



**NEW YORK
CITY BAR**



**LEGAL STEPS TO IMPLEMENTATION OF
CAMPAIGN POLICY PROPOSALS**

ERIC ADAMS MAYORAL TRANSITION

December 16, 2021

Executive Summary

The [New York City Bar Association](#) looks forward to engaging with the administration of Mayor-Elect Eric Adams to help advance legal reforms that will benefit all New Yorkers. As a first step, the City Bar offers this “legal X-ray” of the Adams campaign platform. The goal of this project is to explain where we believe the legal authority lies to turn each major campaign proposal into reality. This project is offered by the City Bar’s [New York City Affairs Committee](#) as a service to the new administration, other elected officials and stakeholders in city government, and the public.

Our process here was simple:

First, we cataloged the Adams campaign’s major published proposals. These proposals are found primarily in the campaign’s policy book released in the spring of 2021, [100+ Steps Forward for New York City](#). We also located additional proposals on the Adams campaign website, including a set of [proposals on climate resilience](#) that the campaign published in the fall of 2021 after Hurricane Ida. Section headings I through VI in our chart are drawn from the 100+ Steps book. Section VII reflects the post-Ida proposals.

Second, we set out to neutrally analyze whether each campaign proposal can lawfully be implemented under mayoral authority alone, or requires action by others—e.g., revision of the City Charter or action by the City Council, the State Legislature or Congress. In the chart that follows, we use a picture of the Mayor-Elect to indicate campaign promises that we believe can lawfully be implemented—in whole or in substantial part—on mayoral authority alone:



A few words are in order about what this project is, and what it is not:

- Discussion here of an Adams campaign proposal does not indicate City Bar endorsement of that proposal on the merits. Rather, the goal is to help the new administration, other government actors, and the public understand who has the authority to do what.
- Just because the Mayor-Elect *can*, under the law, act more or less unilaterally does not mean he *should*. Rather, the path to successful reform will generally be paved by significant consultation and collaboration. Key stakeholders will include the City Council, city agencies, other elected officials, the state and federal governments, and labor unions. Likewise, there are significant roles for the city’s business community and for its non-profit, community- and faith-based organizations and their leaders. In particular, criminal justice reform will benefit from engagement with the district attorneys, the courts, the police and corrections unions, community-based organizations focusing on justice and equity, and public defenders and other defense lawyers. We believe such consultation and collaboration generally should be pursued across the board. In the chart that follows, we have tried here and there to note where that approach seems particularly advisable.
- The policy proposals released by the Adams campaign span a range, from the highly detailed to the more general and aspirational. We have taken the proposals “as is”—meaning that where a proposal tends to the aspirational, our analysis may be less detailed. This document is not legal advice, and is subject to review and revision as more specific proposals are produced by the Adams Administration and others.
- A great deal of excellent work product on legal and policy reform for New York City has been issued by others. We note here a few examples that have come to our attention: (i) the [NYC 2025 Policy Proposals](#) issued by the Wagner Graduate School of Public Service; (ii) the [Preliminary Report](#) of the NYC Advisory Commission on Tax Reform; (iii) the Vital City report, [What To Do About Closing Rikers](#); and (iv) the report of the Urban Tech Hub of the Jacobs Technion-Cornell Institute at Cornell Tech, [Rebooting NYC: An Urban Tech Agenda for the Next Administration](#). By pointing to these sources, the City Bar is not endorsing their contents. Rather, we are noting that each provides a thoughtful perspective on key issues that the Mayor-Elect

has identified as priorities. Review of these materials by the incoming administration may help expedite reforms in these areas.

- Over the years, the City Bar has stated its own positions on a wide range of municipal issues. We have collected in the appendix to this document selected recent positions of the City Bar that relate, in whole or in part, to some of the Adams Administration's proposed reforms. The City Bar urges the Adams Administration and other elected leaders to consider these positions where they are applicable or may be helpful. We look forward to continuing our engagement on New York City affairs—both on the issues listed in the appendix, and on those we will tackle in the future.

About the New York City Affairs Committee:


The New York City Affairs Committee of the New York City Bar Association focuses on legal issues of particular relevance to New York City and its government. Our work covers areas ranging from legislative and other action at City Hall, to economic development, to legal and policy matters at the state and federal levels that have a direct effect on New York City. Members participate in the work of the committee as individual lawyers and not as representatives of their employers or clients. Engagement with the committee or its work product therefore does not represent endorsement of the same by any member's employer or clients.




The Committee's members are Anna Bakhash, Andrew C. Bernstein, Martin Bogue, Lisa Bova-Hiatt*, John Cahill*, Albert Fox Cahn, Ada W. Chan, Nishka Chandrasoma, Louis Cholden-Brown, Meg Chu*, Eli Cohen*, Patricia Corley*, Anthony Crowell, Sheila Davidson*, Edward Jacob Delman, Kieshorne Dennie*, Mark T. Doerr, Jeremy Feigelson (Chair), David A. Garfinkel, Katherine L. Gibson, Abbe Gluck*, Jonathan E. Goldin, Hayley Gorenberg*, Nico Gurian*, Elizabeth Guzman, Richard Harper, Ernest Hart*, Alexandra Hohausen*, Carl Hum*, Ashley Iodice*, Kristin Jamberdino*, James Johnson, Daniel Kacinski*, Ned Kassman, Peter J. Kiernan, David C. Kimball-Stanley, Lauren Klein*, Hoonpyo (Chisun) Lee, Connor Lie-Spahn*, James R. MacDonald, Justin G. Maffett, Brian Kenneth Mahanna, Madeline Martinez*, Stephen Marcus Merkel, Benjamin Mickle*, Fabian Milburn, Nicholas Negrón*, Charles O'Byrne, Joseph Oliva, Martin Petraitis*, Samantha L. Plessner, A. Allie Puthiyamadham, Alex Rias, Erik



Rubinstein* (Secretary), Brian P. Sanvidge*, Frederick P. Schaffer, Sonya Shaykhoun, Hon. Michael R. Sonberg, David Stafford*, Joseph Stern, Marianna Vaidman Stone, Hon. Sue Novick Wasko, Joel Wertheimer, Alexis Wilpon, and Jason Zakai. An asterisk on this list indicates a non-voting member.

The City Bar thanks the law firm of Debevoise & Plimpton LLP, and its associates Kyle Buchoff, Frank Colleluori, Josie Dikkers, Matthew Forbes and Amy Zhang, for their support of this project.

I. A SMARTER CITY

Policy	Proposal	Legal Mechanism	Authority
Data Platform	<p>Build one data platform for the entire city government. This platform would allow different departments across the city to share data or metrics in a similar fashion to CompStat. The City could use analytics to track performance in real time, allowing the city to go from a reactive approach to City management to being proactive and eventually predictive.</p>	<p>The Mayor can likely implement this proposal without new legislation, using the powers afforded to him and his appointees in the NYC Charter. Charter Chapter 1 provides significant authority in several ways. Section 8(a) gives the Mayor responsibility for the “effectiveness and integrity of city government operations” through the setting and maintaining of necessary and appropriate policies and procedures to maintain this goal, including internal controls, throughout the units within the Mayor’s jurisdiction. Section 8(f) is a heavily relied on provision that provides the Mayor broad authority to reorganize or abolish Mayoral agencies and personnel through executive orders necessary to fulfill mayoral duties, subject in certain instances to Council approval pursuant to Section 11. Section 12 requires the Mayor to prepare a Preliminary and final Mayor’s Management Report (“MMR”) to the City Council and public on key agency performance metrics citywide. The MMR process and data could serve as the base upon which to build the Mayor’s platform. The MMR is prepared by the Mayor’s Office of Operations, established in Section 15, with the power and duty to “plan, coordinate and oversee the management of the city governmental operations to promote the efficient and effective delivery of agency services.” Additionally, this office is empowered to maintain for the mayor a management, planning and reporting system and direct the operation of such system.” The Mayor’s Office of Data Analytics and the Mayor’s Office of Information Privacy are both housed here as well, positioning them to work on this policy proposal. Chapter 48 of the NYC Charter also provides for the Department of Information Technology and Telecommunications (“DoITT”), a department to which the Mayor will appoint a leader that shares his vision. DoITT is, in part, responsible for “providing interagency coordination on matters related to data communications activities and interfacing of computers.” Together, these powers and responsibilities indicate that Mayor-Elect Adam’s goal to create a city-wide data platform is generally permissible. Of course, more nuanced aspects of its data collection and public reporting may raise legal issues in need of specific analysis.</p> <p>It should be noted that creating such a platform will also generate new challenges pertaining to data, security, privacy, and analytics. Collecting and maintaining large quantities of data on one platform can render those data vulnerable to cyberattacks if not properly protected. Additionally, depending on how the Mayor implements his plan to use data in predictive ways to provide city services, such data use could intersect with the challenges of algorithmic decision-making, including bias, discrimination, and algorithmic drift, all of which could expose the city to potential liability. Creating and implementing this platform will also likely be costly, requiring the city to employ fresh</p>	




