

WATER SUPPLY

Strategy		Progress to Date	Status
Goal: Supply high quality drinking water.			
25	Maintain the city's Filtration Avoidance Determination (FAD).	In December 2011, DEP submitted its long term Filtration Avoidance Determination (FAD) plan to the New York State Departments of Health and Environmental Conservation, which includes program proposals for 2012-2017. Throughout 2012, DEP continued discussions with our regulators to finalize the next FAD update. Funding for FAD programs has been included in the 10-Year Capital Plan.	Achieved and Ongoing ◆◆◆+
26	Purchase watershed lands that protect water quality.	In 2012, DEP solicited approximately 63,000 acres of land in the watershed and closed on 7,087 acres in fee or easement, including Watershed Agricultural Farm Easements, to meet the requirements of the Land Acquisition Program, a mandated component of the Filtration Avoidance Determination. Since the inception of this program, New York City has protected more than 128,000 acres of watershed land—including more than 83,000 since 2002—in the Catskill/Delaware and Croton watersheds.	Achieved and Ongoing ◆◆◆+
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.	In 2012, DEP completed 90% of the construction of the \$1.6 billion Catskill/Delaware Ultraviolet Disinfection Facility, the largest facility of its kind in the world. Since mid-October, DEP has been treating all New York City tap water with ultraviolet disinfection.	Achieved and Ongoing ◆◆◆+
28	Complete and operate the Croton Water Filtration Plant by 2013.	In 2012, DEP continued construction of the \$3.2 billion Croton Water Filtration Plant, and began field testing of system process equipment. In June 2012, DEP completed construction of a plug in the New Croton Aqueduct to separate raw and treated water. In 2013, DEP will complete and begin operating the plant.	Partially Achieved ◆◆◇
Goal: Protect New York City's watershed.			
29	Protect the water supply from hydrofracking for natural gas in the New York City watershed.	In 2012, DEP continued to advocate for strong protections for the water supply infrastructure. In early November, DEC applied for and received a 90 day extension on the draft regulations for high-volume hydrofracking and on November 30, 2012 released revised regulations. DEP submitted comments on the revised regulations in January 2013.	Partially Achieved ◆◆◇
30	Support economic development compatible with watershed protection.	DEP continues to work with watershed communities and partners to support economic development initiatives throughout the watershed. In 2012, DEP worked with the Catskill Watershed Corporation to implement a \$6 million flood relief grant program for storm-ravaged businesses and funded economic development loans totaling more than \$4 million. DEP also worked with watershed communities to implement an expanded boating program, opening three new reservoirs to recreational boating access to enhance tourism throughout the watershed region.	Achieved and Ongoing ◆◆◆+
31	Expand recreational opportunities in the city's watershed.	In 2012, DEP expanded recreational boating opportunities to the Pepacton, Neversink, and Schoharie reservoirs after the successful completion of a pilot program on the Cannonsville Reservoir. DEP issued nearly 1,000 boat tags, mostly for access to the Pepacton Reservoir. DEP also opened 5,207 acres of new recreational land and converted 1,323 acres from "entry by permit" to Public Access Areas to remove barriers for public use. DEP developed two designated use areas in Prattsville and on the Kensico Dam and expanded bow hunting areas on the Ashokan Reservoir. To expand deer hunting opportunities and reduce the negative impacts associated with deer on forested watershed lands, DEP secured 42 Deer Management Assistance Permits from the New York State Department of Environmental Conservation and distributed them to local hunters. In January 2013, DEP announced a pilot program allowing the use of electric trolling motors for permitted boats fishing at Cannonsville Reservoir. The pilot will begin in April 2013.	Achieved and Ongoing ◆◆◆+

