

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 launched a comprehensive Watershed Forest Management Plan that was developed in partnership with the United States Forest Service. The plan will protect the health of forests in the watershed by promoting rapid tree growth to absorb more nutrients from the soil, stabilize steep slopes and stream banks, and prevent nutrients and silt from running into streams and reservoirs. DEP submitted its long term FAD plan to regulators in December 2011. Funding for Filtration Avoidance Determination activities has been included in the 10-Year Capital Plan.	Partially Achieved 
26	Purchase watershed lands that protect water quality.	In 2011, DEP solicited 60,000 acres and closed on a total of 7,037 acres in fee or easement to meet the requirements of the Land Acquisition Program, a mandated component of the Filtration Avoidance Determination. Since the inception of the Land Acquisition Program, New York City has protected more than 120,000 acres of watershed land—including more than 78,000 since 2002—in the Catskill/Delaware and Croton watersheds.	Partially Achieved 
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 2011, DEP continued construction of the \$1.6 billion Catskill/Delaware UV Disinfection Facility, the largest facility of its kind in the world. The current phase of work includes disinfection of the facility, preliminary startup and checkout of installed equipment, and connection to the Catskill Aqueduct.	Partially Achieved 
28	Complete and operate the Croton Water Filtration Plant by 2013.	Completion of the \$3 billion Croton Water Filtration Plant in the Bronx will enable DEP to supply 290 million gallons of water a day from the more developed east-of-Hudson watershed and remove seasonal variations in color, odor, and taste. In February 2011, DEP announced the completion of two water tunnels linking the plant to the New Croton Aqueduct.	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 the past year, DEP has worked to ensure that New York State's policy on natural gas development will not in any way affect the watershed's natural ability to filter and protect New York City and upstate consumer drinking water. In 2011, the New York State DEC proposed regulations that would ban hydrofracking in the watershed. However, these proposed regulations would allow drilling activities in the vicinity of our tunnels, dams, and other water supply infrastructure. In response, we hired geotechnical experts to more fully evaluate the risk to our infrastructure from induced seismicity. We included the results from this analysis in a detailed letter and technical report submitted to DEC during the public comment period in January 2012, and we will seek to discuss our comments with DEC in the coming year. During 2011, DEP senior management provided testimony on the risks of natural gas drilling on the water supply at two New York City Council subcommittee hearings, a New York State Assembly hearing, and a public hearing on the RDGEIS. We also submitted public comments on the natural gas regulations proposed by the Delaware River Basin Commission.	Partially Achieved 
30	Support economic development compatible with watershed protection.	In 2011, DEP continued to work closely with local communities and partners to support compatible economic and recreational opportunities that take advantage of and enhance the region's environmental qualities without compromising the integrity of the water supply. In response to the damage caused to watershed communities by Hurricane Irene and Tropical Storm Lee, we provided millions of dollars in manpower and equipment assistance, extensive technical support for stream clean-ups, and \$1 million in grants to help watershed businesses rebuild. These efforts supported the work of the Catskill Watershed Corporation, which established a \$5 million Flood Recovery Fund and will administer the funds to support flood recovery efforts.	Achieved and Ongoing 

31	Expand recreational opportunities in the city's watershed.	<p>In 2008, DEP launched a pilot boating program at the Cannonsville Reservoir, allowing use of rowboats, canoes, kayaks, sculls and small sailboats for the first time ever. In three years of the pilot, 871 boat tags were issued, of which 93% were for kayaks and canoes. Monitoring reports indicated no detectable negative impacts to water quality and no indication of invasive species. In February 2012, we announced an expansion of the program to the Neversink, Pepacton, and Schoharie reservoirs, opening up an additional 12,544 acres for public use. In 2011, DEP also opened 49 new recreation units for 6,765 acres and converted 1,596 acres of "entry by permit" lands to Public Access Areas.</p>	<p>Achieved and Ongoing</p> 
<p>Goal: Maintain robust, secure, and cost-effective water supply infrastructure and improve operational efficiency with new technology.</p>			
