

Vibrant Democracy

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
VD.1.4.1.1D Extending civic engagement by promoting volunteer opportunities, building volunteer capacity in nonprofits and City agencies, and engaging a diverse cross section of city residents as volunteers and service year members to address the city's greatest needs, including linking volunteers with emergency preparedness and response (4.1.1D)	NYC Service	Completed	NYC Service selected an additional five regions to continue the Neighborhood Volunteer Collaborative pilot in Fall, with four of five boroughs participating in the end (Manhattan was postponed). All FY19 Service Year members have been trained in the Commodity Distribution Point (CDP) plan and are ready for activation during emergencies. The annual Volunteers Count report was published in April 2018, documenting 560,692 volunteers from 457 organizations, as well as 444,130 students engaged in service. This was a 15% increase in the number of volunteers reported the previous year. In addition, the Mayoral Service Recognition program honored 4,691 residents for volunteering 100+ hours (with 168 serving 1,000+ hours) in 2017, and 38 companies were honored for engaging 20 percent or more of their employees in volunteerism.	Collect volunteer numbers from CBOs and City agencies, and publish 2017 Volunteers Count Report	Completed		
				Conduct a cycle of the neighborhood initiative in all five boroughs (one cycle per borough) – a human-centered design session, a daylong volunteer capacity-building session, a citywide volunteer summit, and a neighborhood volunteer promotion canvass	Completed		
				Conduct post-implementation surveys/ focus groups to measure this initiative's effectiveness on increasing volunteerism in all five pilot neighborhoods	Reconsidered		
				Honor city residents and corporations through the Mayoral Service Recognition Program	Completed		
				Select five new neighborhoods to serve as a second cohort	Completed		
				Train all Fiscal Year 2019 Service Year members in CDP with NYCEM	Completed		

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

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VD.3.2.5.2A Create neighborhood CompStats with residents and City agencies in high-distress neighborhoods (2.5.2A)	MOCJ	Completed	The Mayor's Action Plan for Neighborhood Safety (MAP) team rolled out Local NeighborhoodStat (NStat) in all 15 MAP communities. NStat is a problem identification and solving process that brings together government, residents, nonprofits and others. It is the central component of MAP, originally operated solely at a borough-wide level. By operating at the local level as well, NStat ensures more residents have the opportunity to have their voices heard. Local NStat meetings are led by community teams made up of residents and partners from over 10 city agencies.				
VD.3.2.5.3B Build crime-and-incarceration-reduction strategic tools (2.5.3B)	MOCJ	Completed	A central coordinating committee conducted weekly analysis and held regular research meetings to review findings on case processing times. Data analysis on case processing delays by borough was completed and a baseline was established. MOCJ built a centralized case processing tool to show aggregate and individual case delay that will be used internally.				
VD.3.2.5.2B Implement a regular citywide method of surveying resident sentiment (2.5.2B)	MOCJ	In Progress / Funded	MOCJ has started conducting household surveys as part of the evaluation of MAP. MOCJ is examining how to conduct surveys sustainably and at the appropriate scale for MAP developments, and is considering hybrid approaches such as panel surveys in conjunction with machine-assisted techniques. Surveys will measure resident sentiment (i.e., opinions, attitudes, and feelings) towards government and City initiatives within MAP developments.			Continue to collect relevant data and incorporate an additional survey methodology	
VD.3.2.5.1C Enable crime prevention through environmental design (2.5.1C)	MOCJ	Completed	MAP NeighborhoodStat stakeholder teams were trained in CPTED principles and conducted audits at their respective sites. Recommendations for project-based solutions (e.g., for low- and no-cost changes to buildings, parks, and other features of the built environment that could reduce crime) have been developed and reviewed, and implementation is occurring on a phased basis.				

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

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VD.4.2.5.1A Use advanced technology and integrated data to accurately and effectively reduce crime (2.5.1A)	MOCJ	In Progress / Funded	The City is nearing completion of a build of the Justice Provider System, an integrated data platform intending to facilitate cross-agency coordination of programs to interventions. Data use agreements are still being negotiated with various parties. Implementation will be phased in.			Continue phased roll-out and execution of data sharing agreements	
VD.4.2.5.1D Reduce incarceration by examining risk, needs, programming, and system flow (2.5.1D)	MOCJ	In Progress / Funded	A release recommendation tool for judges to assist with their assessment of a defendant's likelihood of returning for scheduled court appearances will be operational in 2020.			Complete the launch of the release recommendation tool	

Inclusive Economy

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

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IE.5.1.2.3A Significantly expand access to computer science/technology education across New York City public schools by 2020 (1.2.3A)	DOE	Superseded by IE.5.1	134,000 students have participated in CS at more than 500 schools in the 2017-2018 school year. 700 schools have at least one trained teacher in CS. More than 5,000 took a CS exam in 2018.	Continue providing professional development and coaching to cohort 2 in the AP Computer Science Principles course	Completed		
				Continue providing professional development and coaching to cohort 2 in the Software Engineering Program	Completed		
IE.5.1.1.1A Maintain and grow New York City's traditional economic sectors (1.1.1A)	DMHED, EDC, SBS	Superseded by IE.5.1	The hardware incubator, Futureworks Incubator, along with the network of fabrication facilities, Futureworks Shops, were both extended for second cohorts, with operator SecondMuse, after successfully generating a combined 120 jobs in advanced manufacturing. Ops21, which helps traditional manufacturers adopt new technologies, launched its workshop series, client project grants, and deep dives, in collaboration with academic partners NYU, Cornell, and RIT, managed by ITAC. A new operator was chosen for the advanced manufacturing center at BAT, Makerspace NYC, launching in March 2019.	Extend Futureworks Incubator and Futureworks Shops contracts	Partially Complete		
				Launch Ops21 programming	Completed		
				Select new operator for Advanced Manufacturing Center	Completed		
IE.5.1.1.2A Support a state-of-the-art food production and distribution industry (1.1.2A)	DMHED, EDC	Superseded by IE.5.1	The City is partnering with GrowNYC to develop a regional Food Hub in Hunts Point, and design and environmental review are underway. The Redevelopment discussions for Produce Market, which could entail high-cube warehousing with third party logistics solution, are underway. Reducing footprint of market is controversial. At Meat Market, we are considering avenues to move parking off-site, which would free space for expansion of cooperators in modern facilities.	Commence construction on rail to Building D	Delayed		
				Issue REI and select developer for AOU2 site	Partially Complete		
IE.5.1.2.2A Leverage City investments to create jobs and training opportunities for New Yorkers, and encourage targeted hiring (1.2.2A)	WKDEV	Superseded by IE.5.3	Since January, the Mayor's Office of Workforce Development (WKDEV) has taken steps in collaboration with various stakeholders to increase the number of hires, including the launch of quarterly meetings with participating City agencies. Additionally, WKDEV increased its communication and engagement with providers, including hosting four information sessions on recent changes to the HireNYC: Human Services requirement in partnership with Business Link, a free employment service provided by the Human Resources Administration.	Increase percentage of providers participating in HireNYC Human Services	Completed		