Policy	Proposal	Legal Mechanism	Authority
		talent with the necessary skillset to bring this platform to life. If the budget is insufficient to meet these needs, the Mayor may have to coordinate with the City Council in order to obtain appropriate funding. Stakeholders in the privacy and civil liberties community should be consulted.	
Give New Yorkers a Real-Time Score for Government Performance	Provide a continually updated public score for each agency going far beyond the Mayor’s Management Report, based on the performance relative to its stated goals for the year. Boston already does this with its CityScore program.	Charter Section 12 requires the publication of a Preliminary and final Mayor’s Management Report. The MMR is a reporting floor on government performance, and does not place limits on how often the City can report on its performance. This power is generally within the Mayor’s purview. Of course, more nuanced aspects of data collection and public reporting, and at higher rates of frequency, may raise legal issues in need of specific analysis, and the need for enhanced accuracy controls.	
Coordinate Public and Non-Profit Delivery of Services	Create a real-time reporting system for the delivery of services across a unified network overseen by the First Deputy Mayor.	The Mayor has responsibility to deliver public services, and many of these services are delivered through the city’s vendor relationship with a broad array of non-profit providers, particularly, though certainly not exclusively, within the human services sector. Without particular legal requirements for how the city must perform these efforts, this initiative is generally within the Mayor’s power to implement and specific contours of the initiative, as it unfolds, will need legal review. Under Charter Section 8, the Mayor has the power to delegate appropriate responsibilities to one or more deputy mayors.	
Launch MYCITY	Create a single portal for all city services and benefits, like a 3-1-1 for the digital age.	Mayor Bloomberg’s 3-1-1 was an initiative housed within DoITT. The department is likely similarly empowered to take on this project. Chapter 48 of the New York City Charter requires the DoITT to “simplify access to shared information, reduce communication costs and provide access to multiple computer systems by connecting computers and terminals of various city agencies, and of other public entities requesting such connection where such provision to such other entities would in the judgment of the commissioner be in the city’s interests.” Given the Department’s powers and responsibilities, it is likely in a position to take on this initiative. Similarly, the Mayor could chose to appoint a Deputy Mayor to oversee technological transformation, placing DOITT and its sister agencies within a technology portfolio where relevant assets and personnel could be leveraged to create the portal.	
Speed our Turnaround with a Recovery Share for Ultra-Millionaires	Increase the income taxes of city earners who make more than \$5 million a year, sunseting after two years.	New York City’s taxation authority is governed by the State of New York. N.Y. Tax Law §§ 1301 - 1304 outlines the city’s Personal Income Tax (“PIT”) and provides the tax rates for certain income brackets. In order to increase income tax rates on a certain income bracket, the city will likely have to work with the state on authorizing such changes. Subsequently, the City Council and Mayor will need to enact changes to the Administrative Code to exercise that authority and implement the tax increase.	




Policy	Proposal	Legal Mechanism	Authority
		Consequently, executing on this proposal is not solely within the purview of the Mayor and will require wider coordination.	
Make City Agencies Work Together	Mandating Inter-Agency Coordination and Designating Existing Senior Staff to a Citywide Council that Meets Regularly to Align Goals. The Council will be tasked with defining the mission of each agency, ensuring the missions of the agencies meet the overall mission of the City government as defined by city leadership, and evaluating agencies to ensure no agency's actions conflict with another agency.	Given the Mayor's broad power to appoint officers (granted in Charter Section 6), and the Mayor's power to use executive orders to create or abolish bureaus, divisions or positions within the executive office of the Mayor as he or she may deem necessary to fulfill mayoral duties (granted in Charter Section 8) this priority is likely within the Mayor's power and would not require additional buy-in from other arms of government before the Mayor can begin implementing it. Because the Mayor will appoint a team of deputy mayors who will oversee various subject matter portfolios, starting the process of inter-agency coordination through the deputies, as well as the Mayor's Office of Operations, is a structure contemplated by the Charter.	
Appoint an Efficiency Czar	The Efficiency Czar will oversee the standing Program to Eliminate the Gap and conduct Quarterly agency and department audits to continuously uncover inefficiency in the City government and make suggestions for changes. The Czar will also oversee the evaluation of large city contracts and partner with companies to incentivize cost savings.	The Program to Eliminate the Gap is currently managed by the Mayor's Office of Management and Budget as part of the city's annual budget processes. The Mayor has broad powers to appoint leaders (Charter Section 6). The New York City Charter, Chapter 1, Section 8 also provides that "The mayor shall be responsible for the effectiveness and integrity of city government operations and shall establish and maintain such policies and procedures as are necessary and appropriate to accomplish this responsibility including the implementation of effective systems of internal control by each agency and unit under the jurisdiction of the mayor." Much as Mayor Bill de Blasio created a Covid Recovery Czar, so too can Mayor Adams create an Efficiency Czar. Such a specialized position may be created as a focused resource for the Mayor within the Office of Management and Budget, and draw on multi-agency resources to review contracting and optimize vendor performance. Establishing the Efficiency Czar should be done in consideration of both the Council's broad oversight powers of agency functions, including contracting, and the Comptroller's powers of contract registration and audit.	
Find Better Deals	Put all contracts over \$10 million under immediate review, and those that are ineffective, or can be done better by the City, will be eliminated.	The city's contracting processes are complex, and the state and local laws and rules governing them generally aim to ensure the city contracts with vendors who provide the procured good or service at the lowest cost. They also generally aim to ensure competition in the marketplace through processes that prevent fraud, favoritism, and corruption. Swift action on this proposal may prove difficult and requires input and action from multiple stakeholders, including: most Agency Chief Contracting Officers who have daily oversight of complex requirements contracts led by their agencies to support	



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		<p>delivery of core services; the Law Department and Mayor’s Office of Contract Services, which review contracts before they are sent to the Comptroller for registration; the Office of Management and Budget which allocates funds to pay vendors; the Department of Citywide Administrative Services, which is responsible for citywide bulk purchases of goods (and some services); the Department of Information Technology and Telecommunications, which supports the contracting of IT services; and other branches of government with significant oversight, such as the City Council and Comptroller. This proposal provides for a review process that is as much operational in nature as it is a policy exercise aimed at contract effectiveness. Accordingly, the Mayor may also undertake a periodic review of the general procurement process to see if changes in policy could better serve municipal government. Understanding how state procurement law requirements (including through the General Municipal Law, and local requirements, including those expressed through local laws and the Procurement Policy Board rules, all of which must not be inconsistent with state law) can be made more effective will be beneficial.</p>	
<p>Find Value and New Revenue from City Properties</p>	<p>Create a complete inventory of all City properties and determine best use—whether they should be utilized by government agencies, used for housing or services, sold or leased—in order to reduce costs across City government and yield income that can be put toward core services to maintain and improve quality of life.</p>	<p>The city currently maintains inventories of city-owned property, including through: the Department of Citywide Administrative Services, which manages city owned office buildings, courthouses, and maintenance facilities; the Department of Housing Preservation and Development; and the New York City Housing Authority and Department of Education. The Department of Finance’s tax (exempt) rolls and title records also show city-owned properties. Updating previous inventories, and understanding their current uses, and underlying zoning (for permitted uses and highest and best use considerations) is the most strategic way to start. In making determinations as to how to maximize use of the properties, as appropriate, the above agencies will need to be consulted, as well as agencies or entities occupying such properties. To the extent rezoning needs to be considered, the Department of City Planning/City Planning Commission, community boards, the borough presidents, and the City Council will need to be engaged in order to make substantive changes to the zoning laws and to understand the process of property alienation.</p>	
<p>Use our Leverage as a Client to Create a Fairer Economy</p>	<p>Reward businesses that hire 75% city-based workers, prioritize M/WBE contractors, and ensure their contractors pay a living wage and report their workers’ residency and ethnicity statistics. Employers abiding by these terms could benefit</p>	<p>Tax incentives and special consideration for city contracting are common in contracting diversification efforts. As indicated above, changes to the tax code would likely have to be implemented in coordination with the state.</p>	


Policy	Proposal	Legal Mechanism	Authority
	from tax breaks and special consideration for city contracts.		