32	Develop and implement a plan to repair the Delaware Aqueduct.	<p><i>Water for the Future</i> is a \$2.1 billion initiative that will ensure clean, reliable, and safe drinking water for nine million New Yorkers for decades to come. The program will address leaks in the Delaware Aqueduct by building a two-and-a-half mile bypass tunnel around a portion of the aqueduct that is leaking in the Roseton area of the Town of Newburgh and repairing leaks in the Town of Wawarsing from inside the existing tunnel.</p> <p>In July 2011, we began the first geotechnical test borings for the construction of access shafts in the Towns of Newburgh and Wappinger. These shafts will enable the construction of a new tunnel to bypass a leaking section of the Delaware Aqueduct. We will break ground on the bypass tunnel shafts in 2013, and expect to begin the bypass connection in 2020. In December 2011, we released a Draft Environmental Impact Statement which determined that construction of the tunnel would not result in significant, long-term adverse impacts, but predicts temporary adverse impacts on traffic and noise for both the east- and west-of-Hudson study areas that will be mitigated.</p> <p>Also in 2011, DEP unveiled a study to evaluate the effectiveness of leak mitigation in the Delaware Aqueduct by adding lime to water in order to seal the cracks from within the tunnel. The \$4 million project will help the city better determine if full-scale application of lime will be successful. The tests are anticipated to begin in June 2012 and will be performed for one year. If successful, the technique may be used for applications in the Delaware Aqueduct and elsewhere in the water supply system to repair, mitigate, and prevent leaks in New York City's vast 6,600-mile water supply network.</p>	<p>Initiated</p> 
33	Pressurize the Catskill Aqueduct.	<p>In 2011, DEP conducted an analysis to prioritize its capital plan informed by a 2010 updated risk analysis for the potential failure of a section of the Delaware Aqueduct. Based on this analysis, DEP concluded that this repair is the highest capital priority to ensure a continued and uninterrupted delivery of water to our customers, and has redirected capital resources to expedite this repair. DEP will still be able to operate the Catskill/Delaware UV Disinfection Facility as expected.</p>	<p>Deferred</p> 
34	Connect the Delaware and Catskill aqueducts.	<p>In 2011, DEP continued designs for a connection between the two aqueducts that will allow water from the Delaware system to cross the Hudson River through the Catskill Aqueduct. In 2012, we will break ground on the Catskill-Delaware Interconnection at Shaft 4. Construction is anticipated to be completed by 2015.</p>	<p>Initiated</p> 
35	Develop cost-effective groundwater and other supplemental water supply alternatives.	<p>In August, DEP issued an RFP for consulting services to develop designs for cost-effective groundwater treatment facilities as part of the <i>Water for the Future</i> program; the RFP includes engineering design services, bid assistance, and design during construction, including start-up evaluations. We expect to award a contract in early 2012. In addition, DEP is exploring connections to regional partners to provide additional sources of water and is investigating new ways to increase water conservation throughout the city.</p>	<p>Initiated</p> 
36	Operate and maintain DEP's network of dams.	<p>In November 2011, DEP completed \$96 million in reconstruction work on five dams in the Croton watershed. The upgrades of Croton Falls, Croton Diverting, Sodom, and Bog Brook One and Two dams have extended the useful life of each dam and bring all of them into compliance with DEC's Dam Safety Guidelines, including the capacity to safely release water in the event of an emergency. The reconstruction included enhanced control and measurement systems to improve drainage and stability, as well as upgraded mechanical and electrical equipment to increase operational reliability in the Croton watershed.</p>	<p>Partially Achieved</p> 

37	Optimize water delivery by integrating next-generation forecasting models into daily operations.	Over the past year, DEP developed Draft Interim Flexible Flow Management Program (FFMP) release rules for the Delaware reservoirs for the period June 2011 to May 2012 using the Operation Support Tool (OST). DEP is also developing a new data management tool to automatically acquire and review the data inputs for OST. In 2012, we will fully develop the prototype graphical user interface and begin to use it in operations. We will continue to use the Operation Support Tool for a range of purposes, including operations based on the 2011 FFMP rules for the Delaware basin, development of the 2012 FFMP, evaluation of release protocols for Ashokan reservoir, and modeling to support the Shandaken Tunnel Intake Chamber bypass work.	Partially Achieved 
