



# 2018 Strategic Plan: *Year Two Progress Report*

Newtown Creek Wastewater  
Resource Recovery Facility

**NYC**  
Environmental  
Protection





Tunnel Boring Machine

## Introduction

Two years ago, DEP released our 2018 Strategic Plan: Enriching our Legacy, which outlined our vision to be a world class water and wastewater utility while building a sustainable future for all New Yorkers. The 2020 Progress Report provides an overview of DEP's progress on the 43 specific initiatives outlined in the Strategic Plan and provides accountability to our ratepayers and other stakeholders.

When we released our Strategic Plan, nobody could have anticipated how tumultuous 2020 would be for our agency, our city, and our nation. Despite the unprecedented challenges presented by the COVID-19 global pandemic, we have remained focused and disciplined in our commitment to being a world class water and wastewater utility, while building a sustainable future for all New Yorkers. At the Department of Environmental Protection, we are no strangers to dealing with unknown, emergency situations. We were able to quickly adapt to a changed New York City landscape and continue to make progress towards our agency's biggest goals.



## Our Values

Not only have we worked together to achieve our mission and further our vision, we leaned on our values to guide us during challenging times:

**Safety:** We put safety first and are committed to creating the safest workplace for everyone involved in our work.

**Integrity:** We conduct ourselves at all times in a manner that is ethical, professional, and honest.

**Service:** We employ a customer-focused approach in all that we do.

**Diversity:** We embrace diversity across all demographics, including but not limited to race/ethnicity, gender/gender-identity and expression, sexual orientation, age, disability/perceived disability, religion or creed, economic class, and their intersections.



**Support:** We support a culture of respect and invest in the professional growth and development of our workforce.

**Transparency:** We communicate openly to encourage cooperation and understanding.

**Sustainability:** We maximize the economic, environmental, and social benefits of our investments and responsibilities.

**Innovation:** We embrace new ideas that improve our performance and service to our customers.

DEP's essential workers continued to perform our critical functions uninterrupted while contributing to the citywide effort to fight the COVID-19 pandemic. It would be impossible to recognize every employee that deserves mention, so here are just a few of the many DEP employees who went above and beyond, truly embodying DEP's core values.

# Our Values



## SAFETY

Safety in the workplace is always a top priority and the arrival of COVID-19 gave safety at DEP an entirely new meaning. The Office of Environmental Health and Safety (OEHS) spent countless hours reviewing guidelines from the Centers for Disease Control, World Health Organization, NYC Department of Health and Mental Hygiene, and Department of Citywide Administrative Services to make sure that DEP was implementing the most protective safety measures possible for the employees. **Carice Craffey** provided consistent support and guidance towards the implementation of new programs and policies. **Galina Dreyzina** helped establish the COVID-19 Resource Page for employees. **David Olton** stood up a team to help DEP determine “work relatedness” and identify additional risk factors for transmission at facilities. **Chandan Saha** helped assess workspaces for additional risk reduction measures.



## INTEGRITY

DEP is committed to providing excellent service to our more than 9 million customers and DEP’s Green Infrastructure team was part of a group that has helped to make that goal a reality throughout the City’s response to the COVID-19 pandemic. These employees have exemplified dedication and professionalism, working with other city agencies at the City’s food distribution facilities located in the Bronx, Brooklyn, and Queens. For over three months, over 30 DEP employees reported to these facilities, compiling food orders and loading vehicles for delivery to vulnerable New Yorkers in need. Though the work could be physically challenging at times, these employees rose to the occasion day in and day out.



## SERVICE

During the early stages of the COVID-19 health crisis, it was critical for DEP’s customers to be able to reach us with any questions or concerns. Thanks to our dedicated customer service staff, DEP was able to continue providing reliable service and regular updates to our customers. **Tiffany Oxley** is a dedicated member of the supervisory team supporting the Customer Service Call Center. In the early weeks of the pandemic, she helped to establish our first full-time, remote call center, which eased traveling concerns for many staff and enabled the Call Center Representatives to safely serve our 840,000 customers on a daily basis.



## DIVERSITY

Recognizing the vulnerabilities of underserved communities in his home borough of the Bronx, **Miguel Diaz** worked long hours on several COVID-19 related efforts. For seven straight weeks during April and May, Miguel transported blood samples from hospitals to testing facilities during overnight and weekend shifts for the NYC Department of Health and Mental Hygiene. Later, he did heavy lifting by supporting the bulk collection and delivery of PPE and disinfectants. Miguel also spent nine weekends in Bronx parks as a Social Distancing Ambassador, providing educational guidance and free face coverings.