II. A SAFER CITY

Policy	Proposal	Legal Mechanism	Authority
Expand Summer Youth Employment Program	Make Summer Youth Employment Program year-round and expand slots in the highest-risk communities.	The Mayor could implement this program under New York City Charter Section 733(2). Expansion of funding would be required through the city’s annual budget process with the City Council.	
Provide Life Coaching for Children in Foster Care	Fully fund Fair Futures to provide a life coach for every young person in the foster care system through age 26.	The Fair Futures program is currently funded through public-private partnership between ACS and the private Foster Care Excellence Fund foundations. Additional private funding can help facilitate the program expansion. In addition, ACS’s baseline budget could be increased to fund this program through the annual budget process with the City Council, or the Council could provide a special appropriation.	
Screen Students and Justice-Involved Youth for Dyslexia	Implement universal dyslexia screenings in City schools and juvenile justice facilities.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to implement dyslexia screening in schools. (A pilot program for dyslexia screening is underway in two Brooklyn schools.) The Mayor can also likely direct the Administration for Children’s Services to implement dyslexia screening in juvenile justice facilities. <i>See</i> New York City Charter Section 677.b. Providing appropriate funding would take place through the city’s annual budget process with the City Council. Mayoral control of schools is set to expire on June 1, 2022, and can be extended by the New York State Legislature through the budget process (as has been done in prior years) or through a bill to make mayoral control permanent.	
Teach Meditation and Mindfulness in Schools	Establish citywide meditation and mindfulness programs to start the school day.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to offer meditation and mindfulness programming in schools. Mayoral control of schools is set to expire on June 1, 2022, and can be extended by the New York State Legislature through the budget process (as has been done in prior years) or through a bill to make mayoral control permanent.	
Expand Community-Based Crisis	Fully fund the City’s Crisis Management System and proactively recruit, hire and train community residents to provide	The Crisis Management System was launched in 2017 through the Mayor’s Office of Criminal Justice (“MOCJ”). Private funding can help facilitate the program expansion. In addition, MOCJ’s baseline budget could be increased to fund this program through the	

Policy	Proposal	Legal Mechanism	Authority
Management Systems	post-crisis healing space for youth impacted by gun violence-associated trauma.	annual budget process with the City Council, or the Council could provide a special appropriation.	
Increase Incorporation of Successful Restorative Justice Models	Scale up successful community-based restorative justice models like the Center for Court Innovation.	The Center for Court Innovation (“CCI”) is funded through a grant from the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The mayor would likely need to work with district attorneys and the judiciary to implement these programs. The Mayor, through the annual budget process, could propose that funding for these programs be made available to non-profit partners, like CCI, as well as to the MOCJ and the DA’s Offices.	
Improve Subway Safety	Redeploy specialized and administrative transit officers to transit patrol duties, including more active oversight of midnight train patrol.	The Mayor can direct the Police Commissioner to redeploy specialized and administrative transit officers to transit patrol duties. Consultation with relevant criminal justice stakeholders, including police unions and community-based organizations, is advisable and potentially obligatory.	
Upgrade NYC Transit Stations’ Cell Service, Wi-Fi, and Surveillance Cameras	Capital investment in improved cell service and Wi-Fi and upgraded cameras at every station.	The Metropolitan Transportation Authority (“MTA”) is a state-run public authority. NYC Transit is the division that manages subways and buses in the five boroughs, and the NYPD is responsible for policing the system. The Mayor has representation on the MTA Board, but does not control it. The MTA is responsible for making capital investments in the system, and this proposal should be evaluated collaboratively by the Mayor, Police Commissioner, DOITT Commissioner, and MTA leadership.	
Monitor Video Surveillance of High-Crime Transit Stations 24/7	Real-time 24-hour video surveillance monitoring of all high-crime stations.	The Mayor can direct the Police Commissioner to assign police officers and others to engage in video surveillance monitoring. This policy is consistent with the duties of the Department under Charter Section 435. The Mayor should and may be obligated to consult with relevant criminal justice stakeholders, including police unions and community-based organizations.	
Re-fund the NYPD’s Transit Homeless Outreach Unit	Deploy police officers and mental health professional to engage with homeless individuals in the NYC transit system.	The Mayor can direct the Police Commissioner to restore the transit homeless outreach unit, and work with the Council during the annual budget process to ensure adequate funding. Implementation of this policy requires interagency coordination between the MTA/NYC Transit, the NYPD, the NYC Department of Social Services/Department of Homeless Services, and the NYC Department of Health and Mental Hygiene. This policy is consistent with the duties of the NYPD under Charter Section 435. The Mayor should and may be obligated to consult with relevant criminal justice stakeholders, including police unions and community-based organizations.	


Policy	Proposal	Legal Mechanism	Authority
Increase Available Inpatient Psychiatric Beds	Increase inpatient psychiatric beds, halt State’s decertification of psychiatric beds, and work to repeal Medicaid exclusion prohibiting billing from specialized psychiatric hospitals.	Increasing inpatient psychiatric beds would require coordination with the NY State Office of Mental Health. <i>See</i> NYCRR title 10, section 401.3(a). Repealing the “Medicaid exclusion” may require state and/or federal action.	
Increase Availability of Respite Beds in Crisis Stabilization Centers	Create more medical respite beds in crisis stabilization centers (too sick for shelter, not sick enough for hospital).	Implementation of this program would require coordination with the NY State Office of Mental Health, which oversees the state’s crisis stabilization centers.	
Expand Clubhouse Model Psychosocial Rehab Services	Expand clubhouse model psychosocial rehab services addressing housing, employment, education, social and health needs.	Clubhouse model psychosocial centers exist throughout the city and are run by the Department of Health and Mental Hygiene (“DOHMH”) and the Mayor’s Office of Community Mental Health. Additional funding could be achieved through increased appropriations, during both the state and city annual budget processes, for these and related services.	
Expedite Construction of Supportive Housing Units	Expedite construction of supportive housing units.	The Department of Housing Preservation and Development oversees the supportive housing 15/15 program. Subject to availability, there is no bar to expediting construction of supportive housing units under this plan.	
Increase NYC EITC Match	Increase NYC EITC match from 5% to 60% for households earning less than \$30,000 and to 30% for households earning \$30,000-\$50,000.	Changes to authorize the increase must be made by the State Legislature.	
Focus Policing Efforts on Violent Crimes and Gun Offenses	Target Gun Violence using predictive policing.	The Mayor can direct the Police Commissioner to utilize predictive policing strategies and direct police officers to target gun violence and violent crime. This policy is consistent with the duties of the Department under Charter Section 435. The Mayor should and may be obligated to consult with relevant criminal justice stakeholders, including police unions and community-based organizations.	
Civilianize Administrative Police Jobs	Assign civilian members of the service to perform all administrative jobs, and deploy all	The Mayor can direct the Police Commissioner to assign civilian members of the Department to administrative tasks and deploy uniformed police officers to patrol duties. This policy is consistent with the duties of the Department under New York City Charter Chapter 18 Section 435. Evaluation and implementation of this policy requires review of	



Policy	Proposal	Legal Mechanism	Authority
	uniformed members of the service to perform policing functions.	all relevant Civil Service rules pertaining to the affected titles, and may require consultation and negotiation with the relevant unions representing both uniformed and civilian personnel. Accordingly, the Department of Citywide Administrative Services, which oversees the city’s civil service system, and the Office of Labor Relations should be included in the review. The Mayor should and may be obligated to consult with relevant criminal justice stakeholders, including police unions and unions representing civilian personnel and community-based organizations.	
Treat Domestic Abusers Using Cognitive Behavioral Therapy	Implement Family Violence Perpetrator Program to treat domestic abusers using cognitive behavioral therapy.	Implementing the Family Violence Perpetrator Program as an alternative sentencing program requires coordination with the District Attorneys, courts and/or the NYS Division of Probation and Correctional Alternatives. Treating incarcerated domestic violence abusers under the program would require coordination with the NYS Division of Criminal Justice or the NYC Department of Correction. Participation in cognitive behavioral therapy for domestic abusers on probation could be coordinated with the NYC Probation Department.	
Increase NYPD Hate Crimes Task Force Resources	Increase NYPD Hate Crimes Task Force resources.	The Mayor can direct the Police Commissioner to assign additional detectives to the Hate Crimes Task Force. This policy is consistent with the duties of the Department. Increasing Police Department funding would require budget approval through the City Council. The Mayor should and may be obligated to consult with relevant criminal justice stakeholders, including police unions and community-based organizations.	
Fund Installation of Street Facing Security Cameras	Work with local civic organizations and storefront businesses with a program to fund installation of street facing security cameras in storefronts.	City funding for street facing security cameras would require interagency collaboration to design such a program. Funding would take place through the city’s annual city budget process with the City Council. There is no bar to implementing this program using funding from private sources. The NYPD, Law Department, Department of Transportation, Department of Small Business Services and Department of Finance, among others, are needed for this program.	
Form a Network of City Hospitals to Coordinate Care for Indigent Patients	Form a unified citywide hospitals network that coordinates care for indigent patients and shares data for more efficient use of the city’s collective healthcare resources in a crisis across both private and public hospitals.	Forming a unified citywide hospital network would, at a minimum, likely require significant interagency and intergovernmental coordination between regulators and hospitals. The following agencies would need to be involved: the NYS Department of Health, <i>see</i> NYCRR title 10, section 401.3(a), the NYC Department of Health and Mental Hygiene, New York City Health + Hospitals, and the New York City Department of Social Services/Human Resources Administration. In addition, engagement with the Greater New York Hospital Association, an umbrella organization serving the industry, is appropriate.	




