

*New York City  
Department of Environmental Protection  
2005 Environmental, Health & Safety  
Annual Report*



*May 2006*



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## **1. A MESSAGE FROM COMMISSIONER LLOYD**

DEP is a large and complex agency, charged with an important public mission: the delivery of water to millions of New York City residents and the treatment of millions of gallons of wastewater every day. For an agency in the water and wastewater business, the presence of hazardous chemicals and hazardous machinery is a simple fact of life, and workplace risks are always present. In this kind of environment, the challenge with respect to Environmental, Health and Safety (EHS) concerns is to have an effective structure in place to ensure a continued focus on these important matters. The EHS compliance program that DEP has created will serve the agency well by improving employee health and safety and by reducing the number of instances of non-compliance with applicable EHS laws and regulations.

The emphasis, thus far, has been on two of our major operating bureaus, BWS and BWSO. DEP is committed to expanding the full reach of our EHS program to the entire agency, and is actively expanding the agency's comprehensive compliance program to include the Bureau of Wastewater Treatment and the remaining bureaus. Our successful audit program will likewise be extended to the facilities of all DEP bureaus.

We continue to communicate the importance of the EHS message to our employees. Our Employee Concerns Program which provides an avenue through which employees may raise concerns, either openly or anonymously, and without fear of retaliation, has been strengthened to include a process by which an outside Investigator is tasked with ensuring that full attention is given to any employee complaining of being asked to violate EHS regulations or probation.

MIS development has progressed. As a follow-up to last year's development of the Action Item Tracking Table (AIT), compliance obligation and contract tracking systems, an EHS training management system and a Legacy Action Tracking System (LATS) have all been implemented.

The Legacy Assessment Program has identified for a majority of BWS and BWSO facilities any residual lead, PCB, mercury and asbestos contamination that requires remediation. Over the next year, contracts will be let for remediation work to be undertaken as well as for extension of the Program to the facilities of all remaining DEP bureaus.

Finally, we have undertaken a Spill Prevention Program which includes the tracking of spill incidents and their root causes, incorporation of spill prevention into training sessions for employees and contractors, and implementation of preventive maintenance procedures.

Our goal has been to develop an EHS program that will have a lasting impact on the agency's culture – one that will continue to flourish. I am confident that, over the past year, we have made important strides in meeting that goal and that the year to come will be marked by continued progress.

## **2. DEP EHS POLICY STATEMENT**

*The New York City Department of Environmental Protection's (DEP) primary mission is to protect the environmental health and well-being of City residents by providing an abundant and safe supply of drinking water, treating and properly disposing of wastewater, and ensuring that adequate drainage is provided for stormwater runoff. In furtherance of this mission, DEP operates and maintains the City's water supply and wastewater systems, including (among other facilities) reservoirs, dams, aqueducts, tunnels, gatehouses, wastewater treatment plants, pumping stations, laboratories, and combined sewage overflow facilities.*

*DEP also interprets, administers and enforces a number of local laws, rules and regulations intended to protect the environmental health, welfare and natural resources of the City, including the New York City Air and Noise Codes, local laws on hazardous material spills and asbestos remediation, and the City's community Right-to-Know Law.*

*In performing all of these activities, DEP employees are committed to providing the people of New York City with superior service and a healthy environment.*

*As an agency with an environmental mission, DEP is especially sensitive to protecting natural resources, ensuring the health and safety of its employees, and promoting a healthy environment in the communities in which it operates. Accordingly, in performing its day-to-day functions, DEP is committed to:*

- *Informing and educating our employees, contractors, suppliers, and the general public about the importance of environmental, health and safety concerns;*
- *Making sure that our daily operations are conducted in a manner that protects the environment and safeguards the health and well-being of our*

- workforce and of the public we serve;*
- *Establishing effective programs that ensure the agency's compliance with all applicable environmental, health and safety laws, rules and regulations;*
  - *Encouraging policies and practices which prevent or reduce pollution, conserve resources, and promote efficiency without sacrificing adherence to such laws, rules and regulations; and*
  - *Establishing appropriate and effective systems to monitor and gauge the agency's progress in meeting the foregoing commitments.*

