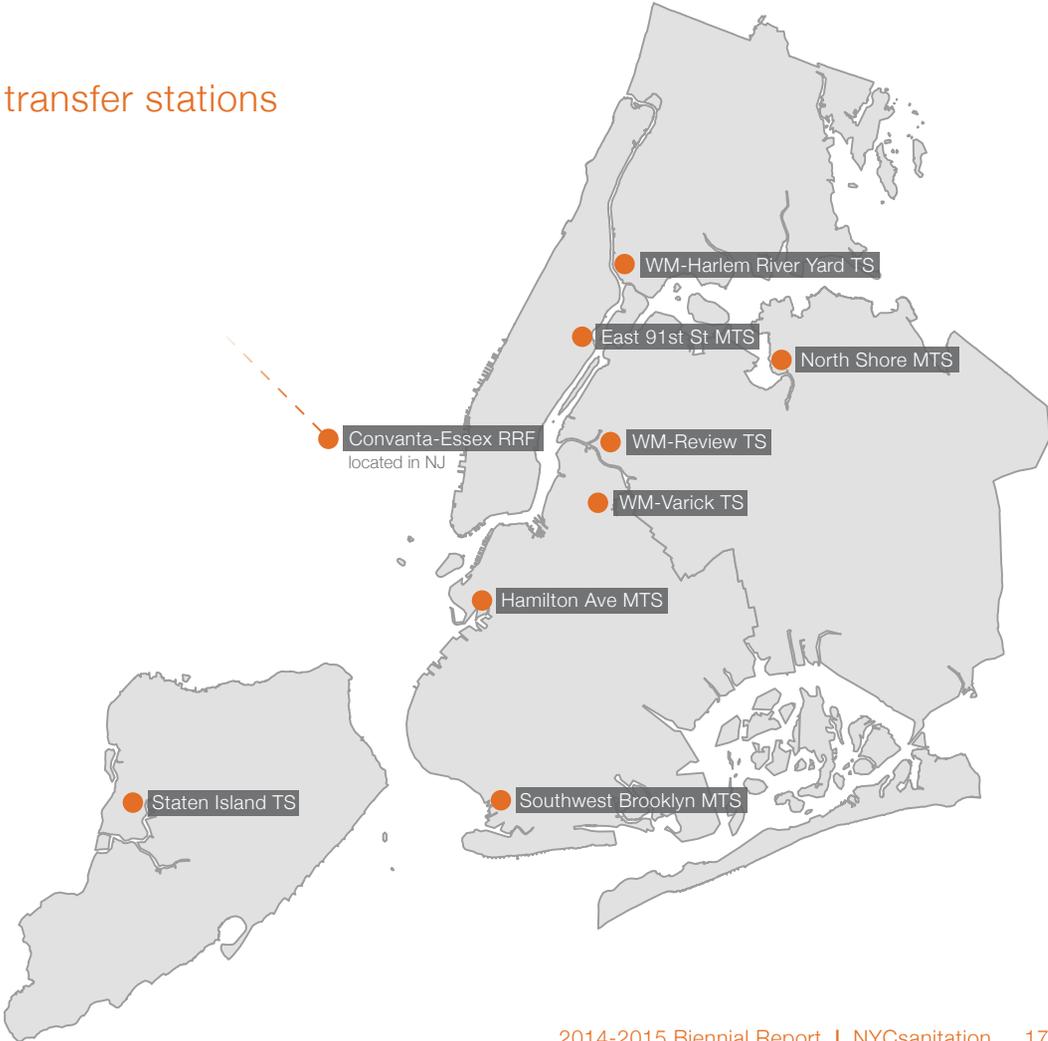
East 91st Street MTS - Operational 2017
Convanta-Essex RRF - Operational

Queens

WM-Review Avenue TS - Operational
North Shore MTS - Operations Launched 2015

Staten Island

Staten Island TS - Operational





healthy

With the Department's efficacy, it's difficult to imagine a New York City whose streets were once so piled with detritus – and air so fetid – that deadly disease and illness were rampant. That's the history behind the caduceus in our logo: The medical symbol is a potent reminder that a clean city is a healthy city.



freshkills park

What had once been the world's largest landfill – harboring 150 million tons of New Yorkers' garbage – is now closer to transforming into the 2,200 acre **Freshkills Park**. Section by section, the Department of Sanitation is leading the strategic closure that will protect New Yorkers for generations to come.

Fresh Kills Landfill boasts rabbits and fourth-generation osprey.

To date, the decades-old refuse has been covered with more than 16 million cubic yards of fill – layers of gravel, stone, plastic draping and soil topped with seeds and vegetation. The result: peaceful rolling hills more typical of Vermont than New York City. Ponds, grass and trees belie the sophisticated technology that's preventing leachate from reaching our water table and capturing useful methane gas being released during the natural decomposition process. In fact, by selling biogas created

by the methane collected – coupled with generating RINs, or renewable identification number credits – the Fresh Kills Landfill is now generating \$3 million each year for the City.