Policy	Proposal	Legal Mechanism	Authority
Establish a Community-Engaged Body to Coordinate Food Policy	Form an integrated and community-engaged structure to coordinate food policy in NYC, including easily accessible databases that New Yorkers and public officials can use to monitor and ensure equitable access to nutritious food across all of our communities.	Executive Order No. 122 of 2008 created the Mayor’s Office of Food Policy, which was codified into law by Local Law 41 of 2020. The Office engages in a broad array of activities. Enhancements to the operations of the Office can be made by administrative direction or amendment of the Executive Order, which is within the Mayor’s direct power.	


III. A FAIRER CITY



Policy	Proposal	Legal Mechanism	Authority
Commercial Rent Tax Break	Permit businesses that pay the Commercial Rent Tax a two-year break if they demonstrate hardship and commit to certain employment levels.	Adoption of a local law through the City Council.	
Attract New Out-of-Town Businesses	Expand the Relocation Employment Assistance Program to permit businesses relocating to New York to locate themselves in the City.	Depending on the nature of the expansion, City Council action may be necessary. Incremental changes could be accomplished through executive action, likely to be facilitated through the Economic Development Corporation or Department of Small Business Services.	
Make NYC the Life Sciences Capital of the World	Use “incentives” and “zoning changes” to draw private investment and federal dollars for scientific research.	Evaluation of industry needs with regard to the built environment and state and local regulatory structures governing scientific research is needed. If zoning changes are needed, City Planning Commission and City Council action, along with community board consultation, would be necessary. In addition, the City’s building code standards may require amendment or variance. Collaboration with federal elected representatives and agencies may be necessary to secure increased federal funding for research in New York City. Special property tax incentives may be needed and may require state and/or local legislative action.	


Policy	Proposal	Legal Mechanism	Authority
Create Tax-Free Tuesdays	Implement a weekly sales tax holiday, every Tuesday, on services and products that are more likely to be paid for in person, to incentivize New Yorkers to spend locally. Offset the cost by raising taxes on online transactions such as streaming services, which are not currently taxed.	Sales tax reforms, including exemptions, must be authorized by the state and may also require local action by the City Council. Changes regarding the taxation of online sales, including streaming services, would also likely need state authorization.	
Allow for More Local Economic Development Groups	Ease restrictions for communities to form new Business Improvement Districts and merchants' associations along diverse commercial corridors.	Depending on the changes needed, reforms to the State's General Municipal Law Article 19-A, or the NYC Administrative Code Section 25-401 et seq., may be required. In addition, reforms may need to be undertaken by the Department of Small Business Services and the City Planning Commission.	
Expand the EITC	Boost the City's EITC for frontline workers by increasing their share to 30% of the federal return.	Changes to authorize the increase must be made by the State Legislature.	
Be the Back Office for Our Small Businesses	Offer "back office" assistance to small businesses through local chambers of commerce so small businesses can save money on accounting and compliance needs.	Depending on the contours of the program and funding needed, the Mayor could take action by way of executive order, seek changes in local law through the City Council, or direct the Department of Small Business Services to provide additional technical and programmatic assistance so local chambers can better support small businesses.	
Slash the Red Tape	Make the business permitting process easier and cheaper through our online system; institute a warning system for violations that are not related to serious health or safety issues; categorize violations into three categories (red, yellow, green), corresponding to the number of days the owner has to cure business violations.	There is a broad array of permitting and enforcement and planning processes across city agencies, which affect businesses. These agencies include, but are not limited to, the Department of Consumer and Worker Protection, the Fire Department, the Department of Buildings, the Department of Health and Mental Hygiene, the Department of Transportation, the Department of Sanitation, the Department of Environmental Protection, the Environmental Control Board, the Department of Finance, the Police Department, the Office of Management and Budget, and the Department of Small Business Services. While executive action may be able to enact portions of the proposal, depending on the reforms identified to be undertaken, this proposal would likely involve changes to local laws and agency rules, and potentially state law. The Council adopted Local Law 80 of 2021, which provided civil penalty relief from certain sanitation, health, transportation, consumer affairs, noise control and buildings violations.	





Policy	Proposal	Legal Mechanism	Authority
Eliminate the Fees for Starting (or Restarting) a Small Business	Eliminate all filing and registration fees for starting a new business or re-starting a closed business.	Local law changes through the City Council, and changes to agency rules, would likely be required to effectuate this proposal.	
Save our Hotel Industry	Suspend hotel property tax debt interest for two years.	Local law changes authorizing such a suspension would be needed to implement this proposal.	
Serve Restaurants and Bars Relief	The State should share the cost of restaurants' workers for a period of time by splitting the cost of their salaries with restaurant owners who commit to a certain level of employment, wages, and hours, while adhering to capacity limits and health regulations.	Action by the State Legislature is needed.	
Start a Citywide Incubator to Incentivize Solving Intractable City Problems	Start an incubator in partnership with investors and businesses to fund innovators focused on solving systemic citywide problems that lead to inequities.	Appropriation of funds through the city's annual budget process is the appropriate way to create a city-funded incubator. Such a project could also be undertaken in conjunction with the Economic Development Corporation, or in partnership with private funders.	
Encourage Startups in Industries of the Future to Locate Here	Incentivize startups to move to outer boroughs where property costs are more affordable; develop fellowship programs with CUNY schools in exchange for tax credits; and interview failed startups to see how the City can better serve entrepreneurs.	Executive action can be used to direct the Department of Small Business Services and the Economic Development Corporation to encourage startups to move to outer boroughs, and to interview failed startups. State and/or local law changes would likely be needed to offer tax credits to those business owners participating in CUNY-sponsored fellowship programs. The Mayor should and may be obligated to consult with relevant university officials and personnel.	
Make NYC the Wind Power Hub of the Eastern Seaboard	Create a pipeline of education training beginning in middle school, running through college, to educate young people in wind power. Begin with the forthcoming Harbor School Middle School, the Harbor School	Executive action through the Department of Education can be used to focus existing educational programs on wind power or to develop new curricula with this express intent. Such programs could be supported through the City's annual budget process, the State budget process, and private funding.	

Policy	Proposal	Legal Mechanism	Authority
	on Governors Island and Kingsborough Community College.		
Expand the City's M/WBE Program	Match M/WBE companies with prime contractors and other agencies by developing a preferred M/WBE questionnaire to determine which companies are qualified to participate in bids and log the survey data in a searchable database.	Executive action can be used to direct the Mayor's Office of Minority and Women-owned Business Enterprises, the Department of Small Business Services, and the Mayor's Office of Contract Services to take all appropriate steps to implement this proposal.	
Invest in Green Infrastructure Through the City's Capital Program	Upgrade the electrical grid, transition the power source to wind away from natural gas, and implement traffic controls to reduce vehicle idling.	Depending on the means to be utilized to reduce vehicle idling, the Mayor can direct the Department of Transportation to adopt policies and plans consistent with this proposal. In certain cases, amendments to the Administrative Code or the State's Vehicle & Traffic Law could be needed. The use of state or local funds to support grid upgrades and transitioning to wind power would need to be authorized by the State Legislature and/or City Council. Depending on what is contemplated, federal congressional actors may be needed, or administrative action by the Federal Energy Regulatory Commission. Consultation with Con Edison and National Grid will be necessary to take action in transitioning away from natural gas.	
Ensure Diverse, Equitable Growth	Hire a city chief diversity officer; create tools to track the share of M/WBE contracts and how much the City is spending on those contracts comparatively in real time; closely track what types of individuals are being employed by M/WBE employers and contractors; and direct the chief diversity officer to track gender pay equity in state agencies and private employers.	Executive Order No. 59 of 2020 established a Chief Diversity/MWBE Officer in every city agency, coordinated by the head of the Mayor's Office of M/WBE. Appointment of a Citywide Chief Diversity Officer with functions broader than those contemplated by E.O. No. 59 can be articulated in an expanded or separate executive order depending on the scope of duties.	
Help the Unbanked and	Grant property tax relief to community-based banks or their landlords in lower-income areas.	The Department of Finance administers real property tax exemptions. The agency should determine any required the changes in state and/or local law needed to effectuate this proposal.	