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.	<p>Through Water For the Future, DEP will repair leaking sections of the Delaware Aqueduct, ensuring reliable water for decades to come. DEP released a Request for Proposals for the construction of the shafts in Newburgh and Wappinger in April 2012 and registered the contract in December 2012. DEP will begin site preparation and construction on the two shafts in January 2013. The construction of the bypass tunnel and repair of the leaking section in Wawarsing is being designed and should be complete by September 2014. DEP expects to begin tunnel construction in 2015.</p> <p>After a detailed analysis, DEP determined that there is almost no risk of liner failure while the existing tunnel is dewatered, and water inflows during construction will be manageable. The combination of these findings means that construction of a plug in the existing tunnel is not required and DEP can phase the work. This results in a shorter shutdown period and less of a need for augmentation of water supplies. Consequently, DEP has reduced the total program cost by \$400 million, to \$1.7 billion.</p>	<p>Initiated</p> 
33	Pressurize the Catskill Aqueduct.	<p>In 2012, DEP revisited plans to pressurize the Catskill Aqueduct. In 2013, DEP will analyze various options to pressurize the aqueduct, including no action, baseline pressurization, enhanced pressurization, construction of pump stations, and new tunnel construction. DEP will release a Request for Proposals for geotechnical boring work scheduled for 2014.</p>	<p>Initiated</p> 
34	Connect the Delaware and Catskill aqueducts.	<p>In 2012, DEP bid the contract to connect the Delaware and Catskill Aqueducts at Shaft 4. The contract will register in January 2013, and DEP expects to complete the project in 2015.</p>	<p>Initiated</p> 
35	Develop cost-effective groundwater and other supplemental water supply alternatives.	<p>In 2012, DEP awarded the design contract for the development of Queens groundwater and began design work to supply the City with up to 30 million gallons per day from the highest quality, most productive wells during the shutdown of the tunnel, if needed. DEP is also evaluating methods to restore capacity of the Catskill Aqueduct by removing the biofilm that has formed in the aqueduct and rehabilitating sections of the aqueduct. DEP initiated a pilot study to chemically clean the Catskill Aqueduct. In 2013, DEP will complete this study and determine if chemical cleaning is an effective approach to restore capacity of the Catskill Aqueduct. Positive results could lower costs an additional \$100 million by eliminating the need to line the Aqueduct.</p> <p>DEP has also initiated a contract to design chlorination and de-chlorination facilities on the Catskill Aqueduct. The goal of the Catskill Repair and Rehabilitation effort is to ensure that the aqueduct is in a state of good repair, and restore its transmission capacity from the current 590 million gallons per day to its original 636 million gallons per day. In 2012, DEP piloted the Municipal Water Efficiency Program with efficient water fixture replacements at two Department of Education high schools and two Department of Parks and Recreation playgrounds.</p>	<p>Initiated</p> 
36	Operate and maintain DEP's network of dams.	<p>In 2012, DEP continued to implement the Dam Safety Inspection Program, performed post-incident inspections immediately after Hurricane Sandy, and conducted and submitted Engineering Assessment Reports indicating overall satisfactory conditions of structural integrity of the dams to the New York State Department of Environmental Conservation.</p> <p>Reconstruction of Gilboa Dam is 46% complete, with substantial completion expected in September 2014, nearly two years ahead of the contractual completion requirement. The reconstruction contract for New Croton Dam is scheduled to begin in January 2013, with anticipated substantial completion in January 2016 at a cost of \$13.5 million. The New Croton Dam is last of the planned major dam reconstruction projects in the Croton Watershed.</p>	<p>Partially Achieved</p> 
37	Optimize water delivery by integrating next-generation forecasting models into daily operations.	<p>In 2012, DEP finalized the Flexible Flow Management Program release rules and finalized an agreement with local stakeholders to develop a multi-year plan for 2013 and beyond using the Operations Support Tool (OST). DEP will begin full-scale testing and will use the OST for routine operations in early 2013. In addition, DEP has completed extensive modeling in conjunction with the Ashokan Release protocol and discussions are ongoing with the New York State Department of Environmental Conservation.</p>	<p>Achieved and Ongoing</p> 

Continue to protect the New York City watershed and water infrastructure.