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IE.5.1.2.1A Establish and expand Industry Partnerships (1.2.1A)	WKDEV	Superseded by IE.5.1	Capture learnings from the StageNYC model, evaluate the efficacy and begin to refine the model. Continue to develop and refine training models in Tech and Health Care as appropriate. Manufacturing and Industrial Industry Partnership developed first model for ApprenticeNYC for CNC Machinist.	Establish a Retail Industry Partnership	Reconsidered		
				SBS will launch the first cohort of participants in ApprenticeNYC, led and designed by the Manufacturing/Industrial Industry Partnership	Completed		
IE.5.4.S.4.1 Economic Recovery 1. Launch Business Recovery and Resiliency Programs (4.S.4.1)	SBS	In Progress / Funded	Continued to offer workshops and webinars on a regular basis, provide on-site risk assessments and grants for businesses that were impacted by Superstorm Sandy. The goal is to serve 520 businesses by the fall of 2019. Completed a final report with recommendations for the development of online resources.	Complete analysis of business need (for web-based preparedness resources) and release RFP for development of new online resources	Completed	Develop online business resiliency resources	Integrate business resiliency best practices into SBS services
						Establish Business Resiliency Steering Committee	Launch web-based business resiliency toolkit
IE.5.1.2.2B Capitalize on the Career Pathways Construction Industry Partnership to create and expand construction training and employment opportunities for traditionally underrepresented New Yorkers (1.2.2B)	SBS, WKDEV	Superseded by IE.5.3	Continue supporting pre-training to help NYCHA residents begin Electrical Apprenticeships	4 cohorts of training have completed	Partially Complete		
				Update culinary training model	Completed		
IE.5.1.1.2B Activate the City's industrial assets to support the creation of quality jobs (1.1.2B)	EDC	Superseded by IE.5.1	NYCEDC did ribbon cutting on BAT Phase V in May 2018, and the 500,000 SF space is over 50% leased. NYCEDC released an RFP for an Urban Distribution Center on underutilized land at BAT, and is currently negotiating with developers on potential projects to support FreightNYC. NYCEDC will begin construction on the Made in NY Campus at Bush Terminal in Fall 2019, with completion of the Garment Hub on track for 2021.	Leasing of BAT Phase V space and Annex Food Hub	Partially Complete		

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IE.5.1.1.1B Ensure that businesses in emerging sectors are able to find and fit out the space they need to start, grow, and scale their companies (1.1.1B)	DMHED, EDC	Superseded by IE.5.1	All project approval were completed for the 14th St Tech Training Center and the transaction was closed on March 29th. It is anticipated to lead to the creation of 555 permanent jobs and 636 construction jobs. The project includes 44K SF of workforce development space where it is anticipated that 50,000 people will receive low-cost tech training annually for the duration of the 99-year use & rent restriction. Another 44K SF is dedicated to non-profit civic-tech uses for 25 years. VR/AR Lab: 300 people have participated in workforce development workshops at Lehman; CUNY School of Journalism partnership has yielded hundreds of participants in workforce development programs, including trainings such as 360 Video for Small Newsrooms and Intro to AR Journalism; through first accelerator- 4 companies formed with total 12 team members; ten Macaulay undergraduate fellows in NYC companies.	Complete all project approvals for 124 E. 14 Street			
IE.5.1.2.1B Use Common Metrics for workforce programs (1.2.1B)	WKDEV	Superseded by IE.5.3	WKDEV and NYC Opportunity continued engagement with Phase I agencies. NYC Opportunity began building the technical infrastructure and online portal for the release of the integrated workforce data system, which is expected in the beginning of calendar year 2019. NYC Opportunity also continued to work with the Department of Information Technology and Telecommunications to develop the foundations of a new technology platform to integrate workforce data from City agencies into a single repository.				

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IE.5.1.2.3B Strengthen and expand Career and Technical Education programs (1.2.3B)	DOE	Superseded by IE.5.2	<p>In November 2018, the NYC Department of Education (DOE), opened the Queens Transition and College Access Center (TCAC). The fourth of its kind, this center joins the Bronx, Brooklyn, and Staten Island centers' charge to support students with disabilities and their families through the transition from school to adult life.</p> <p>Launched in 2017, these centers demonstrate the Mayor's commitment, along with the DOE, to improve postsecondary outcomes for students with disabilities by 2020. While these centers are still fairly new, they continue to make a meaningful impact. As of March 2019, the centers provided over 250 workshops citywide, a 10% increase from the previous year. There are also over 5,000 students participating in work-based learning programs.</p> <p>The DOE will continue to expand this work by opening the final TCAC in Manhattan in the fall of 2019</p>	Launch final cohort of new CTE programs. Report out number of students participating in work-based learning internships	Completed		
IE.5.4.S.4.3 Economic Recovery 3. Launch Neighborhood Retail Recovery Program (4.S.4.3)	EDC	Superseded by IE.5.4	EDC Board of Directors approved the Neighborhood Credit Fund Program at the May 2017 Executive Committee Meeting for total funding of \$2.5 million. The Board also approved the WeGrowth sub-program under the Neighborhood Credit Fund at the December 2017 Executive Committee Meeting. EDC is currently in talks with all six community development financial institutions (CDFIs) to sign the Participation Agreement. All CDFIs are in the PassPort approval stage, pending submission and needed documents.	Officially launch the Neighborhood Credit Program and have all six CDFIs sign the Participation Agreement. Begin to process claims and disburse funds to CDFIs			

