

## Vibrant Democracy

### VD.1 Empower all New Yorkers to participate in our democracy

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.1.1 Expand voting rights and representation to bring more New Yorkers to the polls	Democracy NYC	Register 20,000 students during the annual Student Voter Registration	N/A
VD.1.2 Expand opportunities for democratic engagement	CEC	Launch Citywide Participatory Budgeting	N/A
VD.1.3 Lead a comprehensive effort to count every New Yorker, as part of the 2020 Census	Census	Implement the City's initiatives to count every New Yorker in 2020	N/A
VD.1.4 Increase digital literacy and combat misinformation and digital hate speech that threatens democracy	Democracy NYC, MOTI	Launch first set of public awareness campaigns to fight misinformation and leverage relationships with social media platforms to combat localized misinformation in run-up to 2020 elections	Report on success of public awareness campaigns and collaboration with social media platforms to inform future city investments and programming decisions
VD.1.5 Empower the next generation of New Yorkers to become informed residents and activists	CCHR, DOE, DYCD, NYC Service	In FY 20: Launch a three-session series for youth on the City Human Rights Law and Protections Against Discrimination Based on Race and Color. Launch the Students for Human Rights workshop. Civics for All: 600 Civics for All Ambassador teachers will be trained to implement the Civics for All Initiative in their schools during the summer of 2019 for the 2019-2020 school year	The City will grow the number of Youth Leadership Councils to 300. Civics for All: An additional 600 Civics for All Ambassador teachers will be trained during the summer of 2020 for the 2020-2021 school year

### VD.2 Welcome new New Yorkers from around the world and involve them fully in civic life

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.2.1 Explore the reach of IDNYC	MOIA	Continuation of collaborations and integrations with other City agencies to utilize electronic data to support vulnerable populations, and expand utility and functionality of the IDNYC card	Complete renewal for over one million cardholders
		Implement Smart Chip	Complete smart chip technology exploration leading to new integrations and access for cardholders
		Launch IDNYC's first ever renewal campaign	Expand of Middle School ID card roll-out system-wide
		Launch Middle School ID redesigned card	

## Vibrant Democracy

### VD.2 Welcome new New Yorkers from around the world and involve them fully in civic life

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.2.2 Raise naturalization rates through targeted outreach and assistance	MOIA	Evaluate use of navigator model and outreach strategies through NYCitizenship	Complete ActionNYC expansion in libraries and launch new scaled citizenship program with goal to file applications for more than 25,000+ New Yorkers annually, and launch voter registration initiative
		Launch citizenship pilot to access effective outreach and engagement strategies to reach and assist eligible LPR New Yorkers in seeking citizenship at greater scale	Complete ActionNYC RFP process and expansion of legal services into libraries and institutionalize learnings from NYCitizenship
		Work with the City and private funders to continue to fund NYCitizenship which reaches over 10,000 individuals a year seeking naturalization support	Take learnings from citizenship program, and pilot and launch large scale citizenship program in partnership with DSS and CUNY
VD.2.3 Protect and provide resources to new and undocumented New Yorkers	MOIA	Increase English language learning tools through We Speak program: solidify language access expansion consistent with LL30 across city agencies; transfer poll-site interpretation initiative to civic engagement commission	Guarantee affordable health care: Expand NYC Care to all five boroughs in 2021
		Launch and complete initial push for NYC Care enrollment across two-three boroughs. Advise on NYC Care program development	Implement public messaging and outreach campaigns to ensure communities are connected to right information, legal services and where eligible, apply for citizenship
		Monitor federal policy changes that impact communities such as public charge: ensure city readiness to respond and conduct outreach campaign to connect communities to information and legal services	Solidify We Speak online platform for New Yorkers and launch beginner language classes; adopt tested language access tools for website translation and complete full LL30 compliance. Work with CEC on poll-site initiative in order to increase interpretation services for LEP voters

### VD.3 Promote justice and equal rights, and build trust between New Yorkers and government

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.3.1 Bring together residents, agencies, and community-based organizations to initiate system-wide solutions and increase trust	MOCJ	Convene local NStat meetings led by community stakeholder teams	Continue to convene Local Nstat meetings in all 15 MAP communities
VD.3.2 Invest in communities working to end gun violence in New York City	MOCJ	Partner with New Yorkers to develop and implement investments in community- and evidence-based strategies to prevent gun violence	Continue to partner with New Yorkers to develop and implement investments in community- and evidence-based strategies to prevent gun violence
VD.3.3 Advance diversity in leadership roles	CEC, CGE, DCLA	Develop Borough Civic Academies leadership curriculum and host a least one Academy Session/borough	Have at least 100 candidates, training and available for appointment, from each borough
VD.3.4 Advance gender equity by engaging diverse stakeholder groups	CGE	Expand campaigns and/or programs citywide with men and youth to build gender equity champions/allies	Continue to expand campaigns and/or programs citywide with men and youth to build gender equity champions/allies

## Vibrant Democracy

### VD.4 Promote democracy and civic innovation on the global stage

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.4.1 Provide global leadership on climate, migration, and other shared challenges	Int'l Affairs	Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals	Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals
VD.4.2 Leverage the SDGs as a framework to share sustainability challenges and solutions	Int'l Affairs	Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals	Submit a Voluntary Local Review of NYC's progress towards reaching Sustainable Development Goals
VD.4.3 Empower students to lead on the global stage	CCHR	Increase the number of participants (educators, students, community members) across the five boroughs	Increase the number of participants (educators, students, community members) across the five boroughs