In 2012, DEP completed a \$15 million effort to improve water security by installing 12 online water quality monitoring station locations and integrating customer call, laboratory data, online water quality, and other data into a spatial dashboard for automatic event detection. The dashboard provides easy access to continuous online compliance data from a large network of water quality sensors located both upstate and within the distribution network. DEP also developed a crisis and consequence management plan and risk communication plan as part of the project, and undertook a series of exercises and drills to test and improve responses to a water contamination event, including a full scale compliance exercise involving DEP, the Office of Emergency Management, and the New York City Department of Health and Mental Hygiene. In 2012, DEP Police conducted 275,010 security patrols, up from 247,176 in 2011.

Achieved and Ongoing


WATER DISTRIBUTION

Strategy		Progress to Date	Status
Goal: Complete key infrastructure projects to improve the delivery of water to New Yorkers.			
39	Activate Stage 2 of City Water Tunnel No. 3.	In 2012, DEP commenced construction on the final four critical water main projects and is on schedule to activate City Water Tunnel No. 3 in 2013.	Partially Achieved 
40	Build the Staten Island Siphon.	In 2012, in partnership with the Port Authority of New York and New Jersey and the New York City Economic Development Corporation, DEP launched tunneling operations for construction of the Staten Island Siphon. During Hurricane Sandy, the Staten Island shaft site was inundated with water and the tunnel boring machine was damaged, delaying the project for approximately one year.	Initiated 
41	Build out and replace critical water supply infrastructure to support residential, commercial, and industrial growth throughout the city.	DEP continues to make substantial progress on key water supply projects in targeted areas, including Coney Island where construction is planned for the first half of 2013, Pelham Parkway where water main work is already under construction, and the Rockaways, where DEP will complete more than \$10 million in water distribution upgrades over the next three years. In 2012, DEP completed water main construction near Atlantic Yards to meet expected demand increases and support the opening of the Barclay's Center. DEP also has begun work to support the development of Hudson Yards on the west side of Manhattan.	Achieved and Ongoing 
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.	DEP will continue to prioritize the extension of sanitary and storm sewers in areas that need additional capacity or to support future growth. In 2012, DEP began a \$69 million project in Springfield Gardens, which includes construction of 2.8 miles of sewer lines and nearly three miles of water mains as well as drainage improvements to Springfield Lake. DEP also completed three projects in Staten Island and five projects in Queens at a cost of more than \$40 million, including a \$14 million project in Middle Village, Queens. Designs for sewer projects in Staten Island at Sheldon Avenue and Halpin Avenue are underway, and DEP expects designs for Twin Ponds in the Laurelton section of Queens to be completed in 2013. DEP has included \$2.4 billion for sewer construction in the 10 Year Capital Plan.	Achieved and Ongoing 
43	Complete a comprehensive drainage investment strategy for the city.	In 2012, DEP continued work on the Environmental Impact Statement (EIS) for the Mid-Island Bluebelt. DEP continues to enhance its drainage planning capabilities through the use of hydraulic modeling. In 2012, DEP formed a dedicated modeling group to quickly analyze issues and evaluate alternatives to solve them, leading to faster solutions. In addition, DEP expanded drainage plan development capabilities through the addition of dedicated contract resources. DEP continues to develop the asset management program for sewer-related investments that will allow the agency to make more strategic decisions.	Partially Achieved 
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.	Reported sewer backups continued to decline last year for the sixth year in a row. In 2012, DEP cleaned approximately 700 miles of sewers and continues to expand several programs to address sewer backups, including programmatic degreasing and improved sewer backup response practices. In addition, DEP launched a pilot to evaluate sewer manhole sensors. These sensors measure the elevation of wastewater in the sewer and wirelessly transmit that information to DEP's computer systems, allowing DEP to dispatch crews promptly and fix the problem before it results in a sewer backup. In November, DEP released the <i>State of the Sewers 2012</i> , which includes key performance indicators for sewer maintenance and construction for each borough. DEP has reorganized and shifted resources to improve our approach to preventive maintenance and enhance our schedule for performing repairs on water mains. This shift has been directly responsible for a 23% reduction in water main breaks, from 428 in 2011 to 347 in 2012, the fewest in more than a decade.	Achieved and Ongoing 