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IE.5.1.2.3C Expand Transition Coordination Centers to every borough by 2020 to improve postsecondary outcomes for students with disabilities (1.2.3C)	DOE	Superseded by IE.5.2	As of March 2019, the centers provided over 250 workshops citywide, a 10% increase from the previous year. There are also over 5,000 students participating in work-based learning programs.	Continue to provide professional learning opportunities to students, families, and communities partners	Completed		
				Identify a location for the fourth TCAC and continue to develop long-term space plan	Completed		
				Open up third Transition and College Access Center	Completed		
				The third Transition and College Access Center will be fully staffed and employees will be reporting to an identified fully accessible location	Completed		
IE.5.4.S.4.4 Economic Recovery 4. Support local merchants in improving and promoting local commercial corridors (4.S.4.4)	SBS	Superseded by IE.5.4	In Fiscal 2018, SBS awarded 10 community-based organizations (CBOs) nearly \$8.5 million to revitalize commercial corridors in six neighborhoods across the five boroughs through the Neighborhood 360° initiative. Also the Avenue NYC Program has provided more than \$1.02 million in grant awards to community-based development organizations (CBDOs) to boost underserved neighborhoods through community development projects.	Provide commercial district needs assessment planning assistance and grant funding through Avenue NYC and Neighborhood 360 to support merchant organizing, placemaking, business attraction and retention, district marketing, and business assistance in corridors across all five boroughs	Completed		
IE.5.4.S.15.5 Food Supply 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods (4.S.15.5)	EDC	In Progress / Funded	One project was approved for and received FRESH incentives, representing 15,708 sqft of new grocery space in the Bronx. Besides this store, 4 new stores were approved for FRESH financial incentives, representing 120,181 square feet of new or renovated grocery space in the Bronx, Manhattan and Brooklyn. Five stores that received FRESH financial incentives commenced operations, representing 154,918 square feet new or renovated grocery space and 712 new jobs in the Bronx, Manhattan and Brooklyn.	Approve additional projects for FRESH benefits and open approved stores	Completed	Approve additional projects for FRESH benefits and open approved stores, and close on a first ASTEP for food retail deal	Approve additional projects for FRESH benefits and open approved stores, and continue to close on ASTEP for food retail deals

Inclusive Economy

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

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IE.7.5.2.1 Increase the number of certified M/WBEs (5.2.1)	SBS	Superseded by IE.7.1	By the end of October 2018, there were 7,312 certified M/WBEs in the program.	Further increase the total number of certified M/WBEs	Partially Complete		
IE.7.5.2.2 Increase the rates at which agencies utilize those M/WBEs (5.2.2)	MOCS	Superseded by IE.7.1	<p>Pursuant to Local Law 1 of 2013, in Fiscal Year 2018, the City awarded over \$1 billion in combined prime and subcontract awards to City-certified M/WBE vendors.</p> <p>The City published all quarterly and final 2018 fiscal year-end compliance report, as required by Local Law 1 of 2013. The City also delivered all quarterly and fiscal year-end compliance reports to City Council, as required by Local Law 1 of 2013. The City also published a final year-end OneNYC M/WBE report for Fiscal Year 2018 on the MOCS website.</p>	Deliver all quarterly compliance reports to City Council, as required by Local Law 1 of 2013	Completed		
				Publish final 2018 fiscal year-end compliance report as required by Local Law 1 of 2013	Completed		
				Publish final year-end OneNYC M/WBE report for Fiscal Year 2018 on MOCS website	Completed		
IE.7.5.3.1 Issue and executive order requiring regular compilation and use of equity metrics (5.3.1)	OPS	In Progress / Budget Neutral					
IE.7.5.2.3 Expand legal tools to induce greater usage of M/WBEs (5.2.3)	MWBE	Superseded by IE.7.1	<p>The 2015 Citywide Renovation, DEP and New Construction PLAs are set to expire by the end of 2018. City team working to renegotiate and execute a new set of PLAs.</p> <p>The renegotiation of the PLAs are in progress, and the expiration dates were extended during this period.</p>	City team/Construction Committee on track to renegotiate and execute new set of PLAs by no later than December 31, 2018	Partially Complete		
				This legislative session, the City will seek the authority to establish a mentorship program for M/WBEs and small businesses			

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IE.7.1.1.3A Reduce the regulatory burden on small businesses through the Small Business First plan (1.1.3A)	SBS	Superseded by IE.5.4	<p>Since April 2018, the City's Small Business First initiative has continued to reduce the regulatory burden on small businesses and provide them with tools and information to understand and comply with City regulations. The NYC Business Portal now allows users to track the status of their transactions, such as licenses, permits, complaints, and violations, with various City agencies. Businesses can also utilize the portal's events calendar, share business profiles, and sign up to receive text and email notifications in 11 languages. The Fire Department, Department of Buildings, and SBS worked with City Council to pass Local Law 195, which transfers filings and approvals for fire suppression systems, fire alarm systems, and fire protection plans under the Fire Department, a change anticipated to save time and money for businesses. In partnership with the Mayor's Office of Data Analytics, SBS launched a data-driven educational outreach campaign to lower the rate of common health violations received by food establishments. The City also incorporated as-of-right zoning for physical culture establishments (PCEs) as part of East Harlem, Inwood, and Jerome Corridor rezonings, which eliminates the requirement for PCEs (e.g., gyms and martial arts studios) to obtain a Special Permit from the NYC Board of Standards and Appeals.</p> <p>Beyond the 30 commitments of SB1, opportunities exist to continue improving the regulatory environment for small businesses. Following the principles of SB1, partner agencies continue to work together on an on-going basis to make it easier to start, operate, and grow a business in New York City</p>	Complete bi-yearly review of business licenses and permits for potential repeal or consolidation	Completed		
				Complete next release for the online business portal, including additional features and more agency data	Completed		
				Continue to educate business owners on ways to avoid fines and violations	Partially Complete		
IE.7.4.1.4A Adopt standardized language for all procurement documents and contracts for resiliency-related work to require contractors and consultants to report on efforts and outcomes related to local hiring and training (4.1.4A)	MOR, WKDEV	Superseded by IE.5.3	<p>The HireNYC Goods and Services rider continues to be included with relevant solicitations and contracts that are subject to the program. Adopting language that requires use of the City's electronic certified payroll and workforce reporting system in procurement documents is contingent on implementation of the Labor Compliance Management solution.</p>	Adopt language that requires use of the City's electronic certified payroll and workforce reporting system			

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IE.7.4.1.4B Develop a centralized tool for tracking and reporting on jobs data with the goal of improving the hiring of Sandy-impacted residents and low-income applicants (4.1.4B)	MOCS	Reconsidered /	In 2017, the City / DDC selected a vendor and procured a Labor Compliance Management solution. The contract was for registered in November 2017. DDC awarded a one-year contract for access to a Labor Compliance Management solution.				
IE.7.1.2.2C Support the creation of, and training for, green jobs (1.2.2C)	DEP, MOS	Superseded by IE.5.1	In early 2019, DEP hired 38 seasonal park workers, in addition to the 21 full-time green infrastructure maintenance workforce.	Hire an additional 86 staff	Partially Complete		