## SUPPORT

In mid-March, DEP had to transition several thousand employees from office sites scattered across the five boroughs and upstate watersheds to teleworking from home in just a matter of days. The sheer magnitude of this undertaking had never been contemplated before. However, due to the COVID-19 pandemic, DEP's Business Information Technology (BIT) group had to quickly provide the necessary hardware and software to allow all who could work from home to do so, while also ensuring the integrity and security of the system. **Vic Kayharee** and **Ryan Hughes** are among the all-stars on the BIT team who have played important roles throughout the pandemic.



## SUSTAINABILITY

New York Harbor is cleaner today than it has been in more than 150 years and these improvements are primarily the result of improved wastewater collection and treatment across the five boroughs. **Fatai Adegbenro** is a shift engineer at the Rockaway Wastewater Resource Recovery Facility in Queens and he helps to ensure that the plant runs smoothly 24/7, reliably serving roughly 100,000 New Yorkers and protecting the health of Jamaica Bay.



## TRANSPARENCY

**Scott Dimino** works to improve and expand the citywide wireless network that collects and transmits water use data by repairing and installing Meter Transmission Units on individual buildings and Data Collection Units on light poles. By collecting accurate and timely data, DEP can notify New Yorkers of potential water leaks on the property, helping to save our customers money and prevent property damage.



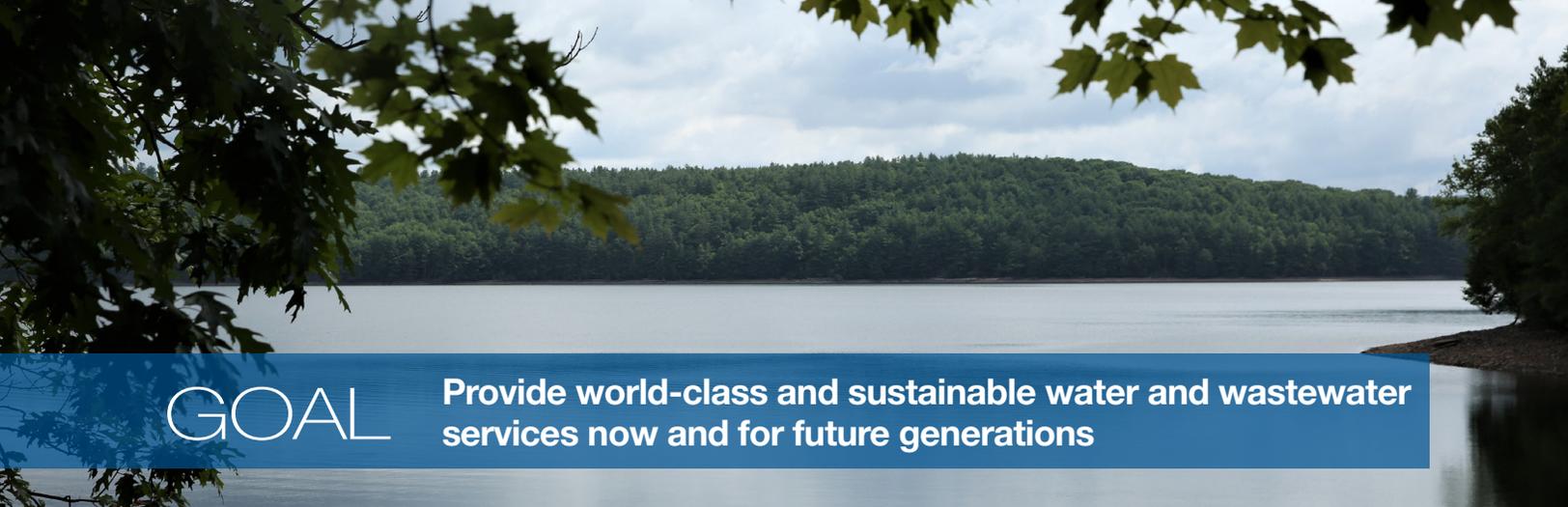
## INNOVATION

Providing drinking water and wastewater services to nearly half the population of New York State is a big job and requires DEP to contract out about a billion dollars in critical work annually. Throughout the COVID-19 pandemic, our Chief Contracting Office needed to process contracts and make payments to vendors for essential work performed and this would not have been possible without the work of the contracting office's Director of IT, **Qusicy Barry**. He helped to create a paperless invoice system in a matter of weeks and built out the technology to get our RFP proposals submitted virtually. And, as always with Qusicy, all of his work was done with a lot of heart.