# Inclusive Economy

## IE.5 Grow the economy with good-paying jobs and prepare New Yorkers to fill them

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
IE.5.1 Diversify the City's economy and broaden access to good-paying jobs	EDC, WKDEV	All CyberNYC workforce programs underway, including the first LaGuardia Community College-supported Cyber Boot Camp cohort	Complete construction on MiNY Garment Hub and public realm improvements
		Release RFEI for Hunts Point Produce Market redevelopment and select developer	Open additional community health centers
IE.5.2 Strengthen and expand the capacity of adult education in a connected workforce system	DOE	Expand the service age for youth programs in District 79 from 21 to 24	Further increase access to professional development and technical assistance for bridge programs and for providers preparing to launch bridge programs
		Grow and strengthen the adult education system, moving more adults who lack a high school credential into preparation classes for the high school equivalency exam	Increase the number and percentage of New Yorkers successfully connected to workforce services that meet their needs
		Increase access to professional development and technical assistance for bridge programs and for providers preparing to launch bridge programs	Increase the number of young adults aged 22 to 24 served by District 79 youth programs
		Launch WorkingNYC	Increased number of New Yorkers earning a high school equivalency diploma
		Study service-year bridge models and develop pilot proposal	Launch service-year bridge pilot
IE.5.3 Integrate human capital investment into all City initiatives	DCAS, WKDEV	Increase the number of New Yorkers from underrepresented groups connected to construction jobs created by City investments	Further increase the number of New Yorkers from underrepresented groups connected to construction jobs created by City investments
		Increase the number of New Yorkers without a college degree who are connected to entry-level City job opportunities and apprenticeships	Further increase the number of New Yorkers without a college degree who are connected to entry-level City job opportunities and apprenticeships
IE.5.4 Support the growth and retention of small businesses	SBS	Implement the collection of a unique business ID, the Federal Employer Identification Number (EIN), at 3 City agencies that regulate businesses. Implement a method of verifying EINs to ensure accuracy	Establish self-guided online assessment that helps businesses understand risks that they face and provides guidance how to integrate the most valuable resiliency measures
		Steering Committee aligns on a short list of most valuable resiliency measures (with the highest expected Return on Investment)	Implement the collection of the EIN at 3 additional City agencies that regulate businesses. Continue to implement previously identified method of verifying EINs to ensure accuracy
IE.5.5 Invest in the space for equitable growth	DCLA, DCP, EDC	Begin public review process for Gowanus neighborhood rezoning proposal	Complete 100 units of affordable artist workspace as part of the AREA initiative
		Complete 80 units of affordable artist workspace as part of the AREA initiative	Continue to develop new mechanisms to promote expansion of businesses and creation of new workspace in suitable locations
		EDC will finalize the first anchor lease agreement for a new development under the Office Anchor Strategy in East New York	

## Inclusive Economy

### IE.6 Provide economic security for all through fair wages and expanded benefits

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
IE.6.1 Aggressively enforce fair wages and working conditions	NYC Opportunity	Implement and begin enforcing first-of-its-kind paid personal time protection for workers	Conduct an alternative dispute resolute program for paid care workers' wage hour claims and evaluate how it might expand into other industries
IE.6.2 Guarantee access to lifeline benefits	HRA, NYC Opportunity	Launch two-year data collection process for the study on the impact of child allowances on child development	N/A
IE.6.3 Address high living costs and debt loads	DFTA, NYC Opportunity	Continue to expand respite and supplemental services to unpaid caregivers of older adults, people with disabilities, and persons with dementia	Serve 1,000 student loan borrowers through Student Loan Debt Clinics targeting neighborhoods and communities identified as having high levels of student loan debt-related financial distress
		Release three briefs highlighting populations vulnerable to student loan debt distress: students from families with low incomes, students of colors, and veteran students	

### IE.7 Expand the voice, ownership, and decision-making power of workers and communities

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
IE.7.1 Increase Economic Opportunities for Minority- and Women-owned Business Enterprises	MWBE	Award \$12.6B to MWBEs	Award \$14.2B to MWBEs
IE.7.2 Leverage the buying power of anchor institutions to strengthen local economies	MWBE	Launch at least two place-based anchor networks that commit to increasing supplier diversity	Report on first year impact of the anchor networks
IE.7.3 Increase employee-ownership to produce value for working New Yorkers	MWBE, SBS	Codify and announce strategy, including key milestones and benchmarks, and launch first initiative	Report on first year impact and launch subsequent initiatives
IE.7.4 Leverage City-owned assets to protect community wealth and generate housing assets	HPD	Continue construction for existing buildings in pipeline	Continue construction for existing buildings in pipeline
		Continue ongoing work in TIL program to assign all remaining buildings to a developer under ANCP	Continue pre-development work of existing ANCP buildings so they can begin construction
		Continue pre-development work of existing ANCP buildings so they can begin construction	
IE.7.5 Expand community ownership of renewable energy infrastructure	MOR, MOS	Have first renewable energy project sited on a NYCHA property	Continue offering the community energy planning tool to guide decision-making for community-owned energy assets
		Launch community energy planning tool to guide decision-making for community-owned energy assets	
IE.7.6 Increase economic opportunities for diverse participants in the evolving cannabis industry	IGA, MOCJ	Advocate at the state level for cannabis legalization that ensures that communities disproportionately harmed by criminalization have an equitable stake in the cannabis industry and the opportunity for economic empowerment.	N/A

## Inclusive Economy

### IE.8 Strengthen the City's fiscal health to meet current and future needs

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
IE.8.1 Increase centralized savings through improved government operations	DCAS, MOCS, OLR, OMB	Continue to improve government operations	Continue to improve government operations

# Thriving Neighborhoods

## TN.10 Ensure all New Yorkers have access to neighborhood open spaces and cultural resources

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.10.1 Strengthen open spaces and opportunities for recreation in under-resourced and growing neighborhoods	DCP, DOT, DPR	Complete capital construction on all Community Parks Initiative Phase I sites; complete capital reconstruction on 21 Phase 2 sites pending successful procurement results; and complete new targeted improvement sites	Complete capital reconstruction on an additional 11 Community Parks Initiative Phase 2 sites pending successful procurement results
		Complete online EI-Space Toolkit, citywide inventory of potential EI-Spaces, and planning frameworks for Bronx and Brooklyn	Complete Phase 3 pilot sites in Brooklyn, Staten Island and the Bronx
		Continue Summer Streets and Weekend Walks	Continue Summer Streets and Weekend Walks
		Release the NYC Comprehensive Waterfront Plan	
TN.10.2 Enhance neighborhood access and connectivity to parks and open spaces	DPR	Complete construction on Phase 1 projects at four Anchor Parks sites (BX, BK, MN, QN)	Complete construction on Phase 2 projects at four Anchor Parks sites (BX, BK, MN, QN)
		Complete procurement and construction on all Eight Parks Without Borders showcase sites	Formalize and improve hiking trails in parks
		Formalize and improve hiking trails in parks	
TN.10.3 Support arts and culture in all communities	DCLA, LPC	Install two more permanent artwork honoring underrepresented communities as part of the monuments initiative	Install four more permanent artwork honoring underrepresented communities as part of the monuments initiative
		Provide 85 paid internships at cultural organizations through CUNY Cultural Corps	Provide professional development to 50 more cultural workers through CreateNYC Leadership Accelerator
		Support five more Mayor's Grant for Cultural Impact partnerships between City agencies and cultural organizations specifically targeting low income neighborhood.	Support four more artist residencies at City agencies
TN.10.4 Create and upgrade shared spaces to promote social cohesion and holistic service delivery	BPL, DOE, DOHMH, DPR, MOCJ, NYPL, QPL	Expand stewardship support through GreenThumb's 'Help a Garden Grow' Volunteer Program to 20 garden sites	Codify and communicate the universal community school practices that can be adopted by any school
		Expand the success mentoring initiative to serve more vulnerable youth	Develop a sustainability plan for community school contracts
		Increase the number of schools that complete an asset and needs assessment	Establish new GreenThumb community gardens
		Strengthen and expand peer learning networks among school leaders	Expand stewardship support through GreenThumb's 'Help a Garden Grow' Volunteer Program to 25 garden sites