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IE.7.1.2.1D Ease path to employment for formerly incarcerated people (1.2.1D)	CCHR	Completed	<p>In 2018, the Commission filed 48 new complaints, resolved 72 cases with filed complaints, and had 10 successful pre-complaint interventions related to discrimination on the basis of arrest or conviction record. The Commission also tested 274 employers to determine whether they were in compliance with the Fair Chance Act. The Commission settled 22 cases involving arrest and criminal record discrimination and secured substantial payments for penalties and damages. For example, a temp agency paid \$22,500; Breather.com, a company that provides temporary office spaces, paid \$7,500; Triangle Services, a facilities management company, paid \$30,000; Varonis Systems, a cybersecurity firm, paid \$65,000; a cleaning services company paid \$62,000; ABM, a facilities management provider, paid \$47,500. In all of the previous cases, the Commission required some form of substantial affirmative relief, including training employees, revising employment policies, requiring the company to partner with re-entry organizations to hire people with criminal records and/or posting legal notices. In addition, following Commission investigations, the department store TJX, the hospital Mount Sinai, and the pharmacy CVS changed their policies to conform with the Fair Chance Act.</p> <p>To educate New Yorkers about the Fair Chance Act, the Commission’s Community Relations Bureau conducted 233 outreach and educational activities for 9,198 people with our Human Rights Law and Protections in Employment: The Fair Chance Act and Credit History Discrimination workshop since April 2018. This included hosting a Fair Chance Act youth town hall and a Career Fair in Queens which had 30 vendors/employers who wanted to make sure that New Yorkers knew regardless of potential criminal history, they were looking to hire them. The Career Fair was attended by more than 300 job seekers. The Commission has also engaged colleges such as Hostos Community College, Medgar Evers College, and others to provide resources and conduct workshops to the student populations about their rights and protections under the Fair Chance Act and City Human Rights Law.</p>				

Thriving Neighborhoods

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

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IE.7.1 Expand opportunities for minority- and women-owned enterprises and expand the pool of developers building affordable housing (1.3.1D)	HPD	In Progress / Budget Neutral	HPD has continued to work with M/WBE developers to build capacity. HPD also continues to support pre-development work with M/WBE RFP awardees. HPD plans to issue a second RFP targeted to M/WBE developers in late 2019.	Work with M/WBE awardees on project feasibility and development. Achieve ULURP certification for all sites and proceed through process, with approval for most by year end	Completed	Issue another M/WBE RFP for targeted sites	Designate awardees and work with them on project feasibility and development

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

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TN.10.2.5.3A Introduce strategic tools for health and neighborhood safety (2.5.3A)	MOCJ	Completed	The City has implemented interlocking public health and public safety tools and strategies through the Mayor's Action Plan on Behavioral Health and the Criminal Justice System, including reducing arrests and increasing diversion to treatment where appropriate. These strategies ensure that those who enter the criminal justice system are treated in a therapeutic way, and that the City provides support for individuals to live stable lives in their communities and prevent future returns to jail.				
TN.10.2.5.4 Establish community-based Family Justice Centers (2.5.4)	DHS, HRA	Completed	All 300 emergency beds have been awarded. As of 12/2018 HRA has awarded 163 transitional units.				
TN.10.3.6.2 Parks Without Borders is an NYC Parks initiative to make parks more open, welcoming, and beautiful by focusing on improving entrances, edges, and park-adjacent spaces (3.6.2)	DPR	Superseded by TN.10.1	Two Parks Without Border showcase sites have started construction and an additional two sites will begin construction by early Spring 2019. The remaining four sites are in procurement.	Complete procurement for the eight Parks Without Borders showcase sites	Partially Complete		

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TN.10.3.6.4 NYC is committed to opening up streets for safe recreational events (3.6.4)	DOT	In Progress / Partially Funded	<p>The City continued its popular Summer Streets program, opening up 7 miles of streets to activities on three Saturdays in August, with over 334,390 attendees during the 2018 season, a 23% increase from 2017. In addition, the City continued its newer car-free program, Car Free Earth Day, for the third year in partnership with Councilmember Ydanis Rodriguez along Broadway from Times Square to Union Square.</p> <p>In 2018, DOT's Weekend Walks delivered 14 miles of locally programmed car-free streets to neighborhoods across all 5 boroughs. For 2019, Weekend Walks is on track to provide 16+ miles of car-free programming through 136 events in collaboration with 56 community based organizations.</p> <p>In 2018, DOT implemented El-Space pilots in Manhattan (Brooklyn Bridge Arches), Brooklyn (Sunset Park), the Bronx (Jerome Avenue) and Queens (Far Rockaway). DOT also completed mapping El-Space citywide. For 2019, DOT anticipates the full implementation of the Dutch Kills Street El-Space and the installation of the CityEl prototype at Jerome Avenue (Bronx); the Livonia Avenue (Brownsville, Brooklyn) lighting pilots are slated for Fall 2019.</p>	Complete design and implement improvements at six El Space locations	Completed	Commence El-Space Planning Framework for Bronx	Complete Phase 3 pilots
						Complete El-Space Planning Framework for Brooklyn	Continue El-Space Planning Framework and Inventory citywide
						Complete online El-Space Toolkit	Secure additional staff resources and interagency programmatic support
						Continue citywide inventory	
						Continue work on Phase 3 pilot sites in Brooklyn, Staten Island, and the Bronx	

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TN.10.3.6.5 The City is investing in new street trees and other plantings, benches, wayfinding signs, and other amenities (3.6.5)	DOT	In Progress / Partially Funded	<p>In 2018, DOT's Street Furniture programs installed over 1,500 assets bring the total to over 30,000 throughout the 5 boroughs. This also includes the transformation of 80 parking spaces into Public Space through our StreetSeat and BikeCorral programs with the assistance of community based organizations and local businesses. DOT also installed 67 WalkNYC signs, 70 footings (WalkNYC locations awaiting signs), wayfinding maps on 33 new Citibike stations, and 11 wall-mounted maps and signs.</p> <p>For 2019, DOT is on track to install an additional 1,500 Bike Racks, CityBenches & LeaningBars and create an additional 10 public spaces while also focusing our efforts on safety, access and maintenance.</p> <p>DOT continues to manage a landscape maintenance contract for sites within the Bronx, specifically the Grand Concourse from 161st Street to 171st Street. Approximately 30,000 square feet of green space is currently maintained under this program and it's successful implementation has allowed for the planning and design of close to 350,000 square feet (or over 8 acres) of new green space as part of upcoming Great Streets capital projects.</p>	Add Citibenches	Completed	DOT will continue to install wayfinding signs, benches and other street amenities as funding allows	DOT will continue to install wayfinding signs, benches and other street amenities as funding allows
				Install an additional 99 wayfinding signs	Completed	Maintenance on Grand Concourse from 161-175, Webster Ave and Atlantic Ave Phase 1 likely to begin by end of 2020	Grand Concourse (up to Fordham Rd), Atlantic Ave Phase 2, 4th Ave Phase 1, and Queens Blvd Segment 1 will likely begin by the end of 2021
				Scale up the median maintenance program in other boroughs as additional medians are completed	Delayed		
TN.10.3.6.6 To protect, maintain, and enhance the city's green canopy, NYC Parks will continue to plant new trees in parks and neighborhoods citywide (3.6.6)	DPR	Completed	<p>Canarsie West Trail Connector was completed. Parkland Green infrastructure projects and Belt Phase 2 in Gerritson are both in procurement. The Green Neighborhoods program was expanded to Edenwald, Bronx; Sunset Park, Brooklyn; and Bayside, Queens. The Stewardship team hosted 361 volunteer events in 2018. NYC Parks re-launched the mini-grants program.</p>	Begin procurement for the first phase of Parkland Green Infrastructure projects	Completed		
				Bring Green Neighborhoods Program to three new neighborhoods	Completed		
				Complete design contract preparation for Belt 2G (Gerritsen) and complete construction of Canarsie West Trail Connector	Completed		
				Host 150 stewardship volunteer events	Completed		
				Relaunch mini-grants program to support Super Stewards	Completed		