# DEP Value Ambassadors







## GOAL

### Provide world-class and sustainable water and wastewater services now and for future generations

Pepacton Reservoir

To ensure the longevity of our system and mitigate the risks of damage to our infrastructure, DEP has been developing a coordinated long-range master plan for our water supply, wastewater, and stormwater systems. Over the last year, DEP completed the first in-depth analysis of the city-wide wastewater collection and treatment systems. The findings of the analysis were published on internal dashboards that will be integrated with current and future drainage areas, existing and emerging regulations, resiliency goals, climate change forecasts, system optimization initiatives, and population forecasts, as well as community and stakeholder concerns. DEP will use the dashboards to prioritize capital investments and system optimization opportunities.

For several years, DEP has been in the planning stages of implementing a new customer billing system that will provide us with the flexibility and technology necessary to create and implement more intricate rate structures and respond more effectively to our customer needs. This Billing for the Future (BFF) project began in April 2019 and we have made great progress over the last year, successfully completing the analysis, design, and development phases. In July 2020, the project began the deployment phase, focusing on testing the system and training end-users. The project timeline has been extended due to challenges presented by the COVID-19 crisis and is now scheduled to go-live in spring 2021. It is clear that years of planning, coordination, and implementation will result in a new billing system that

will not only create rate structure flexibility, but also provide valuable benefits for our customers.

In 2019, DEP continued to safeguard our network and mitigate our security risks by rolling out increased security training and awareness to all users in the form of mandatory security videos and quizzes, newsletters, and targeted email communications. Additionally, more in depth, in-person technical security trainings were given to our lead IT personnel. In 2019, we acquired a new data center colocation that will facilitate improved operational resiliency and continuity. We partnered with several external stakeholders including the New York City Cyber Command, DoITT, Federal, State, and Local law enforcement offices, and private organizations to share data and to learn more about how to strengthen our cyber security posture.

In December 2017, the New York State Department of Health granted DEP a 10-Year Filtration Avoidance Determination (FAD) that detailed the requirements for DEP to continue operating the unfiltered Catskill-Delaware water supply. In 2019, we made significant progress toward meeting the requirements of the FAD by fully complying with all water quality standards, acquiring sensitive watershed lands and completing more than 700 projects targeting water quality protection. DEP continues to implement specific watershed protection programs consistent with all mandated deliverables and due dates.

Strategic Initiative	Status
1 Develop a coordinated long-range master plan for our water and wastewater systems.	●
2 Manage our assets to ensure the long-term sustainability and optimal efficiency of our water and wastewater services.	●
3 Maintain rates and sustain revenue to fund DEP's operations now and in the future.	●
4 Strengthen DEP's environmental health and safety culture.	●
5 Leverage technology to increase the security of DEP's infrastructure and network.	●
6 Manage the watershed to ensure long-term protection of New York City's water supply.	●
7 Support the development of backup supplies for upstate water supply systems in our region.	●
8 Expand outreach and enforcement efforts to protect the water supply system from cross-contamination.	●
9 Enhance sewer planning efforts.	●
10 Expand sewer infrastructure to underserved areas.	●
11 Reduce sewer backups and improper disposal of grease.	●
12 Transition wastewater treatment plants to wastewater resource recovery facilities.	●
13 Launch a comprehensive effort to reduce the improper disposal of "flushable" wipes.	●

- Complete   ● On Track   ● Delayed
- Cancelled   ● Not Started

Wetland analysis using Drone technology over Alley Creek





Anti-idling ad campaign billboard

Air quality in New York City has significantly improved, though some communities continue to be disproportionately affected by local pollutant emissions. Idling emissions from gasoline and diesel motor vehicle engines are known contributors to health related impacts, including asthma, and respiratory and cardiovascular harm. To further improve air quality, DEP launched an aggressive anti-idling outreach campaign targeted at a wide variety of stakeholders, including school bus operators, truck delivery fleet owners, taxi companies, ride-sharing services, and the licensed trades. In early 2020, DEP launched the “Billy Never Idles” ad campaign with environmentalist and rock star Billy Idol. The campaign is part of a larger anti-idling initiative aimed at boosting public awareness on the harmful effects of idling, expanding enforcement of anti-idling laws, and encouraging individuals to file citizen idling complaints.

To protect New Yorkers from exposure to airborne pollutants, DEP increased the amount of asbestos inspection audits above the standard 10 percent audit rate on asbestos surveys submitted. This achievement is an important step in protecting the health and safety of New Yorkers because asbestos surveys signify that a location does not have asbestos containing material or that it has asbestos, but it won’t be disturbed by the renovation, alteration, or demolition. The accuracy of asbestos inspections is crucial to

ensuring that asbestos containing material is not released into the environment, and specifically within residential and commercial spaces where the potential for exposure to asbestos is most likely to occur. Maintaining a robust auditing process signifies to the industry our consistent commitment to ensuring adherence to the regulatory requirements when conducting asbestos surveys.