45	Expand catch basin cleanings and rehabilitation to prevent flooding and protect water quality.	In 2012, DEP substantially reduced the catch basin repair backlog. Today, fewer than 750 catch basins have open work orders – only 0.5% of all catch basins citywide. Every time field crews inspect or clean a catch basin, they also determine if it requires structural repairs to keep working properly. Those that need work are placed into our computerized maintenance management system.	Achieved and Ongoing ◆◆◆+
46	Expand the preventive maintenance program of critical water infrastructure.	In 2011, DEP created the Valve and Regulator Repair Unit to implement an enhanced preventive maintenance program for water main valves and regulators to minimize the potential for breaks. In 2012, DEP performed more than 5,300 inspections of the City's 500 water pressure regulators, which resulted in a 23% reduction in water main breaks compared to 2011. DEP averaged fewer than six breaks per 100 miles of pipe, well below the accepted industry average of 24 breaks per 100 miles annually.	Achieved and Ongoing ◆◆◆+
47	Improve hydrant repair response time.	In 2012, DEP completed system upgrades to allow the New York City Fire Department to enter data about broken hydrants directly into DEP's computer system, minimizing the time between issue identification and resolution, reducing inspection redundancy, and eliminating duplicative data entry. Repair time for broken and inoperative high-priority hydrants reached a new low of 4.4 days in 2012, and the backlog of broken and inoperative hydrants is substantially below target.	Achieved and Ongoing ◆◆◆+
48	Increase field crew productivity to increase maintenance and improve system performance.	During 2012, DEP evaluated the performance of mobile technology in the field and expanded wireless internet connectivity, ensuring that the mobile units can be used inside and outside the vehicles. This has made the mobile technology tools more reliable for our field staff, even in areas of the city that may have weaker connections to the network and provides a cost-effective way for our field staff to access GIS data.	Partially Achieved ◆◆◇
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.	During 2012, DEP reorganized the backflow prevention program to increase the pace and improve the quality of our inspection program. In 2012, DEP increased inspections by more than 30% compared to last year, completing more than 8,000 inspections— putting us ahead of schedule to achieve our goals.	Partially Achieved ◆◆◇
50	Update grease trap regulations, increase inspections, and educate the business and development communities about compliance.	In August 2012, Mayor Bloomberg signed legislation amending the Plumbing Code to include, among other changes, reference to DEP Sewer Regulations for proper sizing and installation of grease traps (Local Law 41 of 2012). DEP created an informational video for businesses on grease interceptors and distributed it to the hospitality, real estate, and plumbing industries. DEP also held workshops on grease trap regulations at the Flushing Library, the Plumbing Foundation, the Master Plumbers Council, the BuildingsNY Expo, and the Council of New York Cooperatives and Condominiums. In 2012, DEP completed 3,245 grease compliance inspections, up from 3,171 in 2011.	Achieved and Ongoing ◆◆◆+
51	Promote and incentivize yellow grease recycling for use as a biodiesel fuel.	In October 2012, DEP and the New York City Business Integrity Commission (BIC) launched a comprehensive strategy to ensure compliance with grease hauling and disposal regulations. The interagency effort combines two components: a joint task force composed of BIC enforcement agents and DEP inspectors, and a new DEP online video to educate the food service industry on how to keep grease, fats, and oils from entering the City's sewer system. DEP also distributed 14,000 "Cease the Grease" leaflets in residential complexes. In 2012, DEP developed a pilot program with the New York City Housing Authority to educate residents about recycling used cooking oil, which will launch in early 2013.	Achieved and Ongoing ◆◆◆+