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.10.4.S.1.6 Climate Analysis 6. Launch a pilot program to identify and test strategies for protecting vulnerable neighborhoods from extreme heat health impacts (4.S.1.6)	MOR	Completed	The "Be a Buddy" program has launched in target neighborhoods.	Implement Be A Buddy Program in Central Brooklyn, Northern Manhattan, and the South Bronx	Completed		
TN.10.4.S.9.1 Community Preparedness 1. Launch pilot program to identify and address gaps in community capacity (4.S.9.1)	MOR	Completed	The third report of the NPCC will be released in March of 2019.	Publish the third report of the NPCC, including case studies on climate adaptation planning at community-based organizations in Sunset Park (Brooklyn), the South Bronx, and Northern Manhattan	Completed		
TN.10.1.3.3PlaNYC.2 Develop new neighborhoods on underutilized sites (1.3.3PlaNYC.2)	HPD, NYCHA	Superseded by TN.9.1	NYCHA now has 996 units of new housing completed or under construction and 3,756 in the development pipeline. Progress over the last year includes the selection of development teams at three affordable housing sites and the start of construction of 180 units of affordable housing at Van Dyke Houses.	Advance HNY 2.0 initiatives and build pipeline for Housing+	Partially Complete		
TN.10.2.5.1B Reduce crime through changes to criminal justice facilities that will promote concepts of fairness and confidence in the law (2.5.1B)	MOCJ	Completed	Procedural justice-based research and interventions focusing on changes in the physical design of court infrastructure and staff interactions with the public were completed by the Center for Court Innovation.				

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.10.4.S.9.2 Community Preparedness 2. Continue and expand NYCEM's Community Emergency Response Teams (CERT) (4.S.9.2)	NYCEM	In Progress / Funded	CERT training held at NYCHA in November 2018. Commodity Distribution Point field staff training was offered twice having 30 CERT volunteers participate.	Continue to offer CERT trainings to NYCHA residents	Completed	CERT program will continue to work with NYCEM Logistics division to offer CDP field staff training twice annually.	CERT program will continue to work with NYCEM Logistics division to offer CDP field staff training twice annually.
				Continue to offer leadership trainings to CERT volunteers	Delayed	Continue to work with NYCEM Logistics division to offer CDP field staff training twice annually	Continue to work with agency partners and other professionals to offer multiple volunteer leadership training opportunities several times throughout the year.
				Train CERT volunteers and the NYC Service, AmeriCorps, and CitizensCorp cohort in CDP field staff operations	Completed	Work with agency partners and other professionals to develop specialized volunteer leadership training	Continue to work with NYCEM Logistics division to offer CDP field staff training twice annually
TN.10.1.5.1D Increase use of parks and public spaces by expanding cultural, educational, and civic engagement programming available to the public. (1.5.1D)	DCLA	Reconsidered /	<p>While DCLA did not receive funding for this initiative as planned, many efforts broadly support additional public programming in public spaces. One such effort is CreateNYC/Cultural Planning work, enabled by the largest Cultural Development Fund allocation ever granted. Programming includes the October 2017 launch of the Mayor's Grant for Cultural Impact under CreateNYC, which allocated \$100,000 for two programs in public spaces; MOCJ and the Bronx Documentary Center teaming up to create the Claremont Illuminated Pilot, a series of nocturnal artworks and programming seeking to promote community safety and connections in Claremont Village; and DCP and Arts East NY developing a public space activation pilot, CivLab, at ENY Success Garden.</p> <p>There has also been robust public discourse around the City's public monuments and markers, including town halls hosted in all five boroughs. DCLA has raised awareness about the City's art in public spaces through the new "Instatours" effort for Percent for Art at the Brooklyn Public Library, the Staten Island Ferry Terminal, Frederick Douglass Circle at 110th Street, and the Battery Park City/West Side Highway Pier A Plaza.</p>				

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.10.4.2.12.14 Parks 14. Quantify the benefits of the city's ecosystems and green infrastructure (4.2.12.14)	DPR	In Progress / Budget Neutral	Collected field data for trees in non-forested areas of NYC parkland, which will help inform Nature Stats. Obtained new LiDAR data for future analysis and incorporation into Nature Stats.	Complete first edition of Nature Stats	Partially Complete	Complete first iteration of Nature Stats	

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.11.4.2.12.4 Parks 4. Expand the City's greenstreets plan, including for Jamaica Bay (4.2.12.4)	DPR	In Progress / Funded	DPR refined design for the Brighton Beach stormwater greenstreets to capture runoff and mitigate flooding. Project is in procurement.	Begin construction for Brighton Beach (DOI NFWF Coney Island Coastal Resilience Greenstreets Project)	Partially Complete	Complete construction of Brighton Beach greenstreets project to improve coastal resiliency	
				Begin procurement for the first phase of Parkland Green Infrastructure projects	Completed		

TN.12 Promote place-based community planning and strategies

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.12.3.6.1 The Community Parks Initiative is a citywide program to improve historically under-funded parks in densely populated and growing neighborhoods with higher-than-average concentrations of poverty (3.6.1)	DPR	Superseded by TN.10.1	Through the Community Parks Initiative (CPI), the City is reconstructing 67 neighborhood parks across the city, working closely with community members to understand park needs. All 35 of the CPI Phase 1 projects are now in construction or complete – 31 sites have already opened to the public, with more to be complete in 2019. NYC Parks is undergoing capital projects in 32 CPI Phase 2 sites.	Complete 25 additional targeted improvement sites	Completed		
				Complete design of 10 Phase 2 Capital Improvement sites	Completed		
				Open all Phase 1 sites	Partially Complete		