The asbestos program was able to audit more than 10 percent of submissions last year thanks to staff increases, new technology, and process improvements. Managers were able to optimize the number and distribution of audit locations assigned to inspectors, provide new tablet computers to all field staff, and create an online dashboard—all of which has facilitated more efficient inspection scheduling, report writing, and summons issuance.

Strategic Initiative	Status
14 Improve air quality by reducing airborne pollutants.	●
15 Improve the quality of our waterways.	●
16 Minimize odors from our industrial facilities.	●
17 Reduce noise pollution throughout New York City.	●
18 Increase asbestos audits.	●
19 Participate in the remediation of Superfund-designated sites.	●

- Complete
- On Track
- Delayed
- Cancelled
- Not Started



DEP Scientist collecting water samples



# GOAL

## Reduce our carbon impact and mitigate the effects of climate change

Newtown Creek Wastewater Resource Recovery Facility

DEP continues to make capital investments, promulgate new regulations, and partner with the community to reduce sources of pollution so that all New Yorkers can enjoy clean and healthy local waterways. We are committed to studying and implementing innovative new ways to restore the natural environment and reduce our carbon footprint.

In 2019, we completed the Alley Creek Pathogen Reduction Project construction that restored a section of Alley Creek to closely mimic naturally occurring wetlands by creating multiple levels of tidal channels to allow for increased tidal flows into the wetland. This tidal wetland system will continue to be evaluated for its ability to remove nutrients and fecal bacteria to improve water quality.

Emissions from water and wastewater systems are responsible for nearly 20 percent of City government emissions, largely driven by wastewater treatment. DEP can significantly reduce or offset carbon emissions by improving the efficiency of wastewater treatment, increasing the production of biogas, and capturing and beneficially using all biogas as a renewable energy source. In January 2020, DEP kicked off its Energy and Carbon Neutrality Plan, a three-year effort in which we will be charting the pathway to achieve our goals of agency-wide carbon neutrality by 2050, net energy neutrality at our 14 in-city wastewater resource recovery facilities by 2050, and zero

organic waste to landfills by 2030. Over the next three years, we will be working with internal and external stakeholders to determine which projects should be pursued to maximize energy efficiency and renewable energy generation and to optimize treatment of organic solids in the city. The recommendations made in this plan will guide DEP as we focus our sustainability efforts over the coming decades. In the meantime, DEP continues to co-digest more than 33,000 tons of the city's food waste annually at Newtown Creek WRRF, the excess anaerobic digester gas from which will be provided to the community via a partnership with National Grid. DEP also concluded a study in 2020 on the GHG emissions associated with various biosolids disposal and beneficial use options, in pursuit of 100% beneficial use by 2030. Finally, in partnership with NYPA and DCAS, DEP is soliciting a solar photovoltaic canopy system that will be installed over the treatment tanks at Wards Island WRRF, a project that will be the first of its kind in the city. Between these efforts and more, DEP is on-track to meet the ambitious goals outlined in this Strategic Plan and OneNYC 2050.

Green infrastructure promotes the natural movement of water by collecting and managing stormwater runoff from streets, sidewalks, parking lots, and rooftops and directing it to engineered systems that infiltrate water into the soil or store and slowly release it back to the sewer system. The Green Infrastructure Program now includes over 10,000 distributed green infrastructure systems,