*DEP and its predecessor agencies have a proud legacy of service to the City and its residents, spanning a period of over 150 years. In a complex and changing world, it is incumbent on all DEP employees not only to do their jobs well, but to conduct themselves in a manner that is consistent with the underlying purpose behind everything we do — namely, protecting and preserving a healthy environment and quality of life for all New Yorkers. By following the principles enumerated in this Statement, which are intended to reflect and embody this standard of conduct, we hope to continue the legacy of service and dedication over the next 150 years and beyond.*

### **3. DEP OPERATIONS**

DEP's 6,000 employees are committed to supplying the best possible service to the people of New York while providing a safe and healthy environment. The agency's responsibilities cover a broad range of activities, centered on managing the City's water supply and wastewater treatment systems. They also include handling hazardous materials emergencies and toxic site remediation, overseeing asbestos removal, managing citywide water conservation programs, and collecting water and sewer fees. DEP's chief operations are implemented among the following bureaus:

#### Office of Environmental, Health & Safety Compliance (OEHSC)

The Office of Environmental, Health & Safety Compliance is charged with the responsibility of ensuring that DEP complies with applicable federal, state and local environmental and occupational health & safety laws and regulations. It is also responsible for overseeing Bureau compliance with such laws as well as policy development, facility compliance auditing and employee training.

#### Bureau of Customer Services (BCS)

The Bureau of Customer Services oversees water conservation through metering and leak survey and enforces water use regulations to prevent water waste, theft of service, and threats of contamination from illegal connections. The Bureau of Customer Services also provides consumers of New York City's municipal water and sewer systems with accurate billings and courteous customer service.

### Bureau of Environmental Compliance (BEC)

The Bureau of Environmental Compliance is comprised of the Division of Air & Noise Policy, Permitting and Enforcement, the Asbestos Control Program, the Division of Emergency Response and Technical Assessment, and the Environmental Economic Development Assistance Unit. These divisions respond to hazardous material emergencies, as well as air and noise code complaints and inspect and monitor for asbestos removal projects. The Bureau is also responsible for certifying asbestos handlers, inspecting and issuing operating certificates to stationary combustion and industrial process sources, maintaining a comprehensive database of facilities containing hazardous and toxic materials, and helping to implement the requirements of the Clean Air Act.

### Bureau of Engineering, Design and Construction (BEDC)

The primary responsibility of the Bureau of Engineering, Design and Construction is to plan, design, and construct major water quality related capital projects. These projects focus on two important issues for the City: the continued improvement of water quality within the New York Harbor and estuaries, and the delivery of high quality drinking water.

### Bureau of Human Resources and Administration (HRA)

The Bureau of Human Resources and Administration provides administrative support and oversight for the entire Department in a number of areas such as Human Resources Management, Facilities Management and Construction, Fleet Administration, Downstate Security, Management Analysis, Fiscal Services, Capital Budgeting and Expense and Revenue Budgeting.

### Bureau of Public and Intergovernmental Affairs

The Bureau of Public and Intergovernmental Affairs manages the public information function of the agency in New York City and its watershed. It is responsible for all press releases and media inquiries, environmental education, special projects and events; production of all public information, both print and electronic; and for management of the graphic and photographic needs of all DEP bureaus. The Bureau is also responsible for communicating with all federal, state and local government officials regarding legislative issues, and is the liaison between New York City's 59 community boards and the Agency.

### Bureau of Water & Sewer Operations (BWSO)

The primary responsibilities of the Bureau of Water & Sewer Operations are to operate, maintain and protect the City's drinking water and wastewater collection (sewer) systems; to protect adjacent waterways; and to plan and develop the Department's Capital Water and Sewer Design projects. The Bureau also approves and inspects water and



sewer connections performed by licensed plumbers and/or authorized contractors. The Bureau has overall responsibility for the approval and inspection of all public and private construction projects within New York City that could impact the City's water or sewer systems.

#### Bureau of Water Supply (BWS)

To ensure delivery of a sufficient quantity of high quality drinking water, the Bureau of Water Supply is responsible for managing, operating, maintaining and protecting New York City's upstate water supply system – a network of 19 reservoirs and three controlled lakes in a 2,000 square mile watershed extending 125 miles north and west of New York City. The Bureau is also responsible for water system planning, water resources management, acquisition and management of water supply and watershed lands, and providing security for the water supply system.