Thriving Neighborhoods

TN.12 Promote place-based community planning and strategies

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.12.1.4.2 Make strategic investments for livable neighborhoods. [Align infrastructure investments and services in neighborhoods slated for growth] (1.4.2)	DCP	Superseded by TN.12.1	Since April 2017, commitments have been made for more than \$700 million in infrastructure and community resource investments, including \$300 million from the Neighborhood Development Fund, for projects in Jerome Avenue, East Harlem, and Downtown Far Rockaway Neighborhood Plans.	Continue tracking and review of commitments made under approved Neighborhood Plans, and subsequent recommendations for future neighborhoods included in the PLACES initiative	Partially Complete		
TN.12.1.4.1B Maximize the use of available financing tools that assist the commercial components of mixed-use projects to support vibrant mixed-use neighborhoods. (1.4.1B)	SBS	In Progress / Funded	Since 2106 three cohorts of Neighborhood 360° Fellows have helped launch neighborhood revitalization projects through since 2016 across the City.	A fourth cohort will begin in June 2019 and work with the following CBOs to enhance their respective neighborhoods	Partially Complete	Launch additional cohort of Neighborhood 360	Launch additional cohort of Neighborhood 360
TN.12.4.S.17.10 Brooklyn-Queens Waterfront 10. Create and implement a revitalization strategy for targeted retail and community spaces within Red Hook Houses (4.S.17.10)	NYCHA	In Progress / Funded	The project is moving forward to do minor renovations on a space to hold retail that had been unusable in the past. It will be completed in mid-2018.	Complete renovation			
TN.12.4.S.21.9 South Queens 9. Develop a revitalization strategy for the Beach 108th Street corridor (4.S.21.9)	DOT	In Progress / Funded	Schematic Geometric Design completed, final design started.	Complete final design	Partially Complete	Complete final design, and begin construction	Continue construction
TN.12.4.S.21.11 South Queens 11. Develop a commercial revitalization strategy for Far Rockaway, potentially involving repositioning of City- and MTA-controlled sites (4.S.21.11)	EDC	In Progress / Budget Neutral	Selected The Community Builders, Inc. as the developer for the Beach 21st Street RFP site in June 2018 and working towards closing.	Select developer for Beach 21st Street site	Completed	Commence construction on Beach 21st Street project	Continued construction on Beach 21st Street project
TN.12.4.S.18.15 Southern Brooklyn 15. Support area recovery through the rebuilding and expansion of the entertainment district (4.S.18.15)	EDC	In Progress / Budget Neutral	Construction is on-going on the infrastructure project.	Reach 50 percent construction completion for first phase of infrastructure	Partially Complete	Complete phase 1 and 2 of infrastructure construction	Phase 3 will continue to be on hold

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.1.3.1A Maximize the use of City-owned land for new housing (1.3.1A)	HPD, NYCHA	Superseded by TN.9.2	Since April 2018, HPD, NYCHA and EDC have released 5 RFPs and RFEIs. The City has designated 9 sites with 2,200 affordable units. HPD released five RFPs have been released in 2018 to date. In 2018, HPD has designated the 100% affordable Morrisania Air Rights site in partnership with NYCHA, Beach 21st Street in partnership with NYCEDC, Brownsville RFP, Greenpoint Hospital RFEI, the Modular RFEI, and two of the Seniors First RFPs - Sotomayor and Bushwick II.	Continue to work on and release RFPs for publicly owned sites	Completed		
				Designate 3 RFP sites for Seniors First	Partially Complete		
TN.9.1.3.3A Strengthen community-based homelessness prevention systems (1.3.3A)	HRA	Completed	<p>Citywide, residential evictions by City marshals declined by 14% in 2018 compared to 2017, and dropped by 37% since 2013. Since 2013, more than 100,000 New Yorkers who might otherwise have faced evictions have been able to stay in their homes. In Fiscal Year 2018, 33,000 households including 87,400 New Yorkers received legal representation and advice, including over 25,000 households / 69,000 New Yorkers facing eviction in Housing Court. In Fiscal Year 2018, 27,752 families were served by Homebase. As of October 2018, over 90% of households who received Homebase prevention services, remained in their communities and avoided shelter entry within the 12 months following the service.</p> <p>In FY14, the City paid more than \$121 million in rent arrears to prevent eviction of over 41,500 households, growing to \$238 million in FY18 to serve over 57,800 households. To date, this Administration has provided emergency one-time rent arrears assistance to 264,600 households from FY14 through FY18.</p>				

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.3.4.2 Support community engagement by establishing Place-Based Community Brownfield Planning Areas (3.4.2)	OER	Superseded by TN.9.2	<p>The City has completed oversight of cleanup and redevelopment of 415 tax lots in low- and moderate-income communities since 2014 and has achieved its OneNYC goal two years ahead of schedule.</p> <p>Significant progress for this initiative includes designation of six new place-based community vacant land planning areas. Grants have been made to community organizations that have selected strategic vacant properties within these areas for community development. The grants have helped community organizations perform early studies for market analyses, building design, and environmental analyses as an important step toward revitalization of land consistent with a community vision.</p>	Designate and support 10 new Place-Based Community Brownfield Planning Areas	Partially Complete		
TN.9.1.3.2A Collaborate with regional municipalities and housing agencies on shared priorities. [DCP to create a Regional Unit] (1.3.2A)	DCP	Superseded by TN.9.5	The City continues to build and meet with a network of NYC metro region planning leadership and practitioners. Since 2016, NYC convenes the group biannually to discuss local and regional planning issues such as housing and infrastructure. The City also continues to regularly meet with neighboring governments and regional stakeholders to explore shared strategies for addressing the region's housing needs.	Continue building the City's ability to understand and affect regional-scaled planning issues by connecting with planning professionals and regional stakeholders, building out the City's data capacity and expertise, and advocating for regional policy and capital priorities	Partially Complete		
TN.9.1.4.1A Pursue neighborhood planning strategies that expand opportunities for mixed-use development, and especially for attraction of retail and services to underserved neighborhoods. (1.4.1A)	DCP, SBS	In Progress / Funded	DCP released the North Brooklyn Industry & Innovation Plan, the largest study of an industrial area DCP has conducted in decades, in November 2018 and is currently in the midst of a neighborhood planning process with the aims of retaining areas that can support and grow industrial/manufacturing jobs, increasing job density in growing office sectors such as tech and advertising in other areas, improving the quality of life for workers and residents in the area and identifying potential transportation and infrastructure improvements.	Release of final report, including North Brooklyn IBZ Study strategies and land use recommendations	Partially Complete	The North Brooklyn Neighborhood community engagement process is completed and now undergoing the ULURP process (target certification Fall 2019)	Continue to track commitments made through previous neighborhood study areas and invest in infrastructure in additional neighborhood study areas as they arise