## Thriving Neighborhoods

### TN.11 Advance shared responsibility for community safety and promote neighborhood policing

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.11.1 Create design solutions for public safety through Neighborhood Activation	MOCJ	Seek partnerships and implement additional Neighborhood Activation projects	Continue to seek partnerships and implement additional Neighborhood Activation projects
TN.11.2 Involve residents in crime prevention using environmental design	MOCJ	Continue to train residents in CPTED and implement recommendations	Continue to train residents in CPTED and implement recommendation
TN.11.3 Improve neighborhood cleanliness and safety	DMOPS	Continue to convene a multiagency task force to develop programs that address quality-of-life issues in the 25 highest need neighborhoods develop programs that address quality-of-life issues in select neighborhoods	N/A

### TN.12 Promote place-based community planning and strategies

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.12.1 Create tools and resources to support place-based planning	DCP	Launch interactive engagement tool for the public to comment and share ideas regarding DCP studies and plans	N/A
		Publish improved online map of city facilities and select planned infrastructure improvements	N/A
		Release improved online platform for Community Boards to submit their needs and budget requests	N/A

### TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.1 Keep New Yorkers in their homes and protect the housing stock	DSS, HPD, Mayor's Office, NYCHA	Expand the number of New Yorkers receiving universal access to counsel in eviction cases	Continue to expand the number of New Yorkers receiving universal access to counsel in eviction cases
		Reform and renew State rent regulation laws	Review impacts of new State rent regulation laws



## Thriving Neighborhoods

### TN.9 Ensure all New Yorkers have access to safe, secure, and affordable housing

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.2 Create or preserve 300,000 affordable units by 2026 and increase the overall housing supply	HPD, OER	Create or preserve 25,000 affordable housing units	Clean up an additional 850 brownfields between 2019 and 2021
		Fund the acquisition of approximately 1,000 homes annually through Neighborhood Pillars	Create or preserve 25,000 affordable housing units
		Serve 100 low income households annually through HomeFix	Fund the acquisition of approximately 1,000 homes annually through Neighborhood Pillars
			Serve 100 low income households annually through HomeFix
TN.9.3 Expand housing and related services to support the city's most vulnerable populations	DSS, HPD	Advance Seniors First sites & continue implementing 'Aging in Place' across preservation projects	Advance Seniors First sites & continue implementing 'Aging in Place' across preservation projects
		Expand the number of New Yorkers receiving rental assistance	Close all cluster shelter units by the end of 2021
			Continue to expand the number of New Yorkers receiving rental assistance
TN.9.4 Analyze residential segregation and promote fair housing	HPD	Implement policies and programs identified in federal report	Implement policies and programs identified in federal report
TN.9.5 Support efforts to create new housing and jobs throughout the region	DCP	Expand the division's staff capacity to support new research initiatives focused on the region's housing supply, and issue an in-depth report focusing on the geography and characteristics of the region's housing supply, as well as how that supply has changed over time	Convene regional stakeholders, planning professionals, and government partners to discuss shared challenges and potential strategies for building affordable housing and growing the supply of a range of housing types, including senior housing, and opportunities to coordinate efforts and housing production targets

## Healthy Lives

### HL.13 Guarantee high-quality, affordable, and accessible health care for all New Yorkers

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.13.1 Guarantee health care for all New Yorkers	H+H	Launch NYC Care in 2 additional neighborhoods and continue outreach for insurance enrollment	Complete NYC Care coverage in all five boroughs
HL.13.2 Improve and modernize primary and specialty health care delivery	H+H	Begin construction for three additional health centers (1 in Queens, 1 in Brooklyn, and 1 in the Bronx)	Open three additional health centers (1 in Queens, 1 in Brooklyn and 1 in the Bronx)
		Complete new electronic medical record (EMR) rollout across H+H system	

### HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.14.1 Reduce the leading causes of premature mortality	DOHMH, H+H	Reach 3,000 unique pharmacy and primary care sites and distribute hypertension action kits to providers and staff	1,000 New Yorkers complete National Diabetes Prevention Program (DPP) programs at new sites
		Recruit 60 pharmacies to the Medication Therapy Management (MTM) program and disseminate MTM citywide training; Recruit and train 30 pharmacies to participate in the Pharmacy to Farm Prescription program	Enroll 3,000 Medicaid recipients in Medication Therapy Management
		Recruit and train 16 clinical sites for the National Diabetes Prevention Program (DPP) and train 60 National DPP coaches	Reach 1,000 New Yorkers through the Pharmacy to Farm Prescriptions program
HL.14.2 Ensure every New Yorker in need has access to mental health support	ThriveNYC	Decrease the percentage of adults with serious psychological distress who do not get needed mental health treatment to 20%	Decrease the percentage of adults with serious psychological distress who do not get needed mental health treatment to 19%
HL.14.3 End the opioid epidemic	DOHMH, H+H	Distribute 100,000 naloxone kits citywide annually	Distribute 100,000 naloxone kits citywide annually
		Expand peer-response initiative, Relay, in up to 15 private hospital emergency departments	Expand peer-response initiative, Relay, to maintain 15 hospital emergency departments
		Reach 1500 providers through public health detailing and other outreach efforts to educate about the drug overdose epidemic and the City's public health response (annual target)	Reach 1500 providers through public health detailing and other outreach efforts to educate about the drug overdose epidemic and the City's public health response (annual target)
		Train 1,600 prescribers in buprenorphine (total)	Train 1,800 prescribers in buprenorphine (total)