WASTEWATER TREATMENT

Strategy		Progress to Date	Status
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.	Under the federal Clean Water Act, wastewater must be treated to remove at least 85% of certain pollutants before post-treated water can be discharged into surrounding waterways. In May 2011, DEP certified that the Newtown Creek Wastewater Treatment Plant met Clean Water Act secondary treatment standards two years ahead of schedule, as a result of a \$5 billion upgrade that will be substantially completed in 2013. In 2012, DEP surpassed standards and removed 92% of total suspended solids and 94% of carbonaceous biological oxygen demand from the effluent at the Newtown Creek Wastewater Treatment Plant and placed the third treatment battery into service.	Achieved 
53	Complete \$2.6 billion in upgrades underway at six wastewater treatment plants.	DEP substantially completed plant upgrades at the Bowery Bay and Hunts Point Wastewater Treatment Plants in 2012 and will complete upgrades at the 26th Ward and Wards Island Wastewater Treatment Plants in early 2013. Work continues at the Jamaica and Tallman Island Wastewater Treatment Plants with construction completion expected in mid-2015 and late 2014, respectively. Despite the impact from ongoing construction activities, DEP is routinely able to meet or exceed the step-down limits for nitrogen discharges into New York water bodies needed to comply with the Clean Water Act standards.	Partially Achieved 
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.	In 2012, DEP continued to invest in cost-effective grey infrastructure and system improvements to reduce combined sewer overflows. DEP completed the first two-year cycle of interceptor cleaning, removing 30 million pounds of material from the largest sewers, and increasing storage capacity by more than three million gallons. DEP estimates that this will reduce combined sewer overflows by 100 million gallons annually. In 2012, DEP also completed the inspection of all tide gates, including associated repairs and replacement. Under the CSO grey infrastructure program, DEP completed construction on the Shellbank Basin Destratification Facility, the Avenue V Pump Station, and the Bronx River Floatables Control Facility, as well as force main upgrades in 2012. DEP continued construction of the Newtown Creek-Enhanced Aeration Facility in Lower English Kills, which will be completed in 2013.	Partially Achieved 
55	Activate the SHARON and ARP treatment technologies to remove oxygen-depleting nitrogen from wastewater.	In September 2012, the New York State Department of Environmental Conservation (DEC) certified completion of the Stable High Ammonia Removal Over Nitrite process at the Wards Island Wastewater Treatment Plant. DEP, in consultation with DEC, terminated the Ammonia Removal Process contract in favor of construction of a glycerol facility at the Jamaica Bay Wastewater Treatment Plant. This alternative will meet requirements of the Jamaica Bay Agreement, and will remove 3,000 pounds of ammonia per day from the effluent discharged into Jamaica Bay.	Achieved and Ongoing 
Goal: Optimize the efficiency and reliability of wastewater treatment operations.			
56	Pilot contracting competition between city workers and private contractors.	In 2012, DEP awarded two contracts to DEP employees as part of the insourcing pilot. At the North River Wastewater Treatment Plant, DEP employees replaced a sump pump for \$30,000 less than the lowest contractor bid. Similarly, at the Port Richmond Wastewater Treatment Plant, DEP staff upgraded the roof drains for \$40,000 less than the lowest contractor bid.	Partially Achieved 
57	Improve inventory management and planning.	In 2012, DEP installed the Computerized Maintenance Management and Inventory Control System at all fourteen wastewater treatment plants and all 96 pump stations. Facilities are currently inputting up-to-date information on assets, preventive maintenance schedules, and inventory. In 2013, DEP will complete preventive maintenance scheduling at all facilities. DEP also began developing design standards for various unit processes and equipment at wastewater treatment plants and pumping stations to streamline the design process and improve the efficiency and ability to maintain our equipment in 2012. To date, DEP has completed design standards for main influent gate actuators, non-submersible centrifugal pump packing seal, and programmable logic controller memory, and has an additional 27 standards in the planning and approval stages.	Partially Achieved 