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.1.3.3PlaNYC.1 Explore additional areas for new development (1.3.3PlaNYC.1)	DCAS, DCP, HPD, NYCHA	In Progress / Partially Funded	NYCHA now has 996 units of new housing completed or under construction and 3,756 in the development pipeline. Progress over the last year includes the selection of development teams at three affordable housing sites and the start of construction of 180 units of affordable housing at Van Dyke Houses.	Developer selection for 5 100% affordable sites	Partially Complete	Developer Selection for 6 additional affordable and mixed-income housing sites	Developer Selection for 6 additional affordable and mixed-income housing sites
				Financial closing for 1 NGN site and 2 100% affordable site	Partially Complete	Financial closing for 6 additional affordable and mixed-income housing sites	Financial closing for 6 additional affordable and mixed-income housing sites
				Release RFPs for 4 100% affordable site	Delayed	Release of RFPs for 6 additional affordable and mixed-income housing sites	Release of RFPs for 6 additional affordable and mixed-income housing sites
TN.9.1.3.1B Conduct collaborative, holistic neighborhood planning to support new mixed-income housing creation with supporting infrastructure and services (1.3.1B)	DCP, HPD	In Progress / Funded	HPD has designated developers for three sites identified in the Brownsville RFP, which will bring nearly 900 homes to the area. HPD is working with agency partners on Housing Plans for Bay Street, Gowanus, Southern Boulevard, and Bushwick. In early 2019, HPD launched a neighborhood planning process in Bedford-Stuyvesant, Brooklyn focused on improving housing quality and affordability and bringing new affordable housing options to the neighborhood.	Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies	Completed	Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies	Continue to conduct collaborative, holistic community-oriented planning efforts in multiple neighborhoods including Soho/Noho in Manhattan, Southern Boulevard in the Bronx and Crown Heights North in Brooklyn
						Successfully adopt Bay Street Corridor Neighborhood plan and continue to work with and for communities on neighborhood plans in Gowanus and Bushwick	Continue to utilize the Neighborhood Planning Playbook in its community visioning workshops as part of current and future neighborhood studies
TN.9.1.3.3B Create a more streamlined process for intake, assessment, and rehousing to end veteran homelessness (1.3.3B)	DHS, DVS	Completed	To meet the goals of this initiative: DHS continues to work with DVS for referrals, the MOT team at Borden continues to support opening PA cases and veterans moving out of shelter, and HRA continues the Master Lease program to offer rental units.				
TN.9.4.S.3.9 Buildings 9. Retrofit public housing units damaged by Sandy and increase future resiliency (4.S.3.9)	NYCHA	Superseded by TN.9.1	NYCHA has awarded major Sandy Recovery construction contracts at 33 of 35 developments, with one of the projects already complete. The remaining developments are to be awarded by mid-2019.	Complete major Sandy Recovery projects at six developments, including Coney Island Site 4/5, Astoria, Carleton Manor, Rangel Houses, Smith Houses, and Two Bridges	Delayed		
TN.9.1.3.3C Develop affordable housing appropriate to community needs, including housing for families, supportive housing, and senior housing (1.3.3C)	HPD	Superseded by TN.9.3	Launched Seniors First programming to serve 30,000 seniors through the 'Aging in Place' program and the three NYCHA RFPs for senior housing. We also have launched extensive outreach efforts to HUD and Mitchell-Lama buildings to encourage Housing+ development, as announced in HNY 2.0.	Finalize Housing+ pipeline and begin targeted outreach	Completed		
				Through Seniors First, assign a developer for the three NYCHA RFPs	Partially Complete		

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.1.3.3D Expand rental assistance and aftercare to support individuals transitioning from shelters to permanent housing (1.3.3D)	DHS, HRA	Superseded by TN.9.3	FHEPS has been fully implemented. From July 2014 through January 2019, 109,686 individuals have received rental assistance, NYCHA housing, or Section 8 vouchers to avert entry into shelter or to move out of DHS and HRA shelters via an exit strategy.	Fully implement expanded FHEPS program in conjunction with New York State	Completed		
TN.9.1.3.1E Support and expand efforts to preserve affordable units through neighborhood planning and outreach (1.3.1E)	HPD	Superseded by TN.9.2	HPD launched the Landlord Ambassadors Program in partnership with Enterprise, offering technical assistance for property owners who are interested in securing financing to undertake building improvements and improve financial viability. Through this program, Ambassadors are working in nearly 60 buildings. HPD continues to host monthly Property Owner Clinics where owners can meet one-on-one with representatives from HPD, DOF, DEP, and DOB to assess the specific building's needs, improve conditions, and maintain affordability. HPD also continues to host weekly Property Management Classes, where owners and managers can learn about the rules and regulations governing residential property in NYC, as well as how HPD can help make upgrades, reduce operating expenses, and keep rents affordable. The full schedule is available on HPD's website.	Continue Landlord Ambassador pilot (through 2019)	Completed		
				Continue Property Owner Clinics and Property Management classes	Completed		
TN.9.1.3.3E Expand housing options for people with disabilities by increasing oversight, targeting placement strategies, and accessing housing subsidies (1.3.3E)	DHS, HPD, HRA	Superseded by TN.9.3	Launched 'Aging in Place' survey for building-wide and unit-specific improvements to help New Yorkers age in place in initial pilot buildings.	Launch new needs assessment in initial preservation projects	Completed		

Thriving Neighborhoods

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
TN.9.1.3.1F Foster large-scale development at potential major site assemblages (1.3.1F)	DMHED, EDC	Superseded by TN.9.2	Capital advancing final designs for Northern and Southern phases for infrastructure and waterfront park. RETS's proposals for disposition are pending completion of the Bay St. Rezoning. If the rezoning is approved, RETS will release an RFP for development on the sites. The 5.5 acre Hunter's Point South waterfront park opened in May 2018. It includes bicycle pathways, fitness equipment for adults, a playground, picnic terraces, wooden seating areas, a kayak launch, and a 30-foot-high cantilevered platform that offers up views of Manhattan. The \$100 million park project also created 3,400 linear feet of new roadways, storm sewers, sanitary sewers, water main and utilities. Plans were recently filed for construction of residential housing on Parcel G and a groundbreaking is scheduled for April for Parcels to be developed on Parcel C. Consultant contract awarded to multi-disciplinary team led by Practice for Architecture and Urbanism (PAU) in spring 2018. Master planning work is underway, anticipated to be completed in fall 2019.	Final design and start construction for Phases II and II of New Stapleton Waterfront project (by early 2019)	Partially Complete		
				Complete Phase II Infrastructure and Waterfront Park construction at Hunters Point South	Completed		
				Launch Sunnyside Yards master plan	Completed		
TN.9.1.3.3F Track the 15/15 initiative via annual reports (1.3.3F)	DSS	Superseded by TN.9.3	Under the NYC 15/15 initiative, awards have been made for 3,014 units – 965 Scatter site and 2416 congregate units.				