There are three distinct watersheds that supply drinking water to the City: Croton (also referred to as the East-of-Hudson Division), and Catskill and Delaware (together referred to as the West-of-Hudson Division). Each Division is operated under the supervision of a Division Engineer.

#### Bureau of Wastewater Treatment (BWT)

The Bureau of Wastewater Treatment maintains the chemical and physical integrity of New York Harbor and other local water bodies and viability of the New York water environment through the removal of organic and toxic pollutants from the City's wastewater; control of discharges from the Combined Sewer Overflows and dry weather bypassing; management of operation of treatment plant collection systems; and integration of watershed management concepts into facilities' planning and design. The Bureau is also responsible for the enforcement of a city-wide industrial pretreatment program and a pollution prevention program, and the operation of water pollution control plants, wastewater pumping stations and dewatering facilities.

#### Bureau of Legal Affairs

The Bureau of Legal Affairs is charged with providing all legal services required by DEP to fulfill its mission. The bureau is also responsible for identifying potential legal problems, bringing them to the attention of appropriate personnel, explaining options and the risks associated with each, and assisting staff in carrying out the actions decided upon by management.

*OEHSC STAFF*

## **4. BUILDING AND SUSTAINING THE DEP EHS PROGRAM**

### **4.1 Background**

In August, 2001, the New York City Department of Environmental Protection signed a plea agreement following certain violations of federal environmental and health & safety laws. Since that time, DEP has developed the critical elements of an effective environmental, health and safety (EHS) compliance program for BWS and BWSO: written programs, training, implementation of programs, employee concerns, management structure, and auditing compliance. In 2005, the DEP Commissioner committed to expansion of the EHS program to all bureaus within DEP. This Annual Report summarizes the accomplishments, challenges and future EHS goals for DEP.

### **4.2 Programs**

DEP identified almost 40 regulatory areas involved in its day-to-day operations which could benefit by the adoption of written environmental and health and safety programs. The DEP Environmental and Health and Safety Coordination Committees completed the writing of these programs, which instruct employees on how to perform their jobs in compliance with applicable EHS laws and regulations, and serve as the cornerstone of the DEP environmental, health & safety compliance effort. In 2005, the Committees continued to work on revisions of the programs to address recommendations



identified by field personnel charged with implementing the procedures. The programs are available electronically to DEP employees on the DEP EHS intranet site and have been synopsisized in an easy-reference Employee EHS Handbook.

It is anticipated that, as DEP rolls out its EHS program to all bureaus, additional areas will be identified for which the Coordination Committees will have to develop written programs.

### **4.3 Employee Training**

The DEP centralized agency-wide EHS training program has three components: (i) an OEHSC EHS professional training team and bureau EHS training divisions; (ii) EHS awareness and competency training provided to DEP employees by Con Edison Incorporated (Con Ed) ; and (iii) a plan to ensure that DEP employees continue to receive all required initial and refresher EHS training in an effective and timely manner.

#### OEHSC Training Division

OEHSC appointed a new Director of its EHS Training Unit which provides the majority of the Agency's annual Right-to-Know/Hazard Communication training for office workers. In 2005, through the working partnership between OEHSC and the Office of Disciplinary Council (ODC), approximately 730 managers and supervisors from the various bureaus within DEP completed "disciplinary training." Training will continue to be conducted for newly hired or assigned personnel within the agency to ensure that all employees in supervisory capacities are aware of how to address EHS-related disciplinary issues.

This unit will continue to review the bureaus' training modules as well as to pilot, implement and develop training modules to enhance future training initiatives. It wrote, updated and published its training materials and information relevant to the health and safety of all employees in V.I.E.W.S., the OEHSC quarterly employee newsletter, and on the OEHSC web site on *Pipeline*.

OEHSC worked with the Office of Training and Development (OTD) to roll out the personnel/training database management system (Web Campus) to BWS, BWSO and BWT. The other bureaus will be incorporated in 2006.

#### Con Edison-Based Employee Training

Over 1,900 DEP employees received awareness and competency training involving more than 30 programs throughout the agency. Enhancements to existing modules continue to be built into the areas of competency training. Awareness training will be reviewed as well. Training was provided to new hires and to employees requiring periodic refresher training.