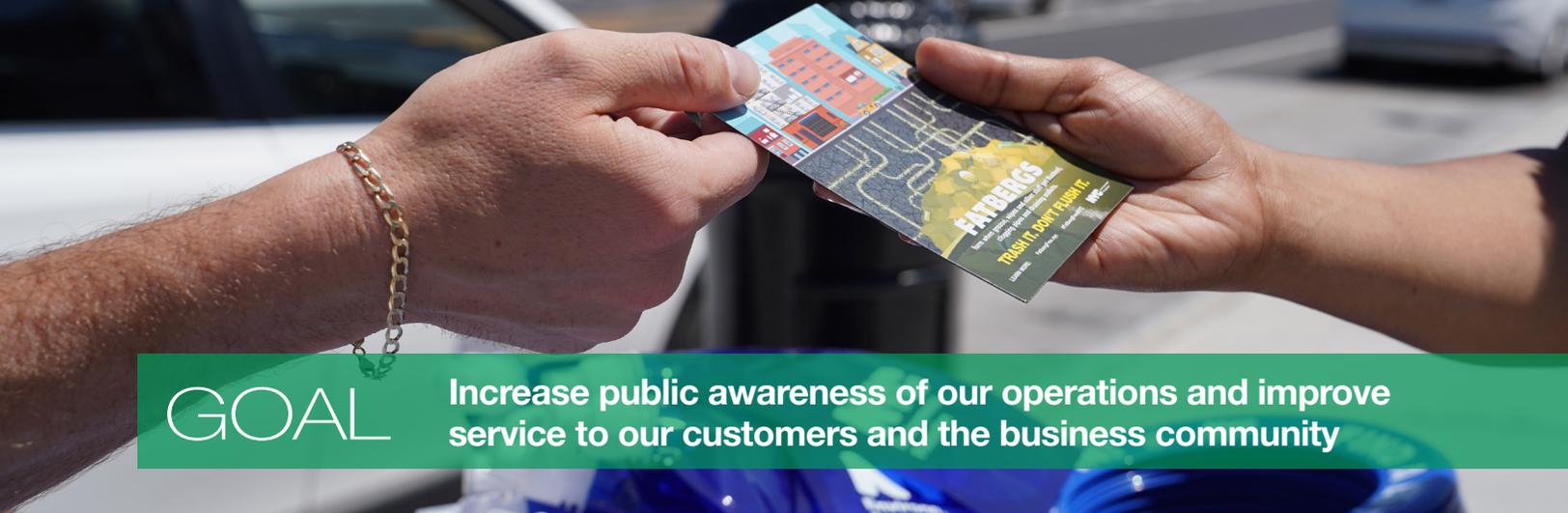
including more than 9,000 assets, such as rain gardens, in the right-of-way. In 2020, DEP entered the second year of our Rain Garden Stewardship Program, which provides opportunities for New Yorkers to help care for rain gardens in their neighborhoods and to help DEP manage stormwater in a more sustainable and meaningful way. In its second year, the Rain Garden Stewardship Program continues to emphasize community partnerships and public education so that community members can help promote social, aesthetic, and ecological benefits within their communities. All of these efforts within the Green Infrastructure Program reduce combined sewer overflows, polluted stormwater runoff and flow to sewers and wastewater resource recovery facilities, promote community and ecosystem health and resiliency, and help to mitigate climate risks. A map with DEP’s Green Infrastructure projects across New York City, such as green roofs and rain gardens, is available at [nyc.gov/dep/green infrastructure](https://nyc.gov/dep/green-infrastructure).

Strategic Initiative	Status
<b>20</b> Reduce greenhouse gas emissions and expand renewable energy sources.	●
<b>21</b> Restore natural habitats throughout New York Harbor.	●
<b>22</b> Expand the green infrastructure program.	●
<b>23</b> Expand integrated water management through water conservation, water reuse, and resource recovery.	●

- Complete
- On Track
- Delayed
- Cancelled
- Not Started

Rain Garden





# GOAL

## Increase public awareness of our operations and improve service to our customers and the business community

“Trash it, don’t flush it” Public outreach campaign

Through public engagement and community outreach, DEP ensures that the public understands the critical services we provide and the environment around them. The Newtown Creek Visitor Center continues to serve as a popular field trip site for New York City schools, community and educational groups, and other agencies. More than 60 field trips took place in the first few months of 2020. As of March 2020, DEP had engaged with hundreds of educators and more than 10,000 pre-k through graduate students from more than 300 public, parochial, and independent schools throughout New York City and the Watershed. This April, we completed two online education modules which have been added to DEP’s website, including a new module on climate change and an updated module on sound and noise. We will continue developing online curricula materials on wastewater, harbor water, stormwater, and green infrastructure for both educators and students.

To provide timely, responsive, and accurate information to the construction and development community, DEP has been working towards establishing a centralized electronic system to streamline our water, sewer, and stormwater permitting processes. This past year, DEP conducted a review of the existing online permitting system and identified program gaps and opportunities. The first phase of the new online permitting system was launched using Hydrant Flow Test permits. The new system introduces a payment mechanism that allows DEP to manage and process our own fees without using the Department of Finance

as a clearinghouse for credit card and e-check payments. The next phase of online permit enhancements will be planned in alignment with DEP’s new billing system. This year DEP also engaged the plumbing industry for input on their experiences with the permitting process to understand user satisfaction in three key areas: system layout and ease of use; permit turnaround time; and the technology solution. Additionally, DEP added a security feature to permits using the City’s emblem to discourage applicants from tampering with and/or generating fake permits. As we continue to progress with the online permitting process, DEP will establish a stakeholder steering committee to develop a roll-out plan and define business requirements and end goals.