## Healthy Lives

### HL.14 Advance equity by addressing the health and mental health needs of all communities

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.14.4 Reduce racial-ethnic inequities in both maternal mortality and infant mortality	DOHMH, H+H, NYPD	Convene maternal mortality and morbidity review committee and review 2018 maternal deaths and produce annual report, including recommendations for action as per City Council legislation (LL188,2018)	Begin cohort 2 of the quality improvement initiative in 10 hospitals
		Implement a quality improvement initiative with 14 maternal hospitals (cohort 1), including: <ol style="list-style-type: none"> <li>1. Collecting and using hospital-level SMM data in hospital quality improvement efforts</li> <li>2. Implementing comprehensive training and coaching that addresses implicit racial bias within the context of trauma and resilience informed systems</li> <li>3. Implementing public awareness and education campaign for community residents and providers related to chronic disease prevention and the NYC Standards of Respectful Care at birth</li> </ol>	Convene maternal mortality and morbidity review committee and review 2019 maternal deaths and produce annual report, including recommendations for action as per City Council legislation (LL188,2018)

### HL.15 Make healthy lifestyles easier in all neighborhoods

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.15.1 Expand healthy food choices	DOHMH, MOFP	Announce final sugar reduction targets for food manufacturers for National Salt and Sugar Reduction Initiative	Continue to offer \$2 for \$2 match and promote program to increase SNAP participant usage
		Develop, introduce, and implement a commitment to reduce processed meat in City agency meals	Encourage commitments to companies and monitor changes in the national food supply
		Plan for and launch a \$2 for \$2 Health Bucks SNAP incentive match at 100+ farmers markets	Provide technical assistance to City agencies and monitor changes made by agencies who purchase and serve food
HL.15.2 Create a built environment that encourages physical activity, community building, and better mental health	DDC, DOHMH	Work with agency partners and stakeholders to develop new content and design strategies to be incorporated into an update to the Active Design Guidelines (ADGs)	Begin the process of amending Executive Order 359 to reference the updated and expanded ADGs
			Develop a dissemination plan (trainings, technical assistance) for updated ADGs

# Healthy Lives

## HL.16 Design a physical environment that creates the conditions for health and well-being

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.16.1 Reduce childhood exposure to lead	DOHMH	Amend the Health Code to lower the blood lead level that mandates DOHMH inspection to 5 mcg/dL or greater	Identify products contaminated with lead and take action when such dangerous levels are found
		Amend the Health Code to lower the lead in dust and lead in paint thresholds, which will allow DOHMH to take action at lower levels than currently required	Improve the Citywide Immunization Registry by expanding the text messaging tool for reminding parents of the need for blood lead testing, and developing an interface to display recommendations to healthcare providers about lead testing for individual children
		Amend the Health Code to provide greater clarity on consumer products that contain dangerous levels of lead and on DOHMH's authority to take action when such levels are found	Reduce the rate of children with BLL of 5 mcg/dL or greater while reducing the disparity between high and low income neighborhoods by 10%
HL.16.2 Expand Heat-health Programming and Education	DOHMH, MOR	Complete data analysis of the two-summer baseline temperature measurements in 14 high heat-vulnerable neighborhoods	Complete "Be A Buddy" community resilience project and share best practices learned and other evaluation findings
		Conduct 2 heat-health trainings for service providers working with populations with increased vulnerabilities to heat-related illness	Examine utility disconnect policy and operational options to protect users of electrically powered life sustaining equipment during power outages
		Continue to work with state Department of Health and HRA to promote existing air condition benefits and resources, including expanded Home Energy Assistance Program cooling benefit	
		Implement year 2 of the "Be A Buddy" community resilience project and continue to evaluate project progress	
		Launch a radio and newspaper media campaign to promote risks of heat-related illness and ways to protect those with increased susceptibilities	
HL.16.3 Advance equitable improvements in air quality	DCAS, DEP, DOHMH, DOT	DEP will convene an advisory group to determine new technologies for cook stoves	DEP will convene an advisory group to assist in determining the best technologies for char broilers
		With academic collaborators, DOHMH to develop a zip-code level air quality and health impacts screening tool for environmental policy evaluation in NYC	DOHMH to finalize screening tool including user testing and apply to current policy questions of interest to Mayor's Office, DOT, DEP, among others
HL.16.4 Improve the quality of our waterways	DEP	Submit SWMP Annual Report to NYSDEC and the Public	Continue to implement SWMP programming
HL.16.5 Protect, restore and conserve the City's natural environment	DPR	Analyze LiDAR data for NYC tree canopy	Improve over 250 acres of forested natural areas citywide annually
		Complete Freshwater Wetlands and Streams Restoration Needs Report	Plant over 5,000 street trees in neighborhoods with the highest vulnerability to heat
		Improve over 250 acres of forested natural areas citywide annually	Update NYC Freshwater Wetlands and Stream Map

## Equity and Excellence in Education

### EE.17 Make New York City a leading national model for early childhood education

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EE.17.1 Ensure eligible children from birth to three years have access to developmental services	DOHMH	Distribute 1,000 child care toolkits	Continue to work with child care providers to determine the most effective distribution of toolkits in their community
		Distribute 700 clinician toolkits	Continue to work with New York City clinicians to determine the most effective distribution of toolkits and any other necessary information
		Engage 5,000 community members a year to introduce the Early Intervention Program	Engage 5,000 community members a year to introduce the Early Intervention Program
		Increase annual referrals to the early intervention program by 1,500 children over the number referred in 2017	Increase annual referrals to the early intervention program by 1,800 children over the number referred in 2018
EE.17.2 Expand 3-k for All to more than one-third of all school districts by end of 2020 school year	DOE	Expand 3-K for All to a total of 14 school districts, including the 10 lowest income districts (Districts 4, 5, 6, 7, 8, 9, 12, 16, 19, 23, 27, 29, 31, 32)	3-K for all will be at scale in the 14 funded districts
EE.17.3 Offer home-based childcare providers	DOE	Provide training and support to all home-based providers who are part of a family childcare network contracted with the City	Provide training and support to all home-based providers who are part of a family childcare network contracted with the City
EE.17.4 Achieve universal literacy by second grade	DOE	All schools receiving literary supports	2/3 of all second graders reading on grade level
EE.17.5 Offer free, full-day, high-quality Pre-K for every four-year-old	DOE	Work with pre-K programs citywide to continuously improve quality; work with families through outreach efforts to ensure all families can access a program that meets their needs	