38	Continue to protect the New York City watershed and water infrastructure.	In 2011, DEP increased the number of online water quality monitoring stations in the distribution system to eight with plans for four additional sites. Water quality data is available on an online dashboard and has been integrated with Consumer Call Surveillance and Sampling and Analysis data. In addition, we prepared and tested a consequence management plan and risk communication plan in a tabletop and functional exercise with multiple DEP operating divisions. In 2011, DEP conducted 247,176 security patrols, up from 192,419 in 2010.	Partially Achieved 

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.	Activation of the Manhattan portion of City Water Tunnel No. 3 requires integrating it into the city's existing network through a new series of trunk water main projects. We made substantial progress on these projects in 2011: four projects are currently under construction, with an additional four sites currently moving through the final stages of the procurement process. By 2013, all critical water main work necessary to support activation of City Water Tunnel No. 3 will be complete.	Partially Achieved 
40	Build the Staten Island Siphon.	In partnership with the Port Authority of New York and New Jersey and the New York City Economic Development Corporation (EDC) we prepared the Staten Island shaft site. In early 2012, we will begin the construction of the Brooklyn shaft site in preparation for tunneling operations.	Initiated 
41	Build out and replace critical water supply infrastructure to support residential, commercial, and industrial growth throughout the city.	In 2011, DEP undertook large water main projects at Atlantic Yards and Pelham Parkway. We are working closely with EDC for anticipated development in Coney Island, where construction of the first new water main projects will begin by 2013, with additional planning and scoping of water and sewer projects for future phases of work underway. Ongoing planning continues for water main upgrades in Jamaica Estates and the Rockaways.	Partially Achieved 
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 to neighborhoods throughout the five boroughs that need additional capacity or to support future growth. In 2011, we completed new sanitary sewers at Albee Avenue and Seguine Avenue on the south shore of Staten Island. In spring 2011, we completed a \$62.8 million reconstruction project at 99th Avenue and 110th Avenue in southeast Queens that included both water main and sewer upgrade work. Designs for sewer upgrade projects in Laurelton and Maspeth/Middle Village are also underway, with construction scheduled to begin in 2013.	Partially Achieved 

43	Complete a comprehensive drainage investment strategy for the city.	In 2011, DEP completed drainage plans for the Mid-Island portion of the award-winning Staten Island Bluebelt and published a Draft Environmental Impact Statement. In 2011, we also completed an amended drainage plan for the rezoned area of Jamaica, Queens and completed high level storm sewer drainage plans for Laurelton and for the Park Slope/Gowanus area, to ensure that the pace of infrastructure upgrades will match planned economic development initiatives.	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 fifth year in a row. In 2011, DEP implemented several new programs to address sewer backups, including increasing the number of locations where we perform programmatic degreasing, and modifying our sewer backup response practices to include additional cleaning efforts. Last year we created a new 23-person Capacity, Management, Operations and Maintenance unit, which will bring targeted technical and advanced contract capabilities, along with a focused maintenance effort, to the areas of the city with the highest recurrences of backups and flooding. This unit will study root causes and assess solutions for the most chronic locations citywide. We have expanded our sewer cleaning operations from 244 miles in 2010 to more than 600 miles in 2011, and we have increased funding for our sewer cleaning expenditures by \$2 million for the next two years.	Initiated 
45	Expand catch basin cleanings and rehabilitation to prevent flooding and protect water quality.	We are on pace to inspect all 144,000 catch basins on a three-year schedule. We have also continued to work with the Office of Emergency Management, the Department of Sanitation and the Department of Transportation to pre-inspect known flooding locations before major storms, reducing the potential for flooding that results from catch basin problems, such as debris on grates. Our goal to substantially eliminate catch basin repair backlog also has considerable momentum this year: we reduced it from 2,350 to 1,679 by the end of 2011, a reduction of 29%, putting us on target to eliminate the repair backlog by 2014.	Partially Achieved 