Strategic Initiative	Status
<b>24</b> Increase the public’s awareness of DEP’s mission and responsibilities.	●
<b>25</b> Expand education opportunities for local communities and external stakeholders.	●
<b>26</b> Enhance the customer’s experience when calling DEP.	●
<b>27</b> Employ digital communication to better serve our customers and employees.	●
<b>28</b> Streamline the permitting process for water and sewer connections.	●
<b>29</b> Increase opportunities for minority and women-owned business enterprises (M/WBE).	●

- Complete   ● On Track   ● Delayed
- Cancelled   ● Not Started



# GOAL

## Cultivate a diverse and highly qualified workforce to meet future challenges

DEP Police and Security

At DEP, we recognize that the ability to succeed in fulfilling our mission and serving our customers is dependent upon attracting and retaining a diverse workforce. This year, DEP will finalize its methodology for (1) identifying civil service titles where the demographics of our Agency workforce do not reflect the demographics of the available workforce in the NYC-area, as determined by the NYC Department of Citywide Administrative Services; (2) determining what level of discretion DEP has with respect to recruiting and hiring for these titles; and (3) developing strategies for addressing any underrepresentation depending on our level of discretion and the magnitude of the underrepresentation. Finalizing this methodology is a crucial step for DEP as we continue to strategically partner with new recruiting partners.

To enhance our talent pipeline and provide access to sustainable career paths, we have been working with our City government partners to explore new entry-level employment opportunities by developing “in-training” positions and apprenticeship programs. Positions and programs of this nature will provide underrepresented populations access to City jobs while they build the skills necessary to secure better-paying jobs within DEP in the future. This past year, DEP completed a pilot program for entry-level employment opportunities for City Seasonal Aides in our Bureau of Customer Service. We hired and trained City Seasonal Aides to fill future Water Use Inspector vacancies. At the conclusion of the pilot program,

the City offered a civil service exam for Water Use Inspectors and 6 of our City Seasonal Aides took the exam and we are currently awaiting the results. The success of this program will guide the identification of additional “in-training” positions and opportunities throughout the Agency,

Looking towards the future, DEP is also focusing on hiring new talent quickly and efficiently. This year, DEP kicked off an analysis of the hiring process by meeting with senior staff and drilling down into the hiring process. Over the next year, DEP will streamline the current hiring process and will continue to train key staff on the CRM system as needed.

Strategic Initiative	Status
<b>30</b> Attract and hire highly qualified, diverse talent.	●
<b>31</b> Provide career opportunities to communities or demographics that have been historically underrepresented.	●
<b>32</b> Leverage workforce diversity, employee engagement, and inclusion in the workplace.	●
<b>33</b> Enhance the talent pipeline for the future.	●

● Complete	● On Track	● Delayed
● Cancelled	● Not Started	



# GOAL

## Maximize operational efficiencies across the agency

Steel liners being prepared for the Delaware bypass tunnel

DEP has rapidly expanded our in-house planning, design, and construction management capabilities over the last year. As of March 2020, our in-house design team is involved in the design or construction phases for 30 projects valued at more than \$3 billion, an increase of 30 percent from March 2019. Our in-house design team's current portfolio covers a wide range of complex work including process-related upgrades at wastewater resource recovery facilities and deep rock tunnel construction in the upstate watershed.

DEP has assigned in-house staff to perform construction management of two significant projects: the Riker's Island Pump Station and Shaft 17B Demolition and Site Preparation. DEP engineers and inspection staff were deployed to oversee the contractor's execution of these projects which are critical capital work for DEP. The Shaft 17B Demolition and Site Preparation project in Queens requires hazardous materials abatement and building demolition to be completed on a tight schedule to have the site ready for the upcoming shaft construction project, one of the final steps in the activation of City Water Tunnel No. 3. On the Riker's Island Pump Station, our Resident Engineer and her team are overseeing the upgrade of the existing pump station to ensure that the equipment and facility remain in a state of good repair for operations.

Strategic Initiative	Status
34 Insource in strategic areas to improve capital program delivery and operations.	●
35 Streamline procurement processes.	●
36 Use predictive analytics to drive operational efficiency.	●
37 Develop agency-wide data visualization systems.	●
38 Optimize DEP's vehicle fleet.	●

- Complete
- On Track
- Delayed
- Cancelled
- Not Started



# GOAL

## Leverage innovative approaches to improve performance

Robotic water quality testing and monitoring

To stay at the forefront of the industry, DEP’s interdisciplinary team expanded efforts to undertake innovative research and maximize efficiency in several ways. We identified software and an on-line service that will provide agency employees with access to scientific literature and data—securing reliable access to relevant research, while adhering to copyright compliance. Research was also catalogued in bureau-specific research agendas for the large operating bureaus, and a 2019 research summary report has been drafted and will be released by the end of the year. We continued to increase our engagement with The Water Research Foundation through workshops, scholarships, working groups, research proposals, and participation on the Board of Trustees and Project Advisory committees. In early 2020, DEP began utilizing memberships with other professional and research organizations to provide further learning opportunities, as staff began working from home in response to COVID-19. Taken together, these efforts underpin our mission with an evidence-based approach to research.