In 2014, the Department and the NYC Department of Parks and Recreation signed a Memorandum of Understanding that brought the Freshkills Park closer to reality – and Parks subsequently broke ground to develop a 3.2 mile greenway for pedestrians and cyclists.



A snowy owl – typically found in the Arctic region of North America and Eurasia – rests on a landfill gas collection well. A bald eagle was also recently spotted at Freshkills. Photo: Project Manager Timothy Jackson, Fresh Kills Landfill Post-Closure Care Unit

SAFE disposal

Many products we use can pose health and safety risks if not properly stored, handled or discarded. The items accepted at **SAFE Disposal Events** – solvents, automotive materials, flammables and electronics – must be treated with extra care. At our 2014 and 2015 SAFE events, DSNY collected more than 1,500,000 pounds of material – including 773,000 pounds of electronics and 5,900 pounds of unwanted medications – from more than 16,700 attendees.

2014 + 2015: 71,700+ appointments to collect household refrigerants – keeping them from damaging our atmosphere



protecting our team

New Yorkers don't typically consider the dangers our uniformed personnel encounter – even though sanitation work is consistently included in the country's most dangerous jobs. Careless drivers, shards of glass and rusty metal are a few examples of daily threats. Medical waste is also a recurring concern. Used needles are occasionally and improperly thrown into household garbage – and our teams' work gloves are no match. To mitigate risk of their exposure to disease, the Department's in-house medical staff has established an Agency-wide procedure to quickly manage needle-sticks. Plus, DSNY's Medical Division includes board-certified physicians, surgeons and support staff who monitor the medical condition of our uniformed personnel.



caring for our communities

Sanitation's Community Affairs representatives cultivate our direct relationship with New Yorkers. Joining in nearly 500 community board meetings and public events during the past two years, our employees garnered a first-hand understanding of the immediate issues affecting people. This better enabled us to respond to our neighborhoods' evolving needs. Plus, DSNY responded to more than 5,700 311 inquiries, letters and emails in 2014 and 2015.

Service to others is ingrained in our Department's culture, and Sanitation employees frequently lead fundraising campaigns for causes that deeply affect our colleagues.

Autism Awareness. For Autism Awareness Month each April, our personnel support **Autism Speaks**. Unlike private-sector organizations, we don't have corporate matching funds, so we collect donations the old-fashioned way: office lunch, bake sale and pancake breakfast fundraisers. Since 2014, we raised more than \$100,000 for Autism Speaks. The Department also helped raise New Yorkers' awareness about autism spectrum disorder by displaying Autism Speaks "Light It Up Blue" posters on some 2,500 collection trucks and mechanical brooms.

Breast Cancer Fundraising. As a show of solidarity during Breast Cancer Awareness Month in October, sanitation workers added pink ribbons to their standard green uniforms for the first time. Our crews brought attention to the cause – while our DSNY Striders joined the annual Making Strides Against Breast Cancer Walk, raising \$19,000 for the American Cancer Society in 2015 – a jump from the \$11,000 raised in 2014.



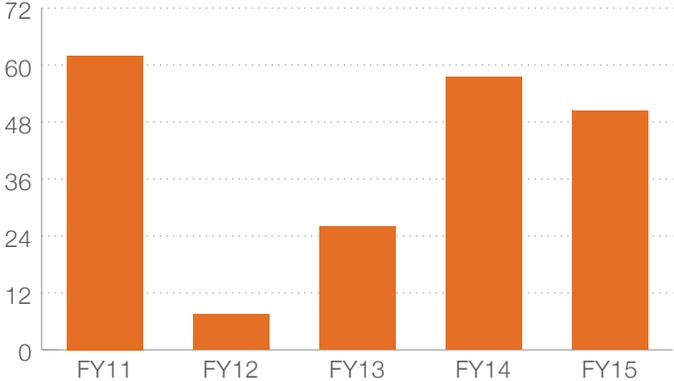
safe



Snow- and ice-covered roadways are an immediate risk to New Yorkers – even if they’re safe at home. Unplowed, untreated streets thwart our City’s firefighters, police officers and medics, so when winter storms are predicted, we issue advisories and immediately prepare our fleet – loading spreaders with salt and calcium chloride and attaching plows to collection trucks. To support emergency response, sanitation workers move snow from the path of moving traffic.

To expand our storm-response capabilities, we added 50 new skid-steer loaders to our fleet in 2015. Resembling mini front-end loaders, these extremely maneuverable machines can turn in place, making it easier to access narrow areas, such as bus stops, that aren’t easily serviced by larger snow-clearing vehicles.