### EE.18 Advance equity in K-12 opportunity and achievement

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EE.18.1 Improve school facilities, particularly in high need districts	DOE	Begin implementation of the proposed 2020-2024 Capital Plan	Allocate \$284 million in additional funding in this plan to the Mayor's Air Conditioning for All initiative, ensuring that all classrooms will have A/C in 2021 so that students are learning in a comfortable classroom one year earlier
EE.18.2 Improve college readiness by expanding algebra, AP, and Computer Science to every school by 2025	DOE	80% of high school students have access to five or more AP classes	100% of high school students have access to five or more AP classes
EE.18.3 Expand College Access for All	DOE	All 7th grade students to visit a college campus	Continue to support middle school students with college readiness programs
EE.18.4 Ensure students in temporary housing receive the support and services they need to succeed	DOE	Continue to strengthen professional development opportunities for DOE staff in collaboration with non-profits and social services agencies	Continue to collaborate with city agencies and community based organizations to expand resources to students and families experiencing homelessness

## Equity and Excellence in Education

### EE.19 Increase integration, diversity, and inclusion in New York City Schools

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EE.19.1 Support the Critically Conscious Educators Rising Series	DOE	Increase the number of participants involved in the series	Increase participants involved in the series
EE.19.2 Expand implicit bias training for City Teachers	DOE	Support strategic planning and implementation of trainings for Cohort 2 (14 additional districts)	Support strategic planning and implementation of trainings for remaining districts
EE.19.3 Advance the diversity grants program	DOE	Complete community planning efforts in 5 school districts	Complete community planning in 5 additional school districts (10 in total)
EE.19.4 Provide students with greater access to restorative justice	DOE	Continue to explore opportunities to further expand restorative practices into other districts	Continue to explore opportunities to further expand restorative practices into other districts
EE.19.5 Ensure inclusion for students of all gender identities and sexual orientations	DOE	Expand the number of student clubs that are funded	Expand the number of student clubs that are funded

## Livable Climate

### LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.20.1 Ensure 100 percent clean electricity resources	MOS	Achieve 12 month permitting timeline for energy storage	Develop a solar technical assistance program to accelerate adoption across the city
LC.20.2 Pursue deep cuts in emissions and gains in efficiency across all buildings	MOS	Pass legislation and develop rules for buildings over 25,000 square feet	Work toward deep cuts in emissions for small buildings and affordable buildings
LC.20.3 Promote sustainable transportation options	DOT, MOS	Complete installation of first five fast charging stations	Complete the execution of Executive Order 41 of 2019 regarding fleet efficiency
LC.20.4 Adopt Zero Waste management strategies citywide	DSNY	Complete implementation of foam ban, plastic bag ban, and paper bag fee, and distribute more than 1 million reusable bags	Pass legislation to expand organic waste collection and processing in NYC
LC.20.5 Support every New Yorker in the shift to sustainable living	MOS	Draft measurement and benchmark frameworks to assess impact for designated campaigns and programs helping New Yorkers live more sustainably	Implement first set of impact studies based on identified framework, and review results to inform and revise engagement priorities and strategies

### LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.1 Mitigate physical risks posed by climate change by delivering critical projects	DPR, EDC, MOR	Commence design and community engagement on the Battery Wharf Reconstruction Project	Advance Construction on the Battery/South Battery Park City Resiliency Project
		Complete final design of Two Bridges Coastal Resilience Project	Release the Financial District and South Street Seaport Climate Resiliency Master Plan, including steps to establish public benefit corporation to manage next phases of work
		Complete Freshwater Wetlands and Streams Restoration Needs Report	Start Construction of the Battery Wharf Reconstruction Project
		Develop the Financial District and South Street Seaport Climate Resiliency Master Plan	Start construction of Two Bridges Coastal Resilience
		Start Construction on the Battery/South Battery Park City Resiliency Project	Update NYC Freshwater Wetlands and Stream Map

# Livable Climate

## LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
<p>LC.21.2 Empower New Yorkers to take climate-smart adaptation measures</p>	<p>MOR, NYCEM, SBS</p>	<p>Coat one million square feet of rooftop, with outreach prioritizing high heat vulnerability neighborhoods, and provide training and job-connection services to 70 New Yorkers</p>	<p>Continue conducting Community Preparedness Boot Camps to assist local organizations with their emergency planning and connect them with NYCEM's resources</p>
		<p>Conduct 10 Community Preparedness Boot Camps to assist local organizations with their emergency planning and connect them with NYCEM's resources</p>	<p>Host an annual symposium for local community and faith-based organizations to discuss best practices for community planning for vulnerable populations</p>
		<p>Execute "Be a Buddy" media campaign</p>	<p>Host Community Preparedness Council three times per year to provide a forum for community, faith-based and government leaders to network and share best practices, challenges and next steps</p>
		<p>Host an annual symposium for local community and faith-based organizations to discuss best practices for community planning for vulnerable populations</p>	<p>Host quarterly meetings with nonprofit representatives and host annual Disability Access and Functional Needs Symposium</p>
		<p>Host Community Preparedness Council three times per year to provide a forum for community, faith-based and government leaders to network and share best practices, challenges and next steps</p>	
		<p>Host quarterly meetings with nonprofit representatives and host annual Disability Access and Functional Needs Symposium</p>	
		<p>Implement heat-health trainings and programming</p>	
<p>LC.21.3 Develop policies and governance structures to support climate resiliency and adaptation</p>	<p>MOR</p>	<p>Advance a Flood Resilience Zoning Text Amendment, with the ULURP process concluding in 2020. This zoning text amendment would ensure sufficient flexibility in zoning to accommodate sufficient freeboard to accommodate sea level rise projections</p>	<p>Update the City's building code to ensure the safety and functionality of all new buildings built in locations with current or future risks associated with sea level rise</p>
		<p>Develop Coastal Protection Design Guidelines</p>	
		<p>Expand capacity within city and non-city agencies to conduct outreach regarding flood risks and insurance issues</p>	
		<p>Work with agencies to implement the Climate Resiliency Design Guidelines</p>	



## Livable Climate

### LC.21 Strengthen communities, buildings, infrastructure, and the waterfront to be more resilient

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.4 Use the best available science to inform a multi-hazard approach to climate adaptation	MOR	Appoint 4 NPCC members and chairs, and develop the scope of study for next report	Begin to implement operational measures identified in the mitigation roadmap
		Collect baseline neighborhood-level temperature data in 14 neighborhoods with high heat vulnerability	Complete review and analysis of collected monitoring data
		Develop publicly available mapping and mitigation roadmap for precipitation driven flooding	
		Issue the Climate Adaptation Roadmap	