## **Future Training Goals**

OEHSC will continue to work with OTD and the bureaus to identify any additional requirements of Web Campus. It will also begin to review and audit existing training programs, both in-house and by outside sources for content and compliance accuracy.

The Training Committee will re-convene in 2006. Its meetings will serve as an open forum for discussion of existing and future training needs. Review of existing training modules will allow for standardization and content accuracy in accordance with regulatory requirements. It will also allow for team development and data sharing between the bureaus.

### **4.4 Implementation**

By August 2004, BWS and BWSO had substantially implemented programs in 44 subject matter areas. OEHSC and bureau EHS continue to work to ensure that compliance with all tasks required for full implementation of a program is maintained. As the EHS program is rolled out to the remaining bureaus, implementation tasks in these and other newly-identified subject matter areas will be undertaken.

### **4.5 Employee Programs**

#### **Environmental, Health and Safety Procedures**

Employees may access the full text of any procedure in the “library” of the DEP Intranet site at <http://egov.nycnet/dep>. In addition, each employee has been provided with the EHS Handbook which summarizes the key elements of each procedure.

#### **“Serious About Safety” Awards**

In an effort to improve awareness and share information about environmental, health and safety compliance achievements throughout the agency, DEP continues to offer the *Serious about Safety* Awards Program, for which all DEP employees are eligible. This effort is intended to highlight the many individual accomplishments contributing to the agency’s implementation of a comprehensive EHS compliance program. Employees may be nominated by their supervisors for these awards. Award recipients receive a monetary award and certificate, and their EHS achievements are highlighted in agency-wide communications, including the employee newsletter, *The DEP Digest*, and *Pipeline*, the agency’s intranet site.

During 2005, there were awards for a wide range of enhancements to the DEP EHS program, including:

- enforcement of contractor safety policies related to safety gear regulations and pollution prevention practices
- development of specialized equipment for washing disinfection equipment and designing custom guards for facility machinery
- development of an integrated tracking database to track, monitor, and research hazardous and non-hazardous waste removal
- development of a capture device to prevent mercury from venting to the atmosphere
- design of a sewage spill reduction system, which improved site-specific drainage issues and ultimately reduced area sewer back-ups
- initiation of SOP for evacuation in case of alarm
- implementation of inspection schedules for equipment
- establishment of a proactive safety office checklist inventory system

### **Environmental & Health and Safety Recognition Awards**

DEP continues to present EHS achievement awards at our annual Employee Recognition Day award ceremony. Two awards, one for environmental achievement and one for health and safety, are presented to the winning employees by the DEP Commissioner. Award recipients receive a certificate and a monetary award on Employee Recognition Day, which celebrates the accomplishments of DEP employees while promoting the importance and awareness of environmental, health and safety compliance.

In 2005, awards were presented to employees who were responsible for an improved inventory control system to ensure consistent disinfection treatment and a better oil spill clean-up response procedure to prevent spills from reaching the environment.

### **Employee Concerns Program**

The Employee Concerns Program offers a vehicle by which DEP employees may report concerns relating to EHS issues at DEP without the fear of intimidation or reprisal. Effective November 3, 2005, an *Employee EHS Concerns Procedure* was instituted. It outlines the process by which an employee who believes he has been told to do something that violates an environmental or health and safety law, or a requirement of probation, may transmit his concern by calling the toll-free 24-hour Employee EHS Concerns Hotline (800-897-9677).

If there is an immediately dangerous situation, prompt action is taken to address the risk. In addition, within 24 hours, the concern/complaint is forwarded to an outside Investigator who contacts the employee and conducts a thorough inquiry into the matter. The Investigator reports his findings to a Committee that includes representatives from OEHS, HR and Legal. The Committee recommends to the Commissioner corrective

action to be taken to resolve the concern. OEHSC tracks completion of all recommended actions.

Employees are encouraged to communicate any EHS concerns by a toll-free telephone number (800-897-9677) that is available to them 24 hours a day, 7 days a week. They may also contact the Federal Monitor, A. Patrick Nucciarone, Esq., toll free, at 888-875-4800.