46	Expand the preventive maintenance program of critical water infrastructure.	In 2011, DEP created the Valve and Regulator Repair Unit to implement the enhanced preventive maintenance program for water main valves and regulators to minimize the potential for breaks. By the end of the year, we were already meeting our monthly preventive maintenance targets. Managing pressure ensures reliable and consistent supply, reduces water quality complaints, and lowers overall stress on the system, which helps reduce the likelihood of water main breaks.	Achieved and Ongoing 
47	Improve hydrant repair response time.	In 2011, DEP improved the time to repair high-priority fire hydrants to an average of 5.9 days from an average of 7.5 days the previous year. We also formed a partnership with the Fire Department (FDNY) to allow 16 FDNY fire houses 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. In 2012, we will implement the program citywide.	Partially Achieved 
48	Increase field crew productivity to increase maintenance and improve system performance.	In 2011, DEP installed ToughBooks in 30 light duty pick-up trucks to allow on-site technicians access to the most up-to-date maps and our work order management system. These tools will help field staff make more informed decisions faster. In 2012, we will focus on enhancing training for mobile technology and optimizing its use in the field. We will also continue to pursue GPS and GIS to enhance the efficiency of our route planning and improve emergency response times.	Initiated 
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.	DEP requires large buildings and certain businesses to install and maintain backflow preventers to keep stagnant or potentially contaminated water from entering the drinking water system. In 2011, we expanded our inspection plan and reallocated resources to increase inspections of potentially hazardous facilities. We have streamlined the cross connection approval process and reduced review time by 30%. In 2012, we will focus on efficiency planning to ensure the distribution system is protected from cross connections.	Partially Achieved 

50	Update grease trap regulations, increase inspections, and educate the business and development communities about compliance.	In 2011, DEP updated grease trap regulations, clarifying requirements to increase compliance. We are also working with DOB to ensure that the upcoming revision to the New York City Building Code reflects a coordinated regulatory oversight for grease traps to enforce both the New York City Plumbing Code and DEP sewer regulations. All Licensed Master Plumbers in the city have been notified about the changes in regulations, and we have developed a curriculum and provided education courses for all licensees. As part of DEP's community outreach plan, our economic development team held 20 grease interceptor compliance workshops with commercial food service establishments to improve compliance with our regulations.	Initiated 
51	Promote and incentivize yellow grease recycling for use as a biodiesel fuel.	Effective October 1, 2012, all heating oil sold in New York City will be required to contain at least 2% biodiesel. To promote yellow grease recycling, which can be converted to biodiesel, we expanded outreach to large scale residential communities, property managers, carting companies, biodiesel producers and tenant associations. Additionally, we have distributed more than 46,000 "Cease the Grease" leaflets.	Initiated 

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.	Achieved 
53	Complete \$2.6 billion in upgrades underway at six wastewater treatment plants.	DEP has modernized wastewater treatment plants to ensure high performance standards well into the future. Six plants are in the process of extensive capital upgrades, with \$2.6 billion in additional work underway.	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 <i>NYC Green Infrastructure Plan</i> .	<p>In 2011, DEP continued to invest in cost-effective grey infrastructure, tide gate repair, inflatable dams, and sewer cleaning to reduce combined sewer overflows. We completed the Alley Creek and Paerdegat combined sewer overflow detention facilities, which have holding capacities of five million gallons and 50 million gallons, respectively. In 2011, we inspected all 281 tide gates in the Newtown Creek, Wards Island, Port Richmond and Red Hook Wastewater Treatment Plant drainage areas. Of those 281 tide gates, we repaired 243 and have scheduled for larger scale capital repair and/or replacement work on the remaining 38. In 2012, we will inspect the remaining 219 tide gates throughout our system and repair them where necessary.</p> <p>In 2011, DEP finished inspecting all 729,771 linear feet (approximately 138 miles) of interceptor sewers throughout the city using state-of-the-art sonar and closed circuit television monitoring. This inspection found that approximately 13% of the system required cleaning. In 2011, we finished the interceptor sewers leading to the Jamaica and Tallman Island wastewater treatment plants. In total, we removed 4,959 cubic yards of material, freeing up capacity that will reduce combined sewer overflows by more than one million gallons per storm.</p> <p>In 2011, DEP installed inflatable dams at Gold Street and South 5th Street in Brooklyn. These inflatable dams can hold up to 2.2 million and 2 million gallons, respectively, of combined sewer overflows during a storm.</p>	Initiated 