**recorded inches of snowfall
national weather service**



year-round winter storm preparation

When snow season ends, DSNY leadership begins evaluating our performance and identifying ways to build upon our best practices. Through the summer, we coordinate with other City agencies and perform maintenance on our snow fleet. By autumn, our chiefs are synchronizing internal operations, determining staffing levels and planning snow-drill exercises – while annual snow response training begins. September through December, sanitation workers practice plowing and salt-spreading techniques, review how to safely and quickly attach plows and chains, and refresh themselves on proper, efficient two-way radio communications. This year-round system positions DSNY to clear and remove snow throughout snow season.

**2015: 522,841 tons of salt +
870,861 gallons of calcium
chloride kept roadways safer**

snow sectoring

In 2015, our Department tested a new response strategy called **snow sectoring** – a fundamental change in our routing methods. Instead of prioritizing streets as primary, secondary and tertiary, sectoring has just two distinctions: critical and sector. Critical routes are the most essential travel corridors and the routes for first responders. By contrast, sector routes condense the remaining, non-critical streets into routes that maximize service. This new strategy proved to be so effective that we are expanding the pilot to more community districts this year.

enhanced fleet safety

Through 2014 and 2015, we enhanced our vehicles to support Mayor de Blasio's **Vision Zero** initiative to make New York City's streets safer. We added 87 new mechanical brooms – street sweepers with larger windows and rear-view cameras that improve visibility by reducing drivers' blind spots. (Of course, these new mechanical brooms also have better fuel efficiency, lower noise levels and a reduced carbon footprint.) Plus, we began installing prototype side guards on our collection trucks to protect pedestrians and cyclists; these guards are a template for future installations.



Commissioner Garcia announces new mechanical brooms with enhanced safety features. April 2015

clean



It takes a strong fleet – and dedicated workers – to keep our City clean by performing curbside collection and regularly emptying 27,000 litter baskets on sidewalks across the City. In 2015, our teams also cleaned more than 3,200 lots and land – a six percent increase from 2014. In fact, over the past five years Sanitation has cleaned more than 18,500 dirty and dangerous lots and land.

clean community campaign

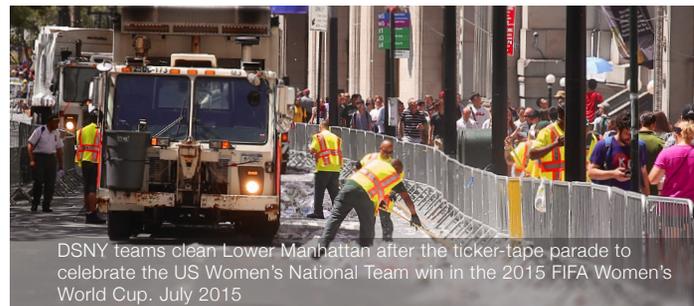
The Department leads volunteer programs to help keep neighborhoods clean. For example, in our **Clean Community Campaign**, we work with merchant associations and community groups to highlight proper cleaning practices. Plus, we loan tools and equipment to local community groups and block associations that recruit volunteers to keep their neighborhoods clean.

2014 + 2015 Tool Loans to Community Groups

- Bronx 8
- Brooklyn 40
- Manhattan 20
- Queens 22
- Staten Island 6

adopt-a-basket program

Litter baskets in busy commercial corridors are sometimes filled quickly. Unfortunately, overflowing garbage can make its way to our streets, waterways and shores. Residents, businesses and community groups can volunteer to keep our City clean by joining our **Adopt-a-Basket Program**. Participants monitor their corner litter baskets and decant them into DSNY-supplied garbage bags before they overflow. To date, more than 1,800 litter baskets have been adopted. To volunteer, visit nyc.gov/adoptabasket.



DSNY teams clean Lower Manhattan after the ticker-tape parade to celebrate the US Women's National Team win in the 2015 FIFA Women's World Cup. July 2015

A large group of workers in a factory setting, many wearing high-visibility yellow vests with "DSNY" on them, listening to a man in a white shirt. The scene is set in a large industrial building with high ceilings and windows. The workers are diverse in age and ethnicity. Some are wearing dark blue shirts with "BLANCHET" on them. The man in the white shirt is gesturing with his hands as he speaks. The overall atmosphere is one of a formal meeting or training session.

who we are

By providing our employees equal opportunity to grow – and continually strengthening their skills – we’re maintaining the foundation of a robust workforce that functions better as a team, performs duties safely and is best positioned to serve and protect New Yorkers.