#### **4.6 Facility Auditing**

The OEHSC audit staff continued to conduct a full regulatory compliance auditing program at BWS and BWSO facilities. Teams composed of environmental, and health and safety professionals using EHS-specific audit software and experience identify action items or deficiencies which facility personnel must correct in order to be in compliance with EH&S regulations.

Beginning in May 2005, OEHSC conducted a pilot program of regulatory compliance audits at three (3) BWT facilities. Compliance audits of Fleet Administration facilities were also added to the Audit schedule. The primary objective of the DEP facility auditing program is to ensure that DEP facilities are in full compliance with all environmental and health and safety laws and regulations. The program is also intended to reinforce employee training and awareness of EHS issues and to ensure that the EHS programs are adequately implemented.

By the close of 2005, the OEHSC audit team had conducted full compliance audits and spot audits of approximately 230 facilities. These audits, in conjunction with those done by Framatome and Impact had identified a total of 7330 deficiencies; these action items were entered into the Action Item Tracking table (AIT) to which OEHSC and the bureaus have real-time access. 96% of these items had been corrected by the end of 2005.

Throughout 2005, in addition to identifying regulatory compliance concerns, the facility audits provided OEHSC auditors with an opportunity to gauge the effectiveness of recently implemented EHS standard operating procedures as well as other components (e.g., employee training) of the DEP Compliance Action Plan (CAP). Information obtained from the audits enabled OEHSC to identify trends; that effort proved to be useful in the modification of the agency's EH&S compliance programs.

In 2005, OEHSC continued to monitor the completion of all action items monthly through the AIT. In certain instances, bureaus requested additional time to complete a corrective action. In accordance with the agency's audit policy, time extensions of target dates were granted following written requests to OEHSC Assistant Commissioner; these requests included the reason(s) for the inability to meet the target date.

OEHSC enhanced and improved its facility compliance auditing practices through specialized training for its auditors on various compliance issues, e.g., electrical safety. In

addition, meetings were held with facility representatives on an ad hoc basis to foster understanding of audit findings and collaboration on correction methods. These meetings provided auditors with an insight into facility operations and a forum for discussion of action items before issuance of a formal report.

In 2006, we expect the audit program to continue to be our main source of identification of agency-wide or facility-specific compliance issues. We also anticipate that it will maintain its dual roles of monitoring compliance and providing information about our comprehensive EHS program as well as engendering discussion of ways to improve the program.

#### **4.7 Spill Prevention Program**

DEP continues to implement and improve its spill prevention program. Spill prevention training, provided annually to DEP employees and contractors working at DEP facilities, increases awareness of the types of activities that cause spills, explains agency and bureau requirements for reporting spills, and discusses initiatives for reduction of spills.

The DEP Contractor Selection & Management policy guides the bureaus both in evaluating past EHS performance of vendors and in writing specific EHS compliance requirements into contracts before contractors' services are engaged by DEP.

BWS and BWSO employees and contractors are asked to adhere to preventive maintenance schedules. Practices such as pre-use inspections of equipment, proper labeling of valves and ports transferring or receiving chemical and petroleum products, installation of secondary containment devices, and replacement of damaged or old equipment have been implemented. OEHS facility audits continue to include an evaluation of compliance with these measures.

OEHS and the bureaus are monitoring and analyzing spill events, identifying their root causes, and developing and tracking corrective actions in order to determine what additional resources or steps may be required to prevent future incidents. Quarterly reports on these metrics are prepared by the bureaus and presented to the EHS Executive Oversight Committee, chaired by the Commissioner.

#### **4.8 Legacy Assessments**

The OEHS Legacy staff manages the Legacy Assessment Program. DEP commenced the Program to identify and remediate, as appropriate, the presence of asbestos containing materials (ACM), lead-containing paint (LCP), mercury-containing materials and polychlorinated biphenyls (PCBs) at 361 Bureau of Water Supply (BWS) and Bureau of Water and Sewer Operations (BWSO) facilities, which may have utilized,

stored or disposed of materials or equipment containing these contaminants of concern (collectively Legacy “COCs”).