55	Activate the SHARON and ARP treatment technologies to remove oxygen-depleting nitrogen from wastewater.	DEP installed the Stable High Ammonia Removal Over Nitrite (SHARON) process at the Wards Island Wastewater Treatment Plant in December 2011, which has the capacity to treat 1.85 million gallons per day. We will monitor the effectiveness of this process as part of our ongoing Nitrogen Removal Applied Research Program.	Initiated 
Goal: Optimize the efficiency and reliability of wastewater treatment operations.			
56	Pilot contracting competition between city workers and private contractors.	DEP awarded its first contract to DEP employees as part of an insourcing pilot in April 2011. DEP is exploring other applications of this pilot across the agency.	Initiated 
57	Improve inventory management and planning.	DEP is implementing the Computerized Maintenance Management and Inventory Control System (CMMS) to more efficiently keep equipment in a state of good repair. This system compiles a master list of all parts and materials in our facilities, generates preventive maintenance work orders, and estimates the full cost of repairs. CMMS is in place at 11 wastewater treatment plants and in 2012, DEP will expand CMMS by integrating preventive maintenance information to two pump stations.	Partially Achieved 
58	Use new technology to constantly monitor pump stations and other infrastructure and reduce staff inspections.	Under the Citywide Collection Facilities Integrated Supervisory Controls and Data Acquisition System (SCADA) project, we will combine three different telemetry systems for 101 regulators and 95 pumping stations into one state-of-the-art system that will include monitoring of influent gates at 14 wastewater treatment plants, five CSO facilities and three in-line throttling gates. During Phase I, DEP installed SCADA at 38 regulators in accordance with a DEC Consent Order. Phase II, which is ongoing, consists of installing the new system at the remaining regulators, pump stations, wastewater treatment plants, combined sewer overflow and throttling facilities. All civil/mechanical construction and electric work has been completed, and we are completing software upgrades, instrumentation, and telecommunication work.	Partially Achieved 
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.	The wastewater treatment process produces more than 1,200 tons of biosolids per day. In 2010, we discontinued a costly contract with the New York Organic Fertilizer Company in the Bronx, which also was the subject of many odor complaints, and successfully negotiated price reductions with two existing contractors to bring the total program price down to \$43 million. In 2011, following up on a commitment to develop cost-effective and sustainable methods to reuse biosolids, DEP began a program to send up to 400 tons of biosolids a day to eastern Pennsylvania to be used in mine reclamation projects. We will continue to look for cost-effective and sustainable methods to reuse our biosolids.	Achieved and Ongoing 
60	Expand and strengthen DEP community partnerships throughout the five boroughs.	DEP attends monthly committee meetings with stakeholders at the Hunts Point, Newtown Creek, and North River Wastewater Treatment Plants, and has partnered with the Metropolitan Transit Authority (MTA) to include information about the Visitor Center at Newtown Creek on MTA's Trip Planner and on appropriate bus and subway maps.	Partially Achieved 

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.	Over the past year, DEP completed development of standardized project controls procedures for the management of project scopes, schedules, and budgets and has integrated the Program Controls Division into project teams to support cost and schedule management. The accuracy of our construction cost estimates is improving, making project costs more predictable. Schedule slippage is decreasing; we have improved our performance through timely resolution of issues, development of recovery plans, and close attention to scope.	Initiated 
62 Create a Project Controls Division.	Created in fall 2010, the Program Controls Division implements new procedures to maintain and expand our project control systems, and supports project teams with schedule and budget management. In 2012, we will continue to assess the performance of the team and find ways to support their efforts to deliver projects on time and on budget.	Achieved 