equity, diversity + inclusion

We have reshaped and renamed our Office of Equal Employment Opportunity to the **Office of Equity, Diversity and Inclusion** to reflect our commitment to fostering an equitable, diverse and inclusive work environment. By leading mediations, EDI is cultivating better communication among employees and between supervisors and subordinates – bringing out their best. This reinforces how to provide courteous, professional service to the New Yorkers who rely upon us. Plus, in 2014 and 2015 we strengthened the skills of more than 5,000 employees in approximately 230 EDI courses, including:

- Professional Workplace Communication + Respectful Behavior
- Fostering a Diverse + Inclusive Work Environment
- Structured Interviewing
- Using Social Media
- EEO Law

In our long-term strategy of workforce diversification, we encouraged women and members of minority groups to take the first sanitation worker exam given in seven years. More than 93,000 people applied for the exam, and 73,000 took it – both record numbers.

supervisor ronald f. dicarlo sanitation training academy

At our training facility at Floyd Bennett Field, instructors hone employees’ abilities – from heavy-duty equipment operation to computer skills. They also train sanitation workers joining DSNY and support promoted employees. In 2014 and 2015, approximately 4,700 employees attended these courses:

CDL Class A Permits
Skid Steers
Front-end Loaders
Roll-on/Roll-off
Driver Retraining
New Supervisor

CDL Class A + B Licenses
Large Wreckers + Car Carriers
Mechanical Brooms
EZ Packs
New Sanitation Worker
New Superintendent



Chief Shari Pardini oversees snow response in the GPS Room at DSNY Headquarters in Lower Manhattan. January 2015

executive staff

Dennis Diggins

First Deputy Commissioner

Bridget Anderson

Deputy Commissioner, Recycling + Sustainability

Gregory Anderson

Chief of Staff

Jose Atkinson

Deputy Commissioner, Solid Waste Management

Lorenzo Cipollina

Deputy Commissioner, Finance + Administration

Rocky DiRico

Deputy Commissioner, Support Services

Marie Jean-Louis

Assistant Commissioner, Facilities Planning + Engineering

Teresa Neal

Director, Office of Equity, Diversity + Inclusion

Robert Orlin

Deputy Commissioner, Legal Affairs

Vito A. Turso

Deputy Commissioner, Public Affairs

chiefs

★★★★

Steven Costas

Director, Cleaning + Collection

Thomas Killeen

Director, Solid Waste Management

★★★

Michael Arney

Chief, Collection Operations

David Callery

Director, Personnel Management Division

John Capo

Special Assistant to First Deputy Commissioner

Alfred Ferguson

Director, Operations Management Division

Edward Grayson

Chief, Agency Operations

Steven Harbin

Chief, Safety + Training

Todd Kuznitz

Deputy Director, Solid Waste Management

Shari Pardini

Chief, Internal Audits

Paul Visconti

Chief, Cleaning Operations

in memoriam

Our employees are exposed to frequent danger in the line of service, and their work consistently ranks as one of the most dangerous jobs in the United States. In recent years, we have lost three respected, dedicated colleagues while on the job or to job-related illness.

We mourn these losses.

Enforcement Sergeant Frank Musella



The City's flags were ordered to be flown at half-staff to honor Sergeant Frank Musella, a nine-year DSNY veteran who collapsed while on duty in Staten Island in July 2015. Frank joined our Department as an Enforcement Agent, patrolling our streets and earning a promotion to Sergeant. He took pride in his job, was respected by all who worked with him – and was valued as a colleague with compassion and a sense of humor that could always make his co-workers' days better. Frank is survived by his wife Alessandra and sons, Frank Jr. and Anthony.

Sanitation Worker Steven A. Frosch



Sanitation Worker Steven A. Frosch served 15 years with the Department of Sanitation, after having been at the New York City Police Department for five years. Well-liked and admired by his colleagues at the Queens West 5A Garage, he was known as the first to offer a co-worker a helping hand or comforting word. He died in June 2014 after an accident while on duty. Steven is survived by his wife Bina and his children, Steven, Jesse, Charlize and Fredrica. In a heartfelt ceremony, the Department dedicated the Queens West 5A Garage in his honor.

Former Environmental Police Lieutenant Ronald Cohen



Longtime public servant Ronald Cohen, who joined the Department as a Sanitation Worker in 1988 and served as a Sanitation Police Officer, succumbed to a battle with brain cancer that he contracted while deeply involved in rescue and recovery efforts at Ground Zero after the September 11 attacks. He died last November. Ronny quickly rose up the ranks to serve in the Mayor's Office of Criminal Justice, the Mayor's Office of Citywide Event Coordination and Management, and the Business Integrity Commission. He was known for his selflessness, generosity and ability to connect with others. Ronny is survived by his wife Paula and his children, Nicholas and Diana.

Bill de Blasio Mayor
Kathryn Garcia Commissioner

Supervisor Vito A. Turso
Executive Editor Robin Brooks
Graphic Designer Robert Minell
Photographer Michael D. Anton