The facility assessments performed at each facility include: (i) performance of a walk-through or combined assessment; (ii) preparation of a facility-specific work plan (FSWP) and health and safety plan (HASP); (iii) performance of detailed assessment; (iv) preparation of a facility specific assessment report (FSAR); (v) input of the assessment results into the Legacy Action Tracking System (LATS) database.

By the end of 2005, the Legacy consultant (URS) had assessed approximately 249 facilities, including all staffed facilities and many unstaffed facilities. One hundred sixty-seven (167) FSARs had been finalized; these included 1381 recommendations which were entered into the LATS, to which OEHS and the bureaus have real-time access. More than 60% of the recommendations were for paint abatement.

Responsibilities for corrective measures are being assigned and corrective actions initiated as the recommendations are generated. Recommendations from the assessments will be categorized as follows:

- 1) Items that require immediate response because of potential employee exposure
- 2) Items that require some management activities and
- 3) Items that can either be incorporated into existing contracts or must go through the contract bid and award process to implement them.

By the end of 2006, all BWS and BWSO assessments and FSARS will be completed. BWS and BWSO will continue to complete and close the action items in the LATS database. Assessments of the facilities of BWT and other DEP bureaus will begin in 2007.

## **4.9 MIS Initiatives**

During 2005, DEP implemented several Information Technology systems to aid in managing the Agency’s EHS programs, including Legacy (LATS), Training (Web Campus) and Compliance (PMIS) Systems.

To facilitate document control and sharing of plans and reports, the Legacy website was developed. Draft documents are uploaded for review by OEHS. OEHS electronically reviews the document and either approves or provides comments. When a document has been approved, it becomes available electronically for the Responsible Managers and EHS staff to view and use.

Additionally, DEP developed a training matrix for employees in BWS, BWSO and BWT. In order to manage this information, a web-based computer system, Web campus was developed. It is anticipated that this will be expanded to all bureaus in 2006. All training requirements including those that are EHS-related will be tracked by the system.



In order to help ensure that recurring activities DEP performs to meet its compliance obligations are completed within required timeframes, DEP has developed the Permit Management and Compliance Information System. This system sends reminders to people responsible for the tasks. If the task is not performed, an escalation notification is sent to the next person in the chain of command, prior to the event's becoming a violation.

Full use by BWS and BWSO of the LATS, Web Campus and PMIS systems will be achieved in early 2006.

## **5. BUREAU ACHIEVEMENTS**

DEP has focused, over the past several years, on rolling out a robust EHS program to two of its largest bureaus, the Bureau of Water Supply and the Bureau of Water and Sewer Operations, and both bureaus have made tremendous strides in implementing the program. In addition, other DEP bureaus, have reported accomplishments in their effort to integrate EHS compliance into their operations.



*Bureau of Water Supply*

### **5.1 Bureau of Water Supply**

EHS activities within BWS are performed by the Division of Regulatory Compliance and Facilities Remediation (DRCFR) and by EHS personnel from the East and West of Hudson Divisions (EOH and WOH) as well as the Division of Drinking Water Quality Control (DWQC). EHS personnel from the DRCFR, East and West of Hudson Divisions and DWQC regularly interact.

## **Division of Regulatory Compliance and Facilities Remediation (DRCFR)**

The chief point-of-contact for handling EHS issues within BWS is DRCFR which is staffed by 27 employees. DRCFR has primary responsibility for the development, implementation, and oversight of all BWS EHS compliance programs. The mission of DRCFR is multi-faceted: (1) to serve as the technical resource for all of BWS, as it achieves and maintains EHS compliance; (2) to provide emergency spill response and remediation at BWS facilities and to supervise contractors hired for hazardous waste/materials remediation and waste disposal; (3) to provide EHS training to BWS personnel.

### **East and West of Hudson District EHS Programs**

Division personnel (3 EOH, 3 WOH) dedicated to EHS activities implement EHS programs developed by the Agency, conduct in-field assessments of EHS-related conditions at BWS Operations facilities, respond to inquiries regarding worker health and safety issues, provide training and other information sessions to Operations staff, develop EHS programs tailored to the Division's individual needs, work with personnel from state and federal agencies, and coordinate their efforts with other BWS or DEP EHS personnel.

