

# 100 GOALS & INITIATIVES

## STRATEGIC PLANNING AND PERFORMANCE

- 1 Launch H<sub>2</sub>OStat to ensure the efficient and cost-effective operation of the water system and the entire agency.
- 2 Innovate and implement best practices through active engagement with our partner water utilities and stakeholder organizations around the country and the world.

## CUSTOMER SERVICE

**Goal: Provide the highest quality service to nine million New Yorkers, including our 835,000 bill-paying customers.**

- 3 Substantially complete the installation of Automated Meter Reading (AMR) devices citywide by January 2012 and continue to improve the online AMR tool.
- 4 Develop a leak notification system for customers who want to know when their water use deviates from normal consumption patterns.
- 5 Reduce call response time to 30 seconds or less.
- 6 Continue and expand programs for customers in financial distress.
- 7 Offer customers a service line protection plan.
- 8 Promote NYC water by building partnerships with community organizations, businesses, and other city agencies.

**Goal: Ensure effective and fair revenue collection.**

- 9 Replace the DEP customer information data system and convert to monthly account billing.
- 10 Convert customers to paperless billing and online payment methods.
- 11 Increase revenue collection with new collection tools and by targeting specific customer segments.
- 12 Renew and expand DEP's lien sale authority.
- 13 Replace approximately 30,000 large meters on industry-recommended cycles over the next 10 years.
- 14 Evaluate new water rate structures.

**Goal: Encourage economic development by simplifying and improving permitting processes.**

- 15 Increase online permitting for businesses, engineers, and contractors.
- 16 Consolidate permitting functions to simplify customer interactions with DEP.
- 17 Update and improve DEP's air permitting database.
- 18 Publish an annual regulatory agenda.
- 19 Publish regulatory guidance manuals.
- 20 Simplify the reporting process for businesses and other entities that are required to report hazardous substances to DEP.

## WORKER SAFETY, PUBLIC HEALTH, AND ENVIRONMENTAL PROTECTION

- 21 Measure EHS performance and demand success.
- 22 Integrate EHS compliance into every aspect of DEP operations and construction.
- 23 Ensure effective EHS training and education for all employees.
- 24 Encourage open, frequent, and candid communication about EHS issues.

## OPERATIONS

### Water Supply

**Goal: Supply high-quality drinking water.**

- 25 Maintain the city's Filtration Avoidance Determination (FAD).
- 26 Purchase watershed lands that protect water quality.
- 27 Complete and operate the Catskill/Delaware Ultraviolet (UV) Disinfection Facility to comply with the federal mandate for secondary disinfection of the Catskill and Delaware water supplies.
- 28 Complete and operate the Croton Water Filtration Plant by 2013.

**Goal: Protect New York City's watershed.**

- 29 Protect the water supply from hydrofracking for natural gas in the New York City watershed.
- 30 Support economic development compatible with watershed protection.
- 31 Expand recreational opportunities in the city's watershed.

**Goal: Maintain robust, secure, and cost-effective water supply infrastructure and improve operational efficiency with new technology.**

- 32 Develop and implement a plan to repair the Delaware Aqueduct.
- 33 Pressurize the Catskill Aqueduct.
- 34 Connect the Delaware and Catskill aqueducts.
- 35 Develop cost-effective groundwater and other supplemental water supply alternatives.
- 36 Operate and maintain DEP's network of dams.
- 37 Optimize water delivery by integrating next-generation forecasting models into daily operations.
- 38 Continue to protect the NYC watershed and water infrastructure.

## **Water Distribution**

**Goal: Complete key infrastructure projects to improve delivery of water to New Yorkers.**

- 39 Activate Stage 2 of City Water Tunnel No. 3.
- 40 Build the Staten Island Siphon.
- 41 Build out and replace critical water supply infrastructure to support residential, commercial, and industrial growth throughout the city.

**Goal: Build out sewer and stormwater infrastructure to improve water quality in New York Harbor, reduce flooding, and support economic growth.**

- 42 Build out and upgrade the sewer network in southeast Queens, Staten Island, and other neighborhoods that need additional capacity.
- 43 Complete a comprehensive drainage investment strategy for the city.

**Goal: Increase the efficiency of field crews to optimize the maintenance and performance of the water and sewer networks.**

- 44 Decrease water main breaks and sewer backups and improve response time.
- 45 Expand catch basin cleanings and rehabilitation to prevent flooding and protect water quality.
- 46 Expand the preventive maintenance program for critical water infrastructure.
- 47 Improve hydrant repair response time.
- 48 Increase field crew productivity to improve system performance.

**Goal: Protect public health and water and sewer infrastructure by promoting and enforcing the installation of backflow preventers, grease traps, and other critical equipment.**

- 49 Increase backflow prevention inspections.
- 50 Update grease trap regulations, increase inspections, and educate the business and development communities about compliance.
- 51 Promote and incentivize yellow grease recycling for use as biodiesel fuel.

## **Wastewater Treatment**

**Goal: Certify citywide compliance with Clean Water Act standards for secondary wastewater treatment.**

- 52 Certify that the Newtown Creek Wastewater Treatment Plant meets secondary treatment standards by June 2011.
- 53 Complete \$2.6 billion in upgrades underway at six wastewater treatment plants.