Policy	Proposal	Legal Mechanism	Authority
Underbanked Build Wealth			
Create a Network of Community-based Banks to Invest in Underserved Areas	Create a formal banking network of community-based banks; help them gain a more robust equity base; and assist them in achieving eligibility for state and federal loan programs.	This proposal can be effectuated in conjunction with the city’s Banking Commission, which is housed in the Department of Finance. The Mayor, Comptroller, and Commissioner of Finance are members and are charged with administering the city’s banking development district program to encourage and assist banks in opening branches in traditionally underserved communities.	
Remind the World that NYC Is Still the Center of the Universe	Fund and implement a marketing plan for the City, showcasing the City as a travel destination, as well as the City’s commitment to public health and safety.	This campaign is appropriate to be initiated and led by NYC&Co., the city’s marketing and tourism agent.	
Return to Urban Agriculture	Create new building codes, business rules, and tax programs for urban farmers; provide local food producers with guaranteed city contracts.	City Council legislation will likely be needed to authorize Building Code amendments, new tax incentives and contracting programs for urban farmers. Executive action could be used to promulgate new business rules or re-interpret existing rules.	
Reinvest in What Makes NYC Beautiful	Repurpose vacant storefronts to create free co-working spaces for artists and creative types; task the Department of Cultural Affairs with using more open spaces as theater stages and art installations; commission artists to paint murals with environmentally beneficial paint; create a public/private partnership to create murals on blighted properties.	Establish public-private partnerships to utilize vacant storefronts and create murals on private properties. Take executive action to direct the Department of Cultural Affairs, Parks Department, and Buildings Department to utilize open spaces for theater, art installations, and public murals. Community boards and neighborhood stakeholders should be consulted.	
Empower Immigrants with Municipal Voting Rights	Grant lawful permanent residents and non-citizens authorized to work in the United States the right to vote in City elections.	The City Council may enact a local law, and the City Council is currently poised to pass such a bill.	




Policy	Proposal	Legal Mechanism	Authority
Add Housing For Everyone in Wealthy Neighborhoods	Add affordable housing in wealthy neighborhoods; eliminate community preference rule.	The Department of Housing Preservation and Development, Housing Development Corporation, and NYCHA could be directed to undertake financing and development of affordable housing, including public housing, in wealthier neighborhoods. Changes to the community preference rule could be effectuated by a change in local law and by administrative action within relevant agencies. Any such action by NYCHA is recommended to be done in consultation with the federal Department of Housing and Urban Development, the NYCHA Monitor, and the U.S. District Court for the Southern District of New York.	
Repurpose City Office Buildings	Convert some City office buildings to 100% affordable housing by converting more city employees to remote work.	Executive action through city agencies regarding remote work, as well as through the Department of Citywide Administrative Services regarding conversion of city buildings to affordable housing, is needed. Zoning changes from the City Planning Commission and City Council, along with community board consultation, may be required to convert public buildings along with allocations to the capital budget to allow for conversions. Relevant community boards and neighborhood stakeholders should be consulted.	
Allow Private Office Buildings and Hotels to Become Housing	Amend zoning and rules to facilitate the transition of commercial real estate to housing.	Zoning changes from the City Planning Commission and City Council, along with community board consultation, may be required to convert these buildings from commercial to residential properties. Building Code amendments may also be required.	
Think Big by Building Small	Subject to City regulation, authorize homeowners to lease accessory units and apartment owners to lease single-room occupancy units and basement apartments.	Action through the City Planning Commission, as well as by the Mayor and City Council, directing and authorizing the Department of Buildings and Department of Housing Preservation and Development to ease any regulations that may limit landlords. Community board consultation is also recommended. Action by the State Legislature and/or City Council may be necessary to amend any limitations.	
Empower Community Development Corporations	Create new and support existing community development 501(c)(3) corporations by granting them property and funding, to support lower-income areas.	City Council appropriations; executive action through state agencies to encourage the creation of new CDCs.	
Give Faith-Based Institutions Tools to Provide Housing	Partner with faith-based institutions to persuade them to work to advance housing projects with their excess development rights.	Executive action through the Department of Housing Preservation and Development, NYCHA, and the Mayor's Office. Relevant community boards and neighborhood stakeholders should be consulted.	


Policy	Proposal	Legal Mechanism	Authority
Prioritize Those Who Need Supportive Housing the Most	Prioritize current residents of local shelters and young people phasing out of foster care for supportive housing.	Executive action through NYCHA, the Department of Housing Preservation and Development, the Department of Homeless Services, and the Administration of Children’s Services. Potential City Council legislation and funding through the city’s annual budget process may be needed.	
Improve Rent Subsidies to Prevent New Yorkers from Becoming Homeless	Increase the value of the City FHEPS housing vouchers.	The value can be increased by amendment of local law through the City Council, as they did in Local Law 71 of 2021, and an appropriation through the city’s annual budget process.	
Give City-Owned Property to Non-Profit Land Trusts to Create Affordable Housing	Partner with community land trusts and offer properties to organizations that commit to building permanently affordable housing.	Legal review and appropriate action by the Law Department, Department of Citywide Administrative Services, and the Department of Housing Preservation and Development.	
Establish Universal Broadband Access	Condition requests for rezoning on the provision of broadband to housing residents; incentivize 5G internet service providers to offer affordable access; condition city contracts to cable providers on the provision of affordable internet offerings to low-income New Yorkers; tax tech companies to pay for any correlating costs.	Executive action through the Department of Buildings, and possible action by the City Planning Commission and City Council, may be needed regarding zoning, along with community board consultation; executive action through the Department of Information Technology and Telecommunications; the Law Department regarding cable franchises; and executive action through state agencies regarding cable provider conditions. Action may be needed by the State Legislature and/or City Council regarding the taxation of tech companies.	
Streamline the Process to Help New Yorkers Behind on Rent	Create a common application for rent relief and allow approved community-based organizations to access the information.	Executive action through the Human Resources Administration. Affordable housing stakeholders and organizations should be consulted. And, due to overlap with NYC’s Right to Counsel Law, legal services organizations should be consulted.	
Allow Building Inspections by Drones	Permit and encourage the use of drones to perform building inspections cheaply.	Depending on the parameters of the program, legislative action through the City Council may be required. In addition, executive action through the Department of Buildings may be taken. Consultation with the NYPD is necessary.	


Policy	Proposal	Legal Mechanism	Authority
Use City Offices as Anchor Tenants in New Outer-Borough Development	Move City offices from Manhattan to outer boroughs to free up real estate in Manhattan while stimulating growth in under-developed areas.	Executive action through the Department of Citywide Administrative Services in consultation with the Department of City Planning and the Economic Development Corporation. Community boards and neighborhood stakeholders should be consulted.	
Invest New Yorkers' Taxes in New Yorkers	Boost local economy by prioritizing procurement of locally provided services and city-made products for City contracts; adjust zoning to assist local manufacturers and producers; develop "Loyal to NY" marketing campaign; develop quarterly reports of City contracts held by out-of-state vendors.	The City Planning Commission and City Council may be needed for zoning changes, executive and/or legislative action regarding City contracting preferences, and executive action for reporting requirements. NYC&Co, working in conjunction with the city's other economic development agencies, could develop the marketing campaign.	
Get More Money Out of the Federal Government for City Housing	Provide free legal counsel to tenants affected by the City's transition of certain NYCHA buildings to private management, to give tenants more control over federal funds provided through the PACT to Preserve Program.	Executive action through NYCHA, the Civil Justice Coordinator, and funding through the City's annual budget process with the City Council is required. Consultation with the federal Department of Housing and Urban Development, the NYCHA Monitor, and the U.S. District Court for the Southern District of New York is also recommended.	
Keep NYCHA Tenants Informed to Keep NYCHA Accountable	Timely report apartment and building repairs and building spending; audit NYCHA spending; place QR codes on buildings under construction to ease public access to relevant information.	Executive action through NYCHA. Consultation with the federal Department of Housing and Urban Development, the NYCHA monitor, and the U.S. District Court for the Southern District of New York is recommended. Cooperation with the Comptroller and Department of Investigation is required.	
Create Livable City for New Yorkers of All Abilities	Audit City infrastructure, properties, and tenants to determine where disabled New Yorkers' needs are not being met; create plan of action to address deficiencies.	Executive action through the Mayor's Office for People with Disabilities. Affordable housing and disability rights organizations should be consulted.	