At DEP, we are very proud of our health and safety record. In 2019, DEP was the recipient of several national awards recognizing our commitment to health and safety, including the National Safety Council’s (NSC) Perfect Record Award, given to the Bureau of Engineering Design and Construction, the Office of Environmental, Health, and Safety, and the Office of Sustainability. In accordance with OSHA record keeping requirements, recipients of this award must not have had an occupational injury or illness involving days away from work or death for a period of 12 consecutive months.

This year, the NSC awarded DEP with multiple prestigious safety awards, including its national Hazard Recognition Bronze Award. DEP’s Hazard

Recognition Program educates employees on the importance of recognizing hazards and their role in reporting them so appropriate action can be taken. It also maintains systems for employees to report hazards, track hazard reporting, and manage prompt corrective actions. DEP also received the NSC Significant Improvement Award in recognition of having reduced injuries and illnesses that involved days away from work by greater than 20 percent and maintained zero fatalities for five years.

DEP initiatives were also represented in 3 of NSC’s prestigious Green Cross award categories of Innovation, Excellence and Advocate. DEP reached the semi-finals amongst a competitive list of renowned private companies for the respective categories of Innovation in EHS reporting and investigation, Excellence in EHS training, and being an advocate for a robust multi-tiered EHS audit program.

Strategic Initiative	Status
39 Engage in cutting-edge research and influence national policymaking.	●
40 Improve DEP’s environmental, health, and safety (EHS) measurement and performance.	●
41 Develop an integrated water quality and hydrodynamic model of New York City’s open waters.	●
42 Build in-house capacity to facilitate process improvement projects.	●
43 Expand the use of technology to improve performance.	●

- Complete   ● On Track   ● Delayed
- Cancelled   ● Not Started



# Summary of Strategic Initiatives

Delaware bypass tunnel construction

## Provide world-class and sustainable water and wastewater services now and for future generations

- 1 Develop a coordinated long-range master plan for our water and wastewater systems. ●
- 2 Manage our assets to ensure the long-term sustainability and optimal efficiency of our water and wastewater services. ●
- 3 Maintain rates and sustain revenue to fund DEP's operations now and in the future. ●
- 4 Strengthen DEP's environmental health and safety culture. ●
- 5 Leverage technology to increase the security of DEP's infrastructure and network. ●
- 6 Manage the watershed to ensure long-term protection of New York City's water supply. ●
- 7 Support the development of backup supplies for upstate water supply systems in our region. ●
- 8 Expand outreach and enforcement efforts to protect the water supply system from cross-contamination. ●
- 9 Enhance sewer planning efforts. ●
- 10 Expand sewer infrastructure to underserved areas. ●
- 11 Reduce sewer backups and improper disposal of grease. ●
- 12 Transition wastewater treatment plants to wastewater resource recovery facilities. ●
- 13 Launch a comprehensive effort to reduce the improper disposal of "flushable" wipes. ●

## Control local sources of pollution to improve quality of life

- 14 Improve air quality by reducing airborne pollutants. ●
- 15 Improve the quality of our waterways. ●
- 16 Minimize odors from our industrial facilities. ●
- 17 Reduce noise pollution throughout New York City. ●
- 18 Increase asbestos audits. ●
- 19 Participate in the remediation of Superfund-designated sites. ●

## Reduce our carbon impact and mitigate the effects of climate change

- 20 Reduce greenhouse gas emissions and expand renewable energy sources. ●
- 21 Restore natural habitats throughout New York Harbor. ●
- 22 Expand the green infrastructure program. ●
- 23 Expand integrated water management through water conservation, water reuse, and resource recovery. ●

## Increase public awareness of our operations and improve service to our customers and the business community

- 24 Increase the public's awareness of DEP's mission and responsibilities. ●
- 25 Expand education opportunities for local communities and external stakeholders. ●
- 26 Enhance the customer's experience when calling DEP. ●

- 27 Employ digital communication to better serve our customers and employees. ●
- 28 Streamline the permitting process for water and sewer connections. ●
- 29 Increase opportunities for minority and women-owned business enterprises (M/WBE). ●

**Cultivate a diverse and highly qualified workforce to meet future challenges**

- 30 Attract and hire highly qualified, diverse talent. ●
- 31 Provide career opportunities to communities or demographics that have been historically underrepresented. ●
- 32 Leverage workforce diversity, employee engagement, and inclusion in the workplace. ●
- 33 Enhance the talent pipeline for the future. ●