**Goal: Continue to improve water quality in New York Harbor to facilitate new development and increased waterfront access for all New Yorkers.**

- 54 Implement the NYC Green Infrastructure Plan.
- 55 Activate the SHARON and ARP treatment technologies to remove oxygen-depleting nitrogen from wastewater.

**Goal: Optimize the efficiency and reliability of wastewater treatment operations.**

- 56 Pilot contracting competition between city workers and private contractors.
- 57 Improve inventory management and planning.
- 58 Use new technology to constantly monitor pump stations and other infrastructure and maximize the storage capacity of the sewer system.

**Goal: Evaluate the economic, ecological, and social effects of DEP's capital investments and wastewater treatment operations.**

- 59 Develop and implement a long-term, sustainable citywide sludge management program.
- 60 Expand and strengthen DEP community partnerships throughout the five boroughs.

## **Capital**

**Goal: Implement strong capital project controls to deliver projects on time and on budget.**

- 61 Implement new project controls business processes.
- 62 Create a Project Controls Division.
- 63 Create a new capital Project Management Information System.
- 64 Provide public transparency into DEP capital projects.

**Goal: Achieve \$100 million in savings through value engineering and by deferring projects.**

- 65 Implement an Asset Management Program to make the right capital investments at the right time.
- 66 Develop a 10-year capital plan that prioritizes funding for critical assets and minimizes the need for future water rate increases.

**Goal: Strengthen technical expertise in design and construction management.**

- 67 Enhance expertise through balanced dependence on consultant support.
- 68 Recruit top engineering talent to pave the way for future success.
- 69 Implement a workforce development program..

**Goal: Become the owner of choice in the regional and national design and construction community.**

- 70 Improve DEP's standard construction contract language and processes.
- 71 Strengthen outreach to design and construction industry partners and expand minority- and women-owned business participation.

## **SUSTAINABILITY**

### **Regulatory Relationships and Policy**

**Goal: Enlist stakeholders to develop investment priorities and help secure funding for water and wastewater infrastructure.**

- 72 Form a clean water and clean air partnership with civic groups, customers, regulators, and other stakeholders.
- 73 Advocate for federal funding for water and wastewater infrastructure.

**Goal: Engage state and federal regulators in proactive regulatory review and reform to incorporate sustainability principles into clean water regulations and initiatives.**

- 74 Accelerate meaningful regulatory reform.
- 75 Advocate for flexible new state and federal regulations that accommodate local conditions.
- 76 Seek affordability criteria that make sense for urban areas.
- 77 Press for state and federal adoption of a watershed management approach to environmental compliance.
- 78 Refine dissolved oxygen criteria and measurements to open up new recreational opportunities.

## Harbor Water Quality

### Goal: Maximize the use of green infrastructure and other source controls to improve water quality.

- 79 Reduce runoff from new and existing development by capturing the first inch of rainfall on 10% of the impervious areas in CSO watersheds over the next 20 years.
- 80 Expand the number of water-quality parameters and testing sites in the New York Harbor Survey.
- 81 Measure CSO volumes.

### Goal: Restore natural systems that can reduce pollution while providing recreational, habitat, and climate adaptation benefits.

- 82 Restore wetlands habitat in and around Jamaica Bay.
- 83 Expand the Staten Island Bluebelt.

## Energy

### Goal: Reduce DEP's carbon footprint.

- 84 Implement strategies to reduce DEP greenhouse gas emissions by 30% from 2006 levels to meet Mayor Bloomberg's PlaNYC goals.

### Goal: Reduce electricity demand.

- 85 Ensure the reliability of our power supply.
- 86 Implement aggressive demand-side management practices to mitigate a projected 53% increase in electricity demand over the next five years.
- 87 Facilitate new gas transmission projects into New York City to lower gas and power prices, increase the reliability of power and gas supply, and decrease fuel oil consumption.

### Goal: Explore and invest in cost-effective clean energy projects.

- 88 Develop 30-50 megawatts of clean energy supply at DEP facilities through public/private partnerships.
- 89 Support city energy initiatives by working with regulators and utilities to promote competitive energy markets and efficient and fair incentives for New York City.

## Hazardous Materials

### Goal: Prevent public and ecosystem exposure to contaminated sediments and soils, return water to providing ecological services, and reuse clean soils and sediments.

- 90 Continue to work with EPA to clean up Superfund-designated sites.
- 91 Secure the repeal of GASB Standard 49.
- 92 Promote beneficial use determinations (BUDs).

### Goal: Ensure proper management of hazardous materials.

- 93 Continue to meet all of the requirements of the Construction, Demolition, and Abatement (CDA) laws and improve asbestos compliance.
- 94 Improve and refine hazardous material management systems.
- 95 Improve responses to emergencies.

## Air and Noise Pollution

### Goal: Improve air quality and public health in New York City by controlling local sources of air pollution.

- 96 Reduce air emissions from idling.
- 97 Reduce local air emissions from the use of residual heating oil.
- 98 Update the New York City Air Code for the first time since 1970.
- 99 Expand and refine local air emission inventories with DOHMH and relevant stakeholders.

### Goal: Reduce noise by targeted enforcement and code changes.

- 100 Enhance the 2005 Noise Code.