IV. AN EDUCATED CITY

Policy	Proposal	Legal Mechanism	Authority
Move to a Full-Year School Year	Change the education calendar so that there are not a few months off during the summer. A full-year school year will grant parents flexibility in how—and when—their child receives their education.	The Department of Education is under mayoral control, so the Mayor can initiate an effort to expand the school year. New York State Education Law §3604 provides for a minimum number of days but no maximum. Unions representing teachers and any pedagogical support team members will need to be consulted in the development of any such programs. Action and/or review by the State Legislature and the State Department of Education will be necessary.	
Give Homeless Families Local Preference for Schools	Give homeless families priority at local schools.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to prioritize homeless families. Education stakeholders, including teachers’ unions, should be consulted.	
Improve Health and School Performance with Healthier Food	Completely overhaul the menu in schools, focusing on whole, fresh foods, encouraging consumption that leads to children’s improved health and school performance.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to change the menu in schools. <i>See, e.g., Mayor de Blasio, Chancellor Carranza, and Brooklyn Borough President Adams Announce Citywide Meatless Mondays</i> , NYC.gov (Mar. 11, 2019) (available here). Education stakeholders, including teachers’ unions, should be consulted.	
Make Dyslexia Screening Universal	Make dyslexia screening universal in City schools to identify challenges early and better ensure success for students.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to implement dyslexia screening in schools. <i>See</i> “Screen Students and Justice-Involved Youth for Dyslexia” proposal, above on page 9. Education stakeholders, including teachers’ unions, should be consulted.	
Provide Every Parent Who Needs It with Childcare	<p>Provide childcare for every parent who cannot afford it, starting with children ages 0 to 3.</p> <ul style="list-style-type: none"> ○ Prioritizing space in City-owned buildings for childcare; ○ Offering density bonuses to residential building developers who guarantee permanently free or low rent to providers, with a tax break to office building owners and other private building owners who create free space for 	<p>The provision of child care, and child care facilities, is highly regulated. The Mayor, through the Department of Citywide Administrative Services, has authority over city-owned and leased office spaces. <i>See, e.g., Mayor de Blasio Mandates City Facilities Provide Bathroom Access to People Consistent with Gender Identity</i>, NYC.gov (Mar. 7, 2016) (available here) (detailing Mayor De Blasio’s executive order mandating rules of access regarding bathrooms in city-owned facilities).</p> <p>Depending on the contours of program design, this proposal could require a combination of state and local legislative action.</p>	




Policy	Proposal	Legal Mechanism	Authority
	providers—savings which will be required to be passed on to parents.		
Greatly Increase Job Training in High School	Expand programs for high school students like the Career Technical Education Industry Scholars Program and ApprenticeNYC, which teach fundamental skills that almost anyone in manufacturing needs, and then match employers with employees. Expand STEAM centers like the one at the Brooklyn Navy Yard to every borough.	The Department of Education is under mayoral control, so the Mayor can direct DOE to expand career and technical education. With respect to CTE programs—these require NY State Education Department approval, <i>see</i> NY State Education Department, CTE Program Approval (available here), which can lead to additional implementation issues, <i>see</i> Monica Disare, <i>Career and technical education programs are in vogue. So why is it so hard to start one?</i> , Chalkbeat (Aug. 30, 2016) (discussing the difficulty of navigating the CTE system) (available here). Education stakeholders, including teachers’ unions, should be consulted.	
Prioritize Schools Investment in Low-Performing Communities	Prioritize Department of Education schools capital dollars to go toward the construction of state-of-the-art buildings in particularly low-performing communities. All new construction would be fully accessible to children with physical disabilities.	Schools facilities improvements and construction are part of the capital budgeting process that funds the work managed by the School Construction Authority, which, like DOE, is under mayoral control.	
Institute a Robust Program for Culturally Aware Professional Development	Create a professional development program for educators to ensure they are culturally responsive to students from different countries with different cultural norms.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to create a professional development program for educators. Unions representing teachers and any pedagogical support team members should and may need to be consulted in the development of any such programs.	
https://learndoe.org/mosaiccurriculum/	Create a life skills curriculum to prepare every public school student to enter the adult world and work in it. Make internship and externship programming available to every high school student to put those skills to work right away.	The Department of Education is under mayoral control, so the Mayor can likely direct DOE to create a specific curriculum and expand career education. <i>See, e.g.</i> , N.Y.C. Dep’t of Education, Universal Mosaic Curriculum (available here). Education stakeholders, including teachers’ unions, should be consulted.	

Policy	Proposal	Legal Mechanism	Authority
<p>Create the Best Remote Learning Experience in the World</p>	<p>Place a Data Tax on the massive tech companies that sell private data to advertisers and others, and then use the proceeds to connect all New Yorkers who need broadband access to a provider at subsidized or no cost, if necessary.</p> <p>Use buying power as a major client of Apple and Google to get hardware and software at significantly less cost than what the City is paying now. Use those cost savings and new revenue from the Data Tax to help pay for a new unit of remote learning experts who oversee the remote learning program and improvements, and who can improve the technological literacy of students.</p> <p>Use remote learning as a vehicle to desegregate New York City public education by opening citywide class opportunities with top-flight educators and connecting them to students from all communities, transcending zip code and income.</p>	<p>The Department of Finance and Law Department should determine the most appropriate way to classify and impose a tax on such data sales. This means determining whether the existing sales tax can be used or if another tax is needed. Action by both the State Legislature and City Council may be needed.</p> <p>DOE should evaluate its procurement methods for the hardware and software it purchases from Apple and Google to identify appropriate means to drive down costs and maximize benefits for students engaging in remote learning.</p> <p>DOE is under mayoral control, so the Mayor can likely create citywide class opportunities. DOE would need to evaluate how program design would work and ensure that participating students have adequate access to hardware, software, and Wi-Fi to engage properly.</p>	
<p>Move From Cradle-To-Career to Prenatal-To-Career</p>	<p>Become the global leader in the prenatal-to-career approach, with a much more comprehensive citywide program for expecting moms and families that links them to vital resources such as healthy foods, prenatal classes and doulas.</p>	<p>The Department of Health and Mental Hygiene and the Administration for Children’s Services are under mayoral control, so the Mayor can create this program by leveraging and building upon the resources at these agencies. <i>See, e.g., First Lady Chirlane McCray Announces Home Visiting Services Program for All First-Time Parents</i>, NYC.gov (Feb. 5, 2020) (available here); <i>Free childbirth support in Central Brooklyn</i>, Growing Up NYC (available here).</p>	

Policy	Proposal	Legal Mechanism	Authority
Open Up School Buildings to the Community	Expand the previously launched \$2 million pilot program through the DOE to provide community-based organizations with greater access to the use of school facilities, without incurring the cost of space usage, to reach a greater number of CBOs that provide cultural, sports, or enrichment programming for youth.	The Department of Education is under mayoral control, so the Mayor can direct the Chancellor to take steps to expand this program and ensure that the proper policies are in place for eligible partners to benefit from these facilities. Education stakeholders, including teachers' unions, should be consulted.	

V. A CITY OF THE FUTURE


Policy	Proposal	Legal Mechanism	Authority
Build Out a State-of-the-Art Bus Transit System	Improve the commutes and quality of life for millions of New Yorkers through re-envisioning our streetscape. This means striping more bus lanes, building an interconnected Bus Rapid Transit system starting on roadways with service roads in transit deserts, and creating more busways throughout New York City.	This proposal requires intergovernmental coordination between DOT, which is under the Mayor's control, and MTA/NYC Transit. Consultation with state and city district elected officials is also recommended.	
Create Shared Electric Bike and Scooter Networks for Transit-Starved Communities	To connect underserved communities to mass transit and allow them to get around their communities and connect to transit more easily, we will create a citywide network of shared electric bikes and scooters that prioritizes those New Yorkers disconnected from transit.	DOT is under mayoral control; New York's bikeshare system with CitiBike is coordinated in partnership with DOT. DOT should evaluate the planning methods and funding needed to stand up such systems in light of community needs and all legal requirements.	


Policy	Proposal	Legal Mechanism	Authority
Commit Capital Funding to Bike Share Expansion	Provide upfront capital costs for private providers of bike and scooter share systems.	DOT is under mayoral control; New York’s bikeshare system with CitiBike is coordinated in partnership with DOT. DOT should evaluate the planning methods and funding needed to standup such systems in light of all legal requirements.	
Get Creative About Creating Safe Byways for Bikes	Find unused space, such as road space under elevated highways and railways, which can become bicycle superhighways.	The Department of City Planning, Department of Parks and Recreation, and Department of Transportation, among others, have the ability to evaluate opportunities and make recommendations to find unused space for such purposes. Such recommendations can be acted on by the Mayor, as appropriate, in partnership with these and other agencies. Legislative action and project funding through the City Council, and agency rulemaking, may be required depending on desired plans. As noted above, the DOT is under mayoral control. In the past, Mayor Bill de Blasio and the DOT constructed a record 28.6 lane miles of new protected bike lanes across all five boroughs in 2020. <i>See Amid Year of Unprecedented Streetscape Changes, Mayor de Blasio Announces Largest One-Year Protected Bike Lane Expansion in New York History</i> , NYC.gov (Dec. 29, 2020) (available here).	
Create A “Safe Routes to Parks” Program	Build out protected bike and pedestrian infrastructure to safely connect neighborhoods far from large open spaces to destination parks.	The DOT has jurisdiction over the city streets and is under mayoral control. Efforts to close streets and transform them into pedestrian plazas can require significant intergovernmental coordination, including with affected local elected officials, such as borough presidents and city council members, as well as community boards.	
Make New York More Inviting and Livable By Making it More Walkable	Pedestrianize more of the city where there are multiple transit options.	The DOT has jurisdiction over the city streets and is under mayoral control. Efforts to close streets and transform them into pedestrian plazas can require significant intergovernmental coordination, including with affected local elected officials, such as borough presidents and city council members, as well as community boards.	
Recapture Land Lost to Robert Moses-Era Highway Projects	Jumpstart projects like the BQ Green and PX Forward, and map and analyze opportunities across the five boroughs to recapture lost land to reconnect our communities.	The Departments of City Planning, Parks and Recreation, and Transportation, among others, have the ability to evaluate opportunities and make recommendations to recapture such lost land. Such recommendations can be acted on by the Mayor, as appropriate, in partnership with these and other agencies, as well as community boards. Legislative action and project funding through the City Council, and agency rulemaking, may be required depending on desired plans.	
Implement Municipal Car Share	Implement a municipal car share system so as to reduce our municipal fleet, and find efficiencies while sharing resources across agencies.	New York City’s fleet management operations are based at the Department of Citywide Administrative Services (“DCAS”). The Mayor could, perhaps through an executive order, direct DCAS to design and implement a municipal car share system across the city’s civilian agencies.	