58	Use new technology to constantly monitor pump stations and other infrastructure and reduce staff inspections.	In December 2012, DEP installed the Citywide Collection Facilities Integrated Supervisory Controls and Data Acquisition System (SCADA) at 101 regulators, 95 pumping stations, influent gates at 14 wastewater treatment plants, five combined sewer overflow facilities, and three in-line throttling gates. In January 2013, DEP completed installation by updating documents and finalizing operations and maintenance manuals and as built drawings.	Achieved and Ongoing 
Goal: Evaluate the economic, ecological, and social effects of DEP's capital investments and wastewater treatment operations.			
59	Develop and implement a long-term citywide sludge management program.	DEP continues to evaluate its biosolids management program and has undertaken a study to further evaluate improvements to the sludge treatment processes, measures to reduce DEP's carbon footprint and treatment/handling costs, and innovative technologies to beneficially reuse biosolids while reducing the overall disposal costs. In 2012, six contractors managed DEP's sludge production through land application or landfilling in various states throughout the Northeast. Approximately 40% of New York City's biosolids are beneficially used.	Achieved and Ongoing 
60	Expand and strengthen DEP community partnerships throughout the five boroughs.	In June 2012, DEP co-hosted a Citywide Public Kickoff Meeting and Open House to begin water quality planning processes for LTCPs to address combined sewer overflows with the New York State Department of Environmental Conservation. More than 60 stakeholders from 30 different non-profit, community planning, environmental, economic development, governmental organizations, and the broader public attended the event. On October 24, 2012 DEP held the Alley Creek LTCP Kickoff Public Meeting to discuss DEP's planned improvements to Alley Creek, public participation plans, and schedule.	Achieved and Ongoing 

CAPITAL

Strategy	Progress to Date	Status
Goal: Implement strong capital project controls to deliver projects on time and on budget.		
61 Implement new project controls business processes.	DEP continues to implement industry best management practices with regard to project controls, including routine governance of all capital projects. Standardized reporting of project risks and issues related to safety, quality, cost, and schedule have improved project communications and timely issue resolution. In 2012, DEP developed a standard Work Breakdown Structure to capture cost and project scope, and analyze trends and variances across the capital program. DEP will begin implementing the standard Work Breakdown Structure in 2013 on new projects to collect uniform data on project execution and develop key performance indicators.	Achieved and Ongoing 
62 Create a Project Controls Division.	The Program Controls Division continues to support project teams with complex schedule and delay analyses, claims support, and cost estimating. In 2013, DEP will introduce a schedule management training program to improve consistency across the program.	Achieved and Ongoing 
63 Create a New Project Management Information System.	In 2012, DEP expanded the Project Management Information System to include several automated workflows for project initiation, scope changes, and project baseline approvals to enhance visibility of scope, cost, and schedule across the agency. DEP has selected a consultant to develop Phase II of the Capital Management Information System, who has begun developing a detailed master plan for the next generation system design. Next steps will include merging existing databases into a centralized, accessible system and evaluating the capability of the existing platform to host additional functionalities. DEP expects Phase II to be completed in 2014.	Achieved and Ongoing 
64 Provide public transparency into DEP capital projects.	Beginning in March 2012, DEP began publishing real-time information on bid results, plan holders lists, and upcoming bids on our website. This information can be found here: http://www.nyc.gov/html/dep/html/businesses/pact_bid_results.shtml	Achieved and Ongoing 
Goal: Achieve \$100 million in savings through value engineering and by deferring projects.		
65 Implement an Asset Management Program to make the right decisions at the right time.	<p>DEP's Asset Management Program ensures that the right capital investments are made at the right time and stores critical information on DEP's wastewater, water supply, and other critical facilities. To date, we have scored more than 26,000 vertical assets and have used that information to prioritize more than 400 repair and replacement projects. In 2012, DEP launched an asset database tool to track age, condition, performance, replacement cost, and performance of various assets.</p> <p>In 2012, DEP began incorporating existing pipe data and information from our comprehensive Geographic Information System database into a state-of-the-art forecasting modeling tool to prioritize the replacement of water and sewer mains as part of a Linear Asset Management Plan. DEP also held a series of interactive workshops with DEP staff and experts in the field to establish a framework to manage risk in alignment with DEP's Vertical Asset Management Program. This will ensure that the two programs are compatible and will improve the prioritization for future field inspection work and data gap closures.</p> <p>In 2013, DEP will reinspect our wastewater, water supply, and other facilities to update asset scores and business cases. DEP will use the data collected to develop a 50-year rehabilitation and replacement cost projection for linear assets, with anticipated completion in 2013.</p>	Achieved and Ongoing 
66 Develop a 10-year capital plan that prioritizes funding for critical assets and minimizes the need for future water rate increases.	DEP uses data from the Asset Management Program to develop business cases that are used to produce the 10-Year Capital Plan, which was released by the Office of Management and Budget in January 2013. DEP continues to update ranked business cases on a biannual cycle to amend and prioritize the 10-Year Capital Plan.	Achieved and Ongoing 
Goal: Strengthen technical expertise in design and construction management.		
67 Enhance expertise through reduced dependency on consultant support.	DEP continues to recruit new talent and expand in-house design capabilities on major capital construction projects. DEP designed and is managing construction oversight of the New Douglaston Pump Station and the Throgs Neck Pumps Station Projects to provide challenging assignments to in-house staff and reduce project costs.	Partially Achieved 

