100 GOALS & INITIATIVES

STRATEGIC PLANNING AND PERFORMANCE

1. Launch H₂OStat 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

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).
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.
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
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.