Policy	Proposal	Legal Mechanism	Authority
Close “Missed Connections”	<p>Increase mobility for residents through programs such as:</p> <ul style="list-style-type: none"> ○ Free transfers for unconnected subway stations within a half-mile of one another. ○ Reopening closed subway entrances to improve access and mobility for riders. ○ Making permanent and expanding the Freedom Ticket program. ○ Mapping and connecting disconnected bike infrastructure. 	<p>The proposal requires action by MTA/NYC Transit, and their coordination with the Department of Transportation, NYPD, and Taxi and Limousine Commission, as appropriate. These latter agencies are under the Mayor’s control.</p>	

VI. WE RISE PLAN (IMMIGRANT SAFETY & EMPOWERMENT)

Policy	Proposal	Legal Mechanism	Authority
Launch a \$50 Million Annual Immigrant Venture Fund	<p>Launch a \$50 Million Annual Immigrant Venture Fund for small businesses started by first- and second-generation New Yorkers, with a special weight toward businesses that support the immigrant community. To pay for this Venture Fund, we would divert funds from EDC’s budget that are historically allocated for discretionary tax benefits and tax-exempt financing for major companies seeking City support.</p>	<p>The Mayor could direct EDC to develop a program and determine the appropriate parameters to govern eligibility and the means to fund it.</p>	



Policy	Proposal	Legal Mechanism	Authority
<p>Direct All City Agencies to Make Their Services Accessible Without Putting Immigrants at Risk</p>	<p>Direct all City agencies to make their services accessible without putting immigrants at risk of law enforcement action, and expand already existing legal services. Also, severely restrict cooperation between the NYPD and Immigration and Customs Enforcement (“ICE”)—including ensuring that ICE is removed from all City buildings and facilities—until there is major federal reform, including the use of body cameras by all ICE agents.</p>	<p>New York City has a long history dating back to the Koch Administration of protecting the ability of undocumented immigrants to access city services without fear of reprisal. There are provisions in the Charter, Administrative Code, in executive orders and the NYPD Patrol Guide that restrict and guide the actions of public servants. The Mayor should take an inventory of all existing laws, rules, and orders aimed to protect immigrants and assess the most effective means to protect immigrants, provide access to legal services, and address a range of other broad and important public policy issues. Consequently, the Mayor is on strong footing to take these actions, as the City has already obtained the necessary support for such actions. Immigrants’ rights organizations and criminal justice stakeholders, including police unions and community-based organizations, should be consulted.</p>	
<p>Boost Funding for NYC Cares</p>	<p>Boost funding for NYC Cares to expand outreach to immigrant communities and enroll them in the City’s health plans for which they are already eligible. Create one-stop-shop health centers in underserved communities, sites in NYCHA complexes and open storefronts that are accessible to any New Yorker—no matter their legal status in the United States, as well as pair safety-net hospitals with wealthier ones to share cost burdens.</p>	<p>If this project requires additions to the city budget, they should be determined as part of the City’s annual budget process with the City Council.</p>	



Policy	Proposal	Legal Mechanism	Authority
<p>Prioritize Language Justice and Fund It</p>	<p>Fully-fund a program as part of our crisis management strategy that ensures we have City translators to disseminate essential services and key information. Work closely with community-based organizations serving immigrants and our higher education institutions to recruit a diverse roster of qualified translators and stipend-based fellows that can expand the language access of our City’s constituent assistance, documents, and public hearings. Every form and application should be available in multiple languages.</p>	<p>If this project requires additions to the city budget, they should be determined as part of the City’s annual budget process. The particular focus of these City translators should be subject to the direction of the Mayor’s administration.</p>	
<p>Hire a Chief Diversity Officer</p>	<p>Hire a Chief Diversity Officer to drive change on equity for minorities and women, and also create a tool to track the share of M/WBE contracts and how much the City is spending on those companies versus others in real-time. We will also much more closely track who these M/WBE employers and contractors are employing, and the Chief Diversity Officer will be tasked with tracking gender pay equity and the progress we are making toward closing the gap; first they will focus on pay equity within City agencies, and then we will push to track it across private employers in the city.</p>	<p>Given the Mayor’s broad power to appoint officers (granted in Charter Section 6), and the Mayor’s power to use executive orders to create or abolish bureaus, divisions or positions within the executive office of the mayor or as he or she may deem necessary to fulfill mayoral duties (granted in Charter Section 8), this priority is likely within the Mayor’s power.</p>	

Policy	Proposal	Legal Mechanism	Authority
Bolster City Legal Services Battling Discrimination	Bolster City legal services battling discrimination in the workplace, such as cases of wage theft and unjust denial of Section 8 vouchers, as well as any other forms of harassment based on immigration status. This includes increasing the number of attorneys at the Commission on Human Rights.	Hiring additional legal workers will likely require increases to the budget for such work. All changes to the budget will require input from the City Council. Consequently, these efforts will have to be made in coordination with other branches of government to be brought to fruition.	
Combat Hate Crime with Zero-Tolerance Policy	Direct the NYPD to prioritize language justice for victims to make it easier to safely report, and work in partnership with our district attorneys to ensure that they have the resources they need to swiftly identify, apprehend, and prosecute those who prey on innocent New Yorkers.	The Mayor may direct the NYPD, and work in earnest with District Attorneys and the Human Rights Commission, to vigorously enforce hate crime laws and educate the public about them in multiple languages. There are many service and personnel resources that can be leveraged, in addition to providing funding for new ones, through the city's annual budget process with the City Council, to effectuate this proposal. Civil rights and criminal justice organizations, including police unions and community-based organizations, should be consulted.	
Open a New Mayor's Office of Community and Ethnic Media	Expand the resources needed to continue bringing vital information to New Yorkers. Build on Executive Order 47 of 2019, which mandated that all City agencies spend at least 50% of their annual print and digital publication advertising in local community media outlets, to ensure the inclusion of New York City's ethnic TV and radio outlets, ensuring the inclusion of New York City's ethnic TV and radio outlets with no more than five staff members already within the scope of the executive order. Create a community and ethnic media marketing executive	Through the Mayor's broad powers to create offices and appoint individuals to lead those offices, the Mayor likely has the power to build on already existing Executive Order 47 of 2019 to reach this goal. The Law Department and Mayor's Office of Contract Services should be consulted. Local news publications and broadcasters should be consulted.	

Policy	Proposal	Legal Mechanism	Authority
	director position tasked with upholding a unified message of the City’s services, distribution of paid advertisements, and campaigns to community media.		

VII. CLIMATE RESILIENCY PLAN

Policy	Proposal	Legal Mechanism	Authority
Create an Early Warning System for Extreme Weather	Update the extreme weather warning system to trigger public warnings and prepare a coordinated response by City agencies. Establish geo-targeted local reporting by cell phone and through social media. Develop evacuation and mitigation plans utilizing and bolstering community organizations and infrastructure to provide auxiliary severe weather shelter and deepen community engagement and collaboration.	The Mayor can implement most of the proposed modernization through city agencies (OEM, DEP, and Sanitation) under his control. Funding to modernize community centers to be used as cool centers and emergency shelters would need to be provided for through the City’s annual expense and capital budget processes.	
Launch a Public Education Campaign on Storm Risk/Climate Change	Launch a public education campaign about storm risk and future adverse affects of climate change. Loosen regulations around tree pruning.	The Mayor can include storm risk awareness education and climate change in OEM’s existing public education campaign, Ready New York . Loosening regulations around tree pruning would require a City Council bill.	
Bring Basement Apartments into Compliance with City Codes	Legalize basement apartments and create an amnesty program for subgrade units built without a permit.	The City Council and New York State Legislature would both need to pass laws to legalize basement apartments. Such bills have already been introduced in both legislative bodies.	