**Maximize operational efficiencies across the agency**

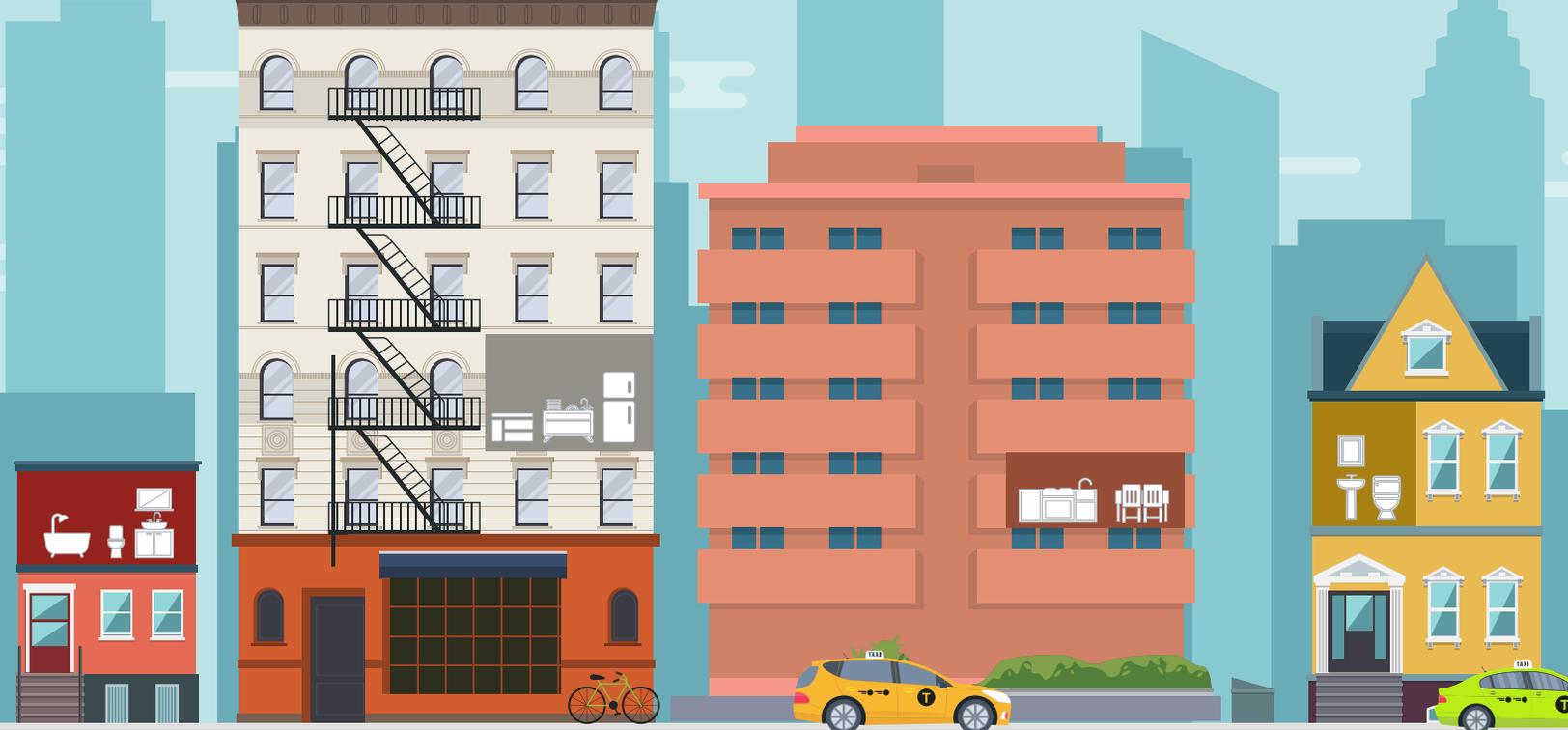
- 34 Insource in strategic areas to improve capital program delivery and operations. ●
- 35 Streamline procurement processes. ●
- 36 Use predictive analytics to drive operational efficiency. ●
- 37 Develop agency-wide data visualization systems. ●
- 38 Optimize DEP's vehicle fleet. ●

**Leverage innovative approaches to improve performance**

- 39 Engage in cutting-edge research and influence national policymaking. ●
- 40 Improve DEP's environmental, health, and safety (EHS) measurement and performance. ●
- 41 Develop an integrated water quality and hydrodynamic model of New York City's open waters. ●
- 42 Build in-house capacity to facilitate process improvement projects. ●
- 43 Expand the use of technology to improve performance. ●

DEP Microbiologist at Newtown Creek WRRF laboratory





# FATBERGS

form when grease, wipes and other stuff get flushed,  
clogging pipes and draining wallets.

**TRASH IT. DON'T FLUSH IT.**

LEARN MORE: [FatbergFree.nyc](http://FatbergFree.nyc)

#FatbergFreeNYC

**NYC** Environmental  
Protection





Bill de Blasio  
Mayor

Vincent Sapienza, P.E.  
Commissioner