### LC.22 Create economic opportunities for all New Yorkers through climate action

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.22.1 Grow the green economy with good-paying jobs and a skilled workforce	EDC, SBS, WKDEV	Increase the number of New Yorkers from underrepresented groups connected to construction jobs created by City investments	N/A
LC.22.2 Invest in a carbon neutral and climate resilient future	NYC Pension Trustees	Begin doubling pension investments in renewable energy, energy efficiency, and other climate change solutions	Achieve \$4 billion (or 2 percent of the \$195 billion pension portfolio) invested in renewable energy, energy efficiency, and other climate change solutions

### LC.23 Fight for climate accountability and justice

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.23.1 Pursue the City's lawsuit against the five largest investor-owned fossil fuel companies	CPP, LAW	Continue to pursue litigation	Continue to pursue litigation
LC.23.2 Divest the City's pension funds of all fossil fuel reserve owners	NYC Pension Trustees	Approve plan for unwinding investments in fossil fuel owners from the pension fund portfolio	Begin to divest from fossil fuel owners
LC.23.3 Advocate for robust regulation of greenhouse gas emissions	CPP, LAW	Continue to advocate for robust federal environmental regulation, oppose efforts to roll back GHG emissions regulations, and consider legal action challenging final rules that are not protective of the environment	Continue to advocate for robust federal environmental regulation, oppose efforts to roll back GHG emissions regulations, and consider legal action challenging final rules that are not protective of the environment

LC.23 Fight for climate accountability and justice

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.23.4 Partner with global cities to foster climate accountability and climate justice	CPP	Host the next Divest / Invest Forum meeting; partner with Barcelona to execute an Inclusive Climate Action Forum meeting in Barcelona	Work with cities in the Divest / Invest Forum to announce their intent to either divest from fossil fuels or pledge to invest a percentage of their assets in climate solutions

## Efficient Mobility

### EM.24 Modernize New York City's mass transit networks

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.24.1 Modernize the subway system and improve affordability and accessibility	DCP, HRA, IGA, Mayor's Office, MTA	Continue to expand Fair Fares for New Yorkers	Continue to expand Fair Fares for New Yorkers
		Incorporate changes into zoning regulations that promote coordination of new development with subway accessibility improvements	
EM.24.2 Improve bus network performance by expanding bus priority citywide	DOT, IGA, MTA, NYPD	Add 300 TSP intersections per year	Add 300 TSP intersections per year
		Improve 5 miles of existing bus lanes per year	Improve 5 miles of existing bus lanes per year
		Improve citywide bus speeds by 25% by end of 2020	Install 10-15 miles of bus lanes per year
		Install 10-15 miles of bus lanes per year	
		Pilot up to 2 miles of physically separated bus lanes in 2019	
EM.24.3 Provide New Yorkers with more transit options	EDC, IGA	Launch Coney Island route	Launch landing at Throgs Neck/Ferry Point Park
		Launch St. George route	Open Homeport II
			Remove DUMBO from South Brooklyn route
			Replace and upgrade barges at DUMBO, South Williamsburg, and Hunters Point South

## Efficient Mobility

### EM.25 Ensure New York City's streets are safe and accessible

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.25.1 Implement the Vision Zero Action Plan	DOT	Add exclusive pedestrian crossing time on Priority Corridors	Add exclusive pedestrian crossing time on Priority Corridors
		Implement at least 50 Vision Zero safety engineering improvements annually on the updated Priority Corridors, Intersections, and Areas citywide	Implement at least 50 Vision Zero safety engineering improvements annually on the updated Priority Corridors, Intersections, and Areas citywide
		Keep seniors safe on city streets through engineering interventions and targeted outreach	Keep seniors safe on city streets through engineering interventions and targeted outreach
		Modify signal timing on Priority Corridors	Modify signal timing on Priority Corridors
		Prioritize targeted enforcement and outreach on Priority Corridors, Intersections, and Areas	Prioritize targeted enforcement and outreach on Priority Corridors, Intersections, and Areas
EM.25.2 Transform dangerous arterial roads into Vision Zero Great Streets	DOT	4th Ave: Begin construction of Phase 1, begin design of Phase 2	4th Ave: Continue design of Phase 2 (construction start in late 2022)
		Atlantic Ave: Complete construction of Phase 1, begin construction of Phase 2	Atlantic Ave: Continue construction of Phase 2 (completion in mid-2022)
		Grand Concourse: Complete construction of Phase 3, begin construction of Phase 4 (completion in early 2023), begin design of Phase 5	Grand Concourse: Continue construction of Phase 4, begin final design of Phase 5
EM.25.3 Reduce fatalities and serious injuries involving fleets managed or regulated by City agencies	BIC, DCAS, TLC	Fully implement upgraded telematics for all City vehicles and operation of Fleet Office of Real Time Tracking (FORT), and implement CRASHStat safety analysis and meetings with fleet agencies	Complete 2nd Update to Safe Fleet Transition Plan (SFTP) with at least 75% of trucks outfitted with side-guards
EM.25.4 Expand and increase connectivity of the bike network	DOT	Begin community outreach and study the feasibility of an Eastern Queens Greenway	Complete 5 miles of capital work along Brooklyn Waterfront Greenway, the Manhattan Waterfront Greenway and the Jamaica Bay Greenway
		Complete 5 miles of capital work along Brooklyn Waterfront Greenway, the Manhattan Waterfront Greenway and the Jamaica Bay Greenway	Create or enhance 75 lane miles of bicycle facilities in Priority Bicycle Districts by 2022
		Determine if free-floating, dockless mobility services can operate in NYC in a safe and orderly manner and provide a meaningful transportation benefit; determine if private companies are able to deliver such services under a sustainable business model and operate without public subsidy	Help facilitate the expansion of New York City's bike share system to neighborhoods where it is currently unavailable
		Help facilitate the expansion of New York City's bike share system to neighborhoods where it is currently unavailable	If feasible, begin planning and implementing Eastern Queens Greenway
		Install 50 miles of bike lanes annually, including 10 miles of protected bike lanes	Install 50 miles of bike lanes annually, including 10 miles of protected bike lanes

## Efficient Mobility

### EM.25 Ensure New York City's streets are safe and accessible

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.25.5 Enhance walkability and accessibility	DOT	Enhance accessibility at ten additional bus stops per year	Deploy iRide app with multiple accessibility features by 2021
		Explore implementation of People Priority Streets at the neighborhood level	Enhance accessibility at ten additional bus stops per year
			Install APS at 375 intersections by 2021
			Upgrade 26,000 corners with Ped Ramp upgrades by the end of FY 2021