63 Create a New Capital Management Information System.	DEP has developed the Capital Management Information System to increase visibility into the cost and schedule performance of our capital projects. We are expanding the system to incorporate automated workflows to streamline our major project controls business processes. This expansion is expected to be completed in June 2012. In 2013, we add a construction management module to the system to standardize the management of construction related business processes across all of our construction sites.	Initiated 
64 Provide public transparency into DEP capital projects.	In spring 2012, we will publish a new, database-driven webpage that will display real-time information on open bids, including a summary of bidders, bids, and preliminary bid results.	Partially Achieved 
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 the right capital investments are made at the right time and stores critical information on more than 290 wastewater, water supply, and other facilities. To date, we have scored more than 25,000 assets and have used that information to prioritize more than 350 repair and replacement projects. In 2011, we used the data from this program to formulate a capital investment strategy for the next 10 years that prioritizes funding for most needed assets. In 2012, we will launch an asset database tool that includes centralized tracking of asset age, condition, performance, replacement cost, and eventually performance.</p> <p>We are also using existing pipe data and our comprehensive GIS database to gauge reliability and predict the consequence of incidence to prioritize the replacement of individual water and sewer mains. This data will be incorporated into a state-of-art forecasting modeling tool, and used to develop a 50-year rehabilitation and replacement cost projection. We anticipate completing this project by mid-2012.</p>	Partially Achieved 
66 Develop a 10-year capital plan that prioritizes funding for critical assets and minimizes the need for future water rate increases.	DEP used the data from the Asset Management Program to develop a 10-Year Capital Plan. We will continue to use data from our Asset Management Program to amend and prioritize our 10-Year Capital Plan on a biannual basis.	Achieved and Ongoing 
Goal: Strengthen technical expertise in design and construction management.		
67 Enhance expertise through reduced dependency on consultant support.	DEP's In-House Design Division has more than a dozen major capital construction projects in progress and as our expertise expands, we will deliver more projects more efficiently. We are also bringing more construction oversight and management in-house, reducing overall project costs, allowing better quality control, and increasing our in-house expertise.	Partially Achieved 

68	Recruit top engineering talent to pave the way for future success.	DEP is expanding recruitment efforts to attract the best engineers in the world. In 2012, we will continue to improve our internship program and recruitment website, develop new focused outreach materials to target specific needs within the agency, and expand our use of social media to broadcast new career opportunities at DEP and stay connected with potential recruits.	Initiated 
69	Implement a workforce development program.	DEP is creating a workforce development strategy to address current and future personnel needs. For example, over the past year we have developed a plan to help more than a dozen DEP employees become LEED-certified professionals. Over the next year we will continue to assess our staffing needs and will find ways to expand opportunities for staff development and mentoring.	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.	DEP has worked closely with the Law Department to develop changes to the city's Standard Construction Contract to make it more comprehensible, more equitable, and more efficient for both the city and its partners. We have also updated insurance and bond requirements for the Standard Construction Contract in order to modernize requirements and make them consistent with current best practices.	Partially Achieved 
71	Strengthen outreach to design and construction industry partners and expand minority- and women-owned business participation.	DEP has spent the last year working to make the bidding process on capital projects more accessible to a diverse array of contractors, including minority- and women-owned businesses (MWBE). In 2011, we strengthened outreach to industry partners and expanded participation in the bidding process to MWBEs by establishing the MWBE Advisory Board and hosting monthly "How to do Business with DEP" group meetings.	Partially Achieved 