### **Division of Drinking Water Quality Control**

The mission of the Division of Drinking Water Quality Control (DWQC) is to ensure the quality of New York City's drinking supply. In order to accomplish this mission, DWQC performs extensive water quality monitoring and research. Specialized EHS personnel (2 who cover the Watershed Laboratory and Field Operations outside of New York City and 1 to cover the in-City Distribution Laboratory) have been assigned to work with Division personnel in the drinking water laboratory and field programs.

### **Accomplishments**

DRCFR staff has managed seven (7) capital and expense contracts totaling approximately \$9 million. Major accomplishments include sump remediations, groundwater monitoring, chamber remediations, sample collection and analysis, and paint abatement of 11 Bureau facilities.

In 2005, the BWS EHS Training Section trained or coordinated training for the equivalent of over 3000 employees, meaning that each BWS employee attended an average of three (3) training sessions in 2005. These training sessions addressed over 60 different topics, including 40 classes that trained over 350 employees in CPR/First Aid. The Section, in coordination with MIS, finalized the development and utilization of an "In-House" database for tracking all facets of the Bureaus training program and assumed responsibility for maintaining the BWS Intranet site for EHS related issues.

Division EHS staff continued to assist the EHS training section by providing formal and informal tailgate safety training sessions on topics such as Crane & Hoist, PPE, Right-to-Know, Confined Space, Blood borne Pathogens, and Control of Hazardous Energy – Lock Out Tag Out (LOTO).

DRCFR staff assisted Division Management by participating in Employee Information Sessions covering bureau EHS contracts, new spill prevention procedures, standard operating procedures, and EHS policies recently implemented by the Agency.

The Bureau's "Advancing Program Implementation Group" was formed to assist Responsible Managers and Supervisors in understanding and implementing applicable EHS Policies/Programs.

BWS addressed 96% of identified compliance action items. Coordination among various Agency, Bureau and Division staff assured that all open action items listed on the AIT for audits performed in 2005 were received, completed and closed out.



*Bureau of Water and Sewer Operations*

## **5.2 Bureau of Water and Sewer Operations**

BWSO's core mission is to operate, maintain and protect the City's drinking water and wastewater (sewer) collection systems. The BWSO EHS division was created in January 2002 and is staffed by 16 EHS professionals. The BWSO EHS division is responsible for overseeing EHS compliance within BWSO operations, conducting employee training, providing regulatory guidance and assistance, conducting and responding to facility regulatory compliance audits or assessments, and overseeing environmental remediation projects.

In addition, BWSO has designated certain in-field facility personnel as Safety Officers. Safety Officers assist BWSO EHS staff by apprising them of concerns, providing input to and from the facilities, and providing support to BWSO EHS initiatives at the facility level. BWSO EHS staff holds monthly meetings with the Safety Officers and Responsible managers to identify problems and provide a venue to educate these critical health and safety field representatives on EHS issues and policies.

### **Accomplishments**

In 2005, BWSO EHS administered and/or coordinated (through the Con Ed Learning Center contract) training on over 40 environmental and/or health and safety related policies and procedures. In total, 4442 BWSO attendees were trained in 2005. A regular New Employee training was added to the Bureau's training roster in 2005.

The bulk of EHS training focused on Hazardous Communication/Right to Know for both Field and Office Staff, and included site-specific requirements, as needed. Concurrently, BWSO conducted, for all employees, environmental policy awareness training sessions. The course informs employees of what polices are being implemented and how the policies affect their day-to-day activities.

Work zone safety continues to be a priority. EHS conducted 31 work zone evaluations, generating recommendations for improvements, where necessary. Work Zone safety training was provided to 231 employees.

BWSO EHS oversaw Contract EHS 001A, the principal purpose of which was to remediate the interiors of 23 groundwater stations. In an effort to address health and safety concerns within these buildings, work included cleaning out pipe trenches and sumps, and sealing floors and walls. Contract 001B, with a similar scope, will address the remaining groundwater stations in 2006.

The EHS Environmental group has supervised and coordinated the closure, removal and remediation of historic underground storage tanks which have been abandoned. There has been extensive soil remediation and a groundwater investigation is in the beginning stages.

BWSO finished 2005 with 97% of identified action items corrected.