### EM.26 Reduce congestion and emissions

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.26.1 Manage vehicle demand on city streets	DOT, DSNY, IGA, NYPD, TLC	Consider expanding the car share pilot	Deploy a 10-person DOT placard enforcement unit by end of 2021
		Launch a Parking Improvement Program focused on existing commercial districts across the city	Dispatch 15% of all trips to wheelchair accessible vehicles, regardless of whether or not one is needed for the trip
		Monitor and evaluate compliance with the TLC's new FHV accessibility rules	
		Monitor and evaluate the performance of the Citywide Accessible Dispatch vendor	
		Monitor MTA programs that utilize TLC regulated vehicles and provide advice to the MTA as needed	
		Research pending state legislation, pilot sensor and camera-based enforcement of traffic and parking rules	
EM.26.2 Develop a citywide network of electric charging infrastructure	City Leg, DOT, MOS	Announce first five fast charging hubs; construct first hub	Complete final 80 charging sites for public evaluation program
		Develop first 20 charging sites for public evaluation program	Construct next 4 fast charging hubs
		Develop first 20 on-street charging locations for the City fleet	
		Work with City Council to enact legislation requiring 40% of new parking spots to be "EV ready" and 20% of spots to contain EV chargers	

## Efficient Mobility

### EM.26 Reduce congestion and emissions

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.26.3 Reduce the City's fleet and lower emissions	DCAS	Establish DCAS requirements contract for RD for use by all City trucks, and introduce use of RD by all trucks in the warm weather months and more limited program in cold weather months	Complete rollout of additional EV charging including EV Fast chargers at 100+ sites, and operate at least 750 charging locations
		Finalize contracts and CP for EV fast charging, complete rollout of at least 85 solar carports and operate at least 650 charging locations	Fully implement EO 41 of 2019 including reducing fleet size by at least 1,000 vehicles, down-sizing 250 SUVs to electric sedans, and reducing at least 500 commuters
		Fully implement utilization tracking for all City vehicles and finalize implementation plans for EO 41 of 2019 and update NYC Clean Fleet Plan with MOS	Operate at least 2,500 EV units at city agencies with new goal of 4,000+ by 2025
		Maintain and establish contracts for electric options for sedans, SUVs, mini-vans and light pickups, and operate at least 2,200 EV units at City agencies	Transition at least 75% of diesel fuel use to biofuels including biodiesel and renewable diesel
EM.26.4 Incentivize commercial and fleet vehicles to reduce emissions	DOT, MOS, NYPD	Expand the Clean Truck Program to other Industrial Business Zones with 245 additional trucks	N/A
		Pilot Green Loading Zones in several neighborhoods by 2020	
		Relevant City agencies will collaborate in study of true vehicle pollution in New York City by 2020 and use this to advance green freight and other vehicle pollution cleanup initiatives	

### EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.27.1 Expand regional transportation connectivity and capacity	DCP, DOT, IGA	Continue to coordinate with regional partners through bi-annual meetings local planning leadership of neighboring cities and participation in ongoing coordination of a regional transportation plan with NYMTC, our regional metropolitan planning organization	Support completion of major infrastructure projects including Gateway, Port Authority Bus Terminal and Penn Access

## Efficient Mobility

### EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.27.2 Modernize New York City's freight transportation network	DOT, EDC, IGA	Announce creation of the North Atlantic Marine Highway Alliance with Port Authority	Break ground for Hunts Point Marine Terminal
		Continue work on Port Authority Cross Harbor Tier 2 EIS	Break ground on at least one rail transload facility
		Execute funding agreement with private rail operator to construct new rail infrastructure	Complete Port Authority Cross Harbor Tier 2 EIS
		Launch the OHD program	Explore opportunities for microfreight distribution centers in highly congested commercial areas
		Release Clean Trucks RFEI for gauging private sector interest in developing electric truck chargers on NYCEDC property or citywide (March 2019)	
		Release RFP for barge operator at Hunts Point	
		Select developer (2019) and begin design and construction (2020) for urban distribution center in Sunset Park	
EM.27.3 Improve the sustainability and efficiency of air travel	EDC, IGA	Advance JFK terminal expansion	Continue promotion activities
		Complete selection process for City site on Rockaway Boulevard	Continue recruitment of new FTZ users
		Continue recruitment of new FTZ users	Continue support for Gateway JFK BID
		Encourage continued conversion of ground support vehicles, at JFK and LGA, to electric	FAA to implement additional elements of Northeast region NextGen air traffic control improvements to reduce delay
		LGA Gateway Partners to open additional gates at LGA	IGP and Delta to continue reconstruction of LGA terminals
		Monitor and support Gateway JFK BID in its work to support cargo businesses and residents in the JFK adjacent Springfield Gardens neighborhood	TOGA and JetBlue advance JFK terminal redevelopment
		Promote JFK at various trade show and industry events	Work with Port Authority as needed on implementation of the cargo area redevelopment as part of the JFK Redevelopment Program
		Support development of new cargo warehouse building at JFK	

## Modern Infrastructure

### MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.1 Plan for capital investments holistically and collaboratively	DCP, DDC, DEP, DOT, Mayor's Office, SCA	Continue resurfacing program	Continue to effectively manage and prioritize repaving work
		Continue to effectively manage and prioritize repaving work	Develop a standardized triple-bottom line or benefit-cost framework to help prioritize the most cost effective projects
MI.28.2 Upgrade City infrastructure to continuously deliver high-quality services to New Yorkers	DEP, DOT, DSNY	Complete 50% of construction on Brooklyn Bridge 6A	Bid construction contract on the Williamsburg Bridge
		Complete Delaware Aqueduct Bypass tunneling	Complete construction of wastewater hardening projects by July 2021
		Complete upgrades to Staten Island Compost Facility.	Complete construction on Brooklyn Bridge 6A
		Continue construction on Manhattan and Queensboro Bridges	Complete tunnel and shaft design for Kensico Eastview Connection Tunnel
		Continue environmental review process for BQER	Continue construction on Manhattan and Queensboro Bridges
		Register design contract for Grand Street Bridge	Substantially complete the Gowanus HLSS
		Substantially complete construction on the Fresh Kills basin, and start construction of the College Point area project	
MI.28.3 Spur improvements to utility distribution and transmission networks	MOS	Advocate for strengthening transmission and distribution networks to maximize integration of renewable energy sources while maintaining safety and reliability in relevant state regulatory processes	Advocate for a robust transmission system to support direct connection of offshore wind into NYC in relevant state regulatory processes
		Continue to participate in the Con Edison Climate Change Vulnerability Study and ensure recommendations are assessed and funded through the 2019 rate case process	Through the rate case process and ongoing regulatory discussions, work with utilities and regulators to develop a cost-effective system upgrade plan to address climate risks
		Issue National Grid storm hardening recommendations and report and integrate any necessary funding requests into the 2019 rate case	
MI.28.4 Invest in innovative and resilient transportation networks	DOT, MOS	Announce first five fast charging hubs and construct first hub	Complete final 80 charging sites for public evaluation program
		Develop first 20 on street charging locations for the City fleet and develop first 20 charging sites for public evaluation program	Construct next 4 fast charging hubs
		Enact legislation requiring 40% of new parking spots to be "EV ready" and 20% of spots to contain EV chargers	
		Explore ways to incorporate the revised NYC Climate Resiliency Guidelines 2.0 into a broader range of planning and project development activities	