Policy	Proposal	Legal Mechanism	Authority
Use Existing Government Programs to Incentivize Green Buildings	Designate community districts for New York Green Roof Property Tax Abatement. Develop a climate resilience retrofit incentive program.	Property tax incentive programs require City Council legislation.	
Speed Federal Aid and Develop a More Efficient Grant Process	Speed federal Hurricane Sandy aid and ensure a more efficient process in anticipation of Federal Infrastructure bill funds.	The process for receiving federal aid is largely dependent on the federal agency administering the grant. The Mayor can streamline the budgeting and allocation process within city agencies set to receive federal grant funding, but the Mayor cannot speed the rate at which federal agencies distribute funds.	
Appoint a Climate Resilience Czar within the City Planning Commission	Appoint a climate resilience czar within the City Planning Commission to weigh in on all land use actions and make suggestions for addressing resiliency.	Under the City Charter, the Mayor appoints the chair of the 13-member City Planning Commission and six other members who serve staggered five-year terms. Adding a “climate resilience czar” to the City Planning Commission staff to support the Commission’s appointed members is something within the Mayor’s powers.	
Fast-track Developed but Unfunded Resiliency Projects	Fast-track developed but unfunded resiliency projects, such as: NYCHA Recovery and Resilience Project, Vision Plan for a Resilient East Harlem, Lower Manhattan flood protection, Tibbets Brook daylighting plan, Hunts Point Resiliency plan, Flushing Meadows-Corona Park Resiliency plan Staten Island Shoreline Park/Army Corps integration project, and the Brooklyn Waterfront Greenway.	Funding for these projects must be provided for, accordingly, from the city, state, and federal governments.	
Stress Test to Determine Infrastructure Needs and Economic Impacts	Conduct a climate stress test of the city to determine very urgent priority infrastructure needs and the economic impacts of these simulated events.	The Mayor can direct City agencies to conduct a climate stress test to assess the impacts of extreme climate events on their operations.	
Require a Single Comprehensive	Require a single comprehensive citywide resiliency plan that	The Mayor can direct City agencies to adopt a single comprehensive climate resiliency plan. Incorporating climate resiliency into rules regarding land use, infrastructure, and	

Policy	Proposal	Legal Mechanism	Authority
Citywide Resiliency Plan	includes neighborhood-specific needs assessments and overall city priorities and goals. Task each agency to define its climate resiliency responsibilities. Incorporate climate resiliency into land use, infrastructure, and building codes. Fund a home buyout program for homes at extreme flood risk and fund climate infrastructure in city parks.	construction may require changes to local law by the City Council and/or agency rulemaking. The Council has adopted Local Law 122 of 2021, which created a citywide climate adaptation plan, and LL 41 of 2021, which required the development of climate resiliency design guidelines, pursuant to a pilot program, for City capital projects. Funding the home buyout program and climate infrastructure in parks would require appropriations that could be sought from the federal, state, and city governments.	
Increase Investment in Resilience and Climate Infrastructure	Utilize the City capital program and significantly increase investment in resilience and climate infrastructure to also create a massive Climate Jobs program that partners with CUNY to help train workers.	The climate jobs program can be undertaken through the New York City Public Works Investment Act, which authorizes the Department of Design and Construction, Department of Environmental Protection, Department of Transportation, Department of Parks and Recreation, NYC H+H, the School Construction Authority, and NYCHA to award design-build contracts for public construction projects that operate under a project labor agreement and that cost \$10 million or more (except for the Department of Parks and Recreation and its projects, which are only required to cost \$1.2 million or more). Initial approval for the projects would still need to be provided for through the city’s annual budget process with the City Council.	
Build New Affordable Housing Outside of Flood-Plains	Build new affordable housing outside of flood-plains and other areas at-risk from climate change or with adequate protection from environmental damage in order to ensure safe, stable and long-term housing for low- and middle-income New Yorkers.	The NYC Department of Housing Preservation and Development (“HPD”) and the NYC Housing Development Corporation (“HDC”) can approve new affordable housing construction projects outside of flood-plains. To the extent that zoning needs to be changed, a process involving the City Planning Commission and City Council, along with community board consultation, might be needed.	

Appendix – Recent Documents from the New York City Bar Association Related to New York City Affairs

Animal Rights

- [Letter to Mayor de Blasio with Suggestions for Providing Equal Access to Opportunities for the City’s Residents and Animals through the OneNYC Plan](#), April 13, 2017

Climate Change

- [Looking Forward and Looking Back: The Path to Deep Emissions Reductions in New York City's Buildings](#), May 20, 2019
- [How Law Firms and Legal Organizations Can Lead on Climate Change - by Roger Juan Maldonado](#), January 14, 2019

Criminal Justice

- [New York City Bar Association Decries Humanitarian Crisis at Rikers Island](#), October 18, 2021
- [New York City Must Lead to Protect People in Jails During COVID-19 Crisis: Letter to Mayor de Blasio](#), May 19, 2020

Education

- [Letter from City Bar President & NYC Council Member Treyger to NYC Schools Chancellor Regarding Lack of Internet Access for Homeless Students](#), January 28, 2021

Health

- [Testimony Regarding Protecting Individuals with Respect to Pregnancy, Childbirth and Related Medical Conditions and Sexual and Reproductive Health Decisions in New York City](#), November 12, 2020
- [Support for Mandating Comprehensive Sex Education in New York: Report](#), April 09, 2020
- [Report in Support of Amendment to NYS Education Law to Distinguish Dyslexia and Related Disorders](#), May 10, 2017
- [Public Hearing of the New York City Board of Correction on Proposed Rules Relating to Sexual Abuse and Sexual Harassment](#), September 1, 2016

- [Protecting New York City's Buffer Zones for Reproductive Health Care Clinics](#), July 19, 2016

Housing

- [Letter from the City Bar to the de Blasio Administration urging the City to commit to include NYC-funded properties serving as shelters in plans to prioritize broadband access expansion](#), August 14, 2020
- [“Where We Live NYC” Draft Report: Comments](#), March 6, 2020
- [Expanding Right to Counsel for Tenants in New York City Housing Court](#), March 5, 2020
- [TPT Tenant Petitions](#), May 21, 2018
- [Support for Expanding Services for Runaway & Homeless Youth in NYC](#), March 8, 2018
- [Mapping of Mandatory Inclusionary Housing & the East Harlem Rezoning](#), November 10, 2017
- [Comments on Mayor de Blasio's proposed Mandatory Inclusionary Housing text amendment to the City Planning Commission and New York City Council](#), January 26, 2016
- [Report on legislation which would require that any disposition of land or buildings by the NYC Housing Authority be subject to and comply with the provisions of NYC's Uniform Land Use Review Procedure](#), March 18, 2014

Immigration

- [Opposition to an Expansion of the Criminal Carve Out for Cooperation with ICE](#), May 31, 2019
- [Federal Immigration Enforcement in NYS Courthouses: Recommendations](#), July 11, 2018
- [Letter to Mayor de Blasio Regarding Due Process, Universal Representation, and the New York Immigrant Family Unity Project](#), June 1, 2017

Infrastructure

- [Letter to Mayor de Blasio regarding Composting in New York City Parks](#), May 11, 2021

- [Improving New York City's Design and Construction Processes and Practices](#), November 17, 2017

Society

- [NYC Racial Justice Commission Approves Three Proposals for 2022 Ballot](#), December 10, 2021 (N.B. The Racial Justice Commission's report is not a City Bar document; we note it as an item of interest for the incoming administration and for the City Bar's own further work on municipal affairs)
- [Testimony of the New York City Bar Association Before the New York City Office of Civil Justice](#), December 02, 2021
- [Letter to Ariel Palitz, Senior Executive Director of NYC Office of Nightlife](#), May 15, 2018
- [Alternatives to Traditional Capital Raises for Restaurateurs](#), August 10, 2018

Technology

- [Letter from City Bar President & NYC Council Member Treyger to NYC Schools Chancellor Regarding Lack of Internet Access for Homeless Students](#), January 28, 2021
- [Testimony Highlighting the Impact of the Digital Divide on New York City's Senior Homeless Population](#), January 22, 2021
- [Testimony: New York City Council Oversight Hearing "Increasing Senior Access to Technology"](#), January 22, 2021
- [Testimony: New York City Council Oversight Hearing "Broadband and the Digital Divide"](#), October 13, 2020

Voting Reform

- [City Council Charter Revision Commission Testimony - Voting Reforms](#), September 27, 2018