68	Recruit top engineering talent to pave the way for future success.	In 2012, DEP launched a year-round internship program across the agency, hosting more than 110 interns over the summer and during the fall semester. DEP also launched a series of recruitment improvements on our website, including online intern applications and the Faces of DEP module, which introduces prospective candidates to current DEP employees. DEP also worked with the Office of Management and Budget (OMB) to expedite the hiring of top engineering talent. In 2013, DEP will continue to work with OMB and launch a recruitment video on our website. In December 2012, DEP hired a Deputy Commissioner for Organizational Development who will direct the recruitment of top talent to fill critical positions, ensuring that the hiring processes are efficient and transparent to candidates and the hiring bureaus.	Partially Achieved 
69	Implement a workforce development program.	In June 2012, DEP completed an employee survey to determine what steps we need to take to become the safest, most effective, cost-efficient, and transparent water utility in the nation. In December 2012, DEP hired a Deputy Commissioner for Organizational Development to implement a workforce development strategy. The Deputy Commissioner for Organizational Development will direct, integrate, and improve the organizational functions that span the entire life-cycle of the employee experience at DEP. This person will also oversee an integrated training system that begins with an employee's first day on the job, develops employees to assume additional responsibilities, and provides incentives to retain employees in a competitive job market. Working with key managers, the Deputy Commissioner for Organizational Development will also develop bureau-specific leadership development plans.	Initiated 
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.	In 2012, DEP continued to work closely with the Law Department to develop changes to the City's Standard Construction Contract. DEP expects that the revised language will be released in early 2013 by Corporation Counsel. In 2012, DEP also launched a contractor environmental health and safety (EHS) management system, including a contractor orientation program, EHS standards training, and an EHS pocket-guide, focused on minimizing risks at worksites.	Achieved and Ongoing 
71	Strengthen outreach to design and construction industry partners and expand minority- and women-owned business participation.	In 2012, DEP continued quarterly meetings of our Minority and Women Owned Business Enterprise (MWBE) Advisory Board and implemented a number of its recommendations, including improvements to our website so that it now displays real-time information on bid results, upcoming bids, and planholders lists. DEP also enhanced "How to Do Business with DEP" events by partnering with the Environmental Facilities Corporation and issued a request for qualifications for the Construction Mentorship Program, due in February 2013. As a result of our continued efforts to strengthen outreach to the MWBE community, participation rates have increased across all three procurement areas since Fiscal Year 2010. In FY 2012, 42% of DEP's micropurchases were from MWBE firms, up from 25% in FY 2010. DEP's small purchases increased from 11% in FY 2010 to 24% in FY 2012, and MWBE subcontractors increased from participation rates of 27% in FY 2010 to 40% in FY 2012.	Achieved and Ongoing 