## Modern Infrastructure

### MI.28 Make forward-thinking investments in core physical infrastructure and hazard mitigation

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.5 Establish a Citywide Enterprise Risk Management Task Force	Mayor's Office	Convene ERM task force	
MI.28.6 Invest in public health infrastructure to be able to withstand infectious disease	DOHMH, H+H, NYCEM	Complete "mystery patient drills" testing hospital Emergency Department ability to identify and isolate patients with suspected highly infectious diseases at a minimum of 40 NYC Emergency Departments	Accept ECR data into surveillance registries for use by epidemiology and fieldwork teams
		Conduct quality assurance testing on ECR data and develop protocols and technology enhancements to ensure high data quality, and draft initial designs for a pipeline to integrate ECR into the surveillance system. Enhance reportable disease system's ability to detect aberrations in disease reporting	Agency Pandemic Plan is completed and approved by DOHMH Emergency Response Groups, Incident Commanders and COH
		Creation of a Non-pharmaceutical Intervention (NPI) decision matrices for Agency response leadership to use during a pandemic event in support of limiting community transmission and lessening the projected impacts on healthcare facilities	Invite additional urgent care centers to participate in the syndromic surveillance system
		Pandemic Influenza Workgroup (PIW) continues to meet monthly to perform a line-by-line review of objectives related to the Agency response in a pandemic	Use strategic plan to prioritize technology projects, develop technology acquisition strategy (build-vs-buy) strategy and protocols, and propose organizational changes
		Work with consultant to draft a strategic plan	

### MI.29 Improve digital infrastructure to meet the needs of the 21st century

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.29.1 Achieve universal broadband across the five boroughs	MOTI	Publish the NYC Connected Internet Master Plan, Public Wi-Fi Report, Citywide RFP, and update the Access and Connectivity Report	Update the Truth in Broadband Report, apply standards from the Internet Master Plan and Wi-Fi report in contract agreements to the extent possible, and make awards under the Citywide RFP
MI.29.2 Ensure all New Yorkers benefit from connectivity by expanding digital education programs	MOTI	Publish public computer center research and expand digital training programs and resources focusing on privacy and online safety	Update information on public computer centers citywide

## Modern Infrastructure

### MI.29 Improve digital infrastructure to meet the needs of the 21st century

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
<p>MI.29.3 Build and cultivate the most innovative cybersecurity ecosystem and the most cyber-resilient city in the world</p>	<p>Cybersecurity, EDC</p>	<p>Graduate startup companies from Hub.NYC Center, and ensure all Cyber NYC workforce programs are underway, including CUNY-CCNY Master's degree in cyber security and first LaGuardia Community College Cyber Bootcamp cohort</p>	<p>Bring entire Cyber NYC programs to near-completion of their original commitments, including graduating the third startup cohort from Hub.NYC Center</p>
		<p>Identify first cohort of stakeholders for National Cyber Consortium, complete NYCx Cybersecurity Challenge, roll out training resources for small business security, and begin discussions with stakeholders on long-term role of C3</p>	<p>Launch National Cyber Consortium, formalize the long-term role of NYC, and complete &amp; roll out a cyber emergency management plan for city employees</p>
		<p>Launch first set of public awareness campaigns to fight misinformation and leverage relationships with social media platforms to combat localized misinformation in run-up to 2020 elections</p>	<p>Report on success of public awareness campaigns and collaboration with social media platforms to inform future city investments &amp; programming decisions</p>
<p>MI.29.4 Invest in the City's data infrastructure, enabling greater data integration and agency collaboration</p>	<p>DOITT</p>	<p>Establish a citywide data catalog</p>	<p>Establish and productize a citywide data management platform</p>
		<p>Implement an API platform and management program</p>	<p>Establish hybrid application integration platform</p>
		<p>Improve usability, accessibility, and data quality of Open Data portal</p>	<p>Expand scope, availability, and quality of GIS products and services</p>
		<p>Establish data governance through focused data-sharing efforts</p>	<p>Implement an emergency incident data management platform</p>
			<p>Implement domain-specific master data management</p>

## Modern Infrastructure

### MI.30 Implement best practices for asset maintenance and capital project delivery

Initiative / Supporting Initiative	Lead Agencies	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.30.1 Anticipate maintenance needs and make smart repairs	DDC, DOT, DPR, MOTI	Carry out pilot for more in-depth DDC building conditions assessment for one sponsor agency	Implement consistent device deployment and government policies across agencies
		Expand DDC Front End Planning units	Implement management systems that track work histories at the component level
		Explore new technology to allow for real-time monitoring of the condition of individual bridge and tunnel components	Offer enhanced project scoping and capital planning support for a larger portion of sponsor agencies
		Launch citywide "Internet of Things" strategy	Publish the Executive FY 22-31 Ten-Year Capital Strategy document
		Manage all CPSD studies for DDC-intended projects	Roll out enhanced AIMS program for larger portion of DDC portfolio
		Offer DDC complex scope development for at least one sponsor agency	
MI.30.2 Deliver new projects on-time and on-budget	DCAS, DDC, DEP, DOT, DSNY, MOCS, OMB, OPS	Expand and enhance the use of PQLs	Implement comprehensive cost, schedule, and risk management for all DDC capital projects
		Expand project controls at DDC	
		Pilot Allowances for Extra Work at DDC	
		Pursue increased authority for Design-Build, CM-Build, CM-At-Risk with State Legislature	
		Support the citywide implementation of PASSPort	
		Train all DDC project managers on industry best practices	