BWSO EHS personnel responded to 64 chemical spills (both non-hazardous and hazardous) and completed 54 waste removal work orders through the HMHD 2004 contract. Spill prevention and hazardous waste management training have become regular topics at the Bureau's Safety Officer and Responsible Manager meetings.

### **5.3 Bureau of Wastewater Treatment**

The bureau established a 6-person EHS Compliance Section which accompanied OEHS on audits of three bureau facilities and later began assessments of additional

locations. The section is also responsible for tracking the audit action items using the AIT database and with assisting facilities in the correction of the deficiencies identified during the audits and assessments.

An Implementation Committee was convened to evaluate the gaps between the bureau's existing protocols and the department's EHS policies and procedures. OSHA Awareness training was provided to several hundred bureau employees.

#### **5.4 Bureau of Engineering, Design and Construction**

The Bureau continued its efforts to improve the EHS program with an in-house EHS group within the Division of Construction Services. Ancillary services were provided by an EHS consultant. The EHS group increased its review of contractor safety programs, performance of job site safety inspections and review and approval of contractor's Health and Safety Plans and safety personnel. The EHS group participated in the development and implementation of numerous Agency EHS policies. In addition, construction site spills were aggressively investigated, tracked and reported, as required, to outside authorities.

The Bureau continued its training program to provide Bureau employees with the required EHS training necessary to properly perform their work assignments. The staff of the EHS group coordinated the training schedules to assure that all necessary training would be completed within the mandated deadlines. Training was provided for Bureau personnel on Spill Prevention, Hazard Communication/Right-to-Know and Hazardous Waste Manifest.

Major efforts were made during 2005 to positively influence contractors and Resident Engineering (RE) staff to comply with all EHS regulations detailed in the contractors' Health and Safety Plans (HASPs). EHS staff involvement in a multitude of issues on construction sites has resulted in improved contractor compliance and avoidance of loss to DEP employees, property and facilities.

#### **5.5 Bureau of Human Resources and Administration**

The Bureau of Human Resources and Administration - Division of Human Resources Management (HRM) began the process of implementing an agency-wide training administration software system. During 2005, HRM met with the three major operating bureaus (BWS, BWSO, and BWT) to solicit recommendations for customizing the software. As a result, customizations were effected to better accommodate bureau informational and management control needs.

The major EHS function achieved by the system is that it will enable OEHS to monitor the status of the agency's compliance Training Plan. When additional features have been implemented, the system will also be able to deliver training content over the Intranet, reaching geographically disparate audiences, reducing the time required to

deliver training content, and reducing significantly the costs associated with such training.

The three bureaus have been trained on the use of the software, and a DEP manual of instructions and operating procedures has been developed and communicated to the bureaus. Follow-up one-on-one sessions were conducted to ensure the effective transfer of skills required of end users. Staff from OEHS also attended the training sessions.

In addition, in 2005, HRM assisted OEHS by conducting disciplinary training for approximately 450 DEP employees and provided an Ethics Training program for 253 BWS employees.

## **5.6 Other Bureaus**

Other DEP bureaus have identified bureau-specific EHS staff and have begun identifying employees who require training. In 2006, they will work to implement the DEP EHS programs, and audits of their facilities will commence.

## **6. CONCLUSION**

In 2005, DEP continued to fine tune and enhance our EHS compliance program. Management systems were developed for tracking permit, inspection and compliance obligations (PMIS), training requirements (Web Campus), Legacy recommendations (LATS) and contract procurement.

BWS and BWSO demonstrated that they had the systems in place to correct the action items identified during OEHS audits, and they increased their completion percentage from 92% at the end of 2004 to 96% as of December 2005.

During 2006, DEP will further revise its policies and procedures to better reflect bureau needs and will better integrate compliance into how we do our work from day to day. Most notably, the EHS compliance program will be expanded to the entire agency with the development of Compliance Action Plans for all remaining bureaus.

In addition, beginning in early 2006, DEP will establish and begin monitoring key parameters (e.g. "metrics") that should enable the Agency to measure the effectiveness of the program and to make appropriate improvements to support its goal of a sustainable EHS compliance program.

With the assistance of the Monitor, DEP will continue our efforts to change the culture of the agency from one that is focused mainly on delivery of services, to one that places equal value on how we treat the environment, our neighbors, and our employees in delivering those services.