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.13.2.4.1 We will fight for critical healthcare services across the City and not accept the closure of any more hospitals in Brooklyn or any other communities which would be left without the medical care we need (2.4.1)	DOHMH, H +H	Completed	NYC Health and Hospitals continues to provide unparalleled services to the city's most vulnerable residents, ensuring access to high-quality health care and supporting capacity-building through the DSRIP program.				
HL.13.2.4.2A Create health access points embedded in communities rather than hospital campuses (2.4.2A)	H+H	Superseded by HL.13.2	Two new health centers, Bedford (Brooklyn) and Vanderbilt (Staten Island) have opened and begun to serve patients. The Bedford health center is supported with \$1.4 million in Caring Neighborhoods Initiative funding.				
HL.13.2.4.4 Co-located and integrated behavioral healthcare in primary care through the integrated Collaborative Care model (2.4.4)	DOHMH, H +H	In Progress / Funded	<p>NYC Health + Hospitals continued to expand the Collaborative Care program to pediatrics and adolescents. Six hospitals are now providing Collaborative Care to adolescents: Bellevue, Lincoln, Gouverneur, Harlem, Kings and, most recently, Metropolitan. As of end of 2018, 1,096 individuals were actively enrolled in our adult Collaborative Care program at NYC Health + Hospitals, and all sites have integrated anxiety treatment into their Collaborative Care programs, expanding access to care for patients suffering from anxiety disorders.</p> <p>NYC Health + Hospitals also welcomed Mental Health Service Corps (MHSC) year 3 cohort to the system. There are currently a total of 26 MHSC members contributing to the integration of behavioral health into primary care at 13 of our acute and Gotham Health facilities in adult, pediatrics/adolescent, and specialty clinics such as Geriatrics and HIV.</p>			Continue to expand Collaborative Care to new clinics (e.g. Gotham Health, women's health)	
HL.13.2.4.5A Integrate patient data across healthcare systems (2.4.5A)	DOHMH, H +H	Superseded by HL.13.2	Application teams completed the Epic Upgrade 2017, a complete revamp of the look and feel of the application with updates to every application and clinical area which went live in December 2017 meeting all key performance indicators. NYC Health+ Hospitals is now in the process of implementing a new Epic revenue cycle platform, which will integrate seamlessly with our Epic patient electronic medical records system that we began adopting last year.				

Healthy Lives

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.13.2 Create at least 16 Health Clinics in primary care shortage areas (2.4.3)	EDC, H+H	In Progress / Funded	Seven health centers, managed by EDC, have opened since 2016. Five centers opened in 2016, and the remaining two opened in 2018. The remaining 3 will be open by end of 2021.	Open two health centers; one in Bushwick and one in Soundview	Completed	Open two health centers: APICHA Community Health Center in Jackson Heights, Queens, and Settlement Health in East Harlem	Open one health center: Charles. B Wang Community Health Center in Queens
HL.13.2.4.2B Ensure critical hospital services are fully functioning in the face of increased demand, weather disasters, and aging infrastructure (2.4.2B)	H+H	In Progress / Funded	NYC Health + Hospitals has completed mitigation projects at both Coney Island and Bellevue Hospitals, ensuring that these hospital structures are strengthened and upgraded. Additional construction is in progress and will further bolster existing infrastructure.			Complete basement lighting project at Coney Island Hospital	Complete relocation of electrical switchgear from basement to elevator areas at Bellevue Hospital
						Complete Coler Hospital infrastructure upgrades (security cameras & sealing/water proofing)	Complete relocation of HVAC air handling units at Bellevue hospital
HL.13.2.4.5B Transform the Medicaid reimbursement methodology (2.4.5B)	DOHMH	Completed	<p>DOHMH continues to meet with and convene executives from Managed Care Organizations to identify opportunities to collaborate in health service delivery and VBP. DOHMH provided comments to the State on VBP policy documents and participated in Medicaid Clinical Advisory Groups and other workgroups including those developing implementation plans for the First 1000 Days.</p> <p>The Regional Planning Consortium (RPC) continued to meet with stakeholders and discuss best practices and local solutions for improving the children and adult behavioral health Medicaid managed care system. It also continues to monitor the implementation of Behavioral Health Care Collaborative (BHCC)s and convened the BHCCs with MCOs, DSRIP PPSs and lead Health Homes to promote partnerships and in preparing for the transition to VBP. Additionally, DOHMH is now implementing a project to assist 10 NYC community based organizations prepare for VBP.</p>				
HL.13.4.S.8.2 Healthcare 2. Require the retrofitting of existing hospitals in the 500-year floodplain (4.S.8.2)	MOR	In Progress / Call for Action	State approval to begin the construction phase of these facilities was denied upon request; however under H+H purview, FEMA funding is now continuing, hardening/floodproofing/retrofits strategies are being implemented at Coler Hospital, planning and design work are underway at Coney Island Hospital, and quick connects have been installed at Bellevue Hospital Center.	Complete design phase for nonprofit facilities and request State approval to begin the construction phase for these facilities	Completed	Complete an interim flood wall at Metropolitan Hospital	

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.13.4.S.8.3 Healthcare 3. Support the Health and Hospitals Corporation effort to protect public hospital emergency department (EDs) from flooding (4.S.8.3)	H+H	Completed	At Coney Island Hospital, architectural and construction management firms have been selected. In addition, conceptual, schematic, and design development has been completed for the new Critical Support Services (CSS) building. Renovation of vacant space to create offices on the first floor of Main Building and relocation of the Radiology Department were completed. At the Coler facility, Priority Mitigation Projects were completed to replace basement lighting and temporary electrical panel boards.	Complete Coney Island Building #6 abatement and demolition to make room for upcoming new building construction	Completed		
				Complete the final stage of new CSS building design, i.e., construction documents development, at Coney Island by September 30, 2018, and begin new Coney Island CSS building – early construction work for earth work and foundations	Completed		
HL.13.4.S.8.5 Healthcare 5. Require the retrofitting of existing nursing homes in the 100-year floodplain (4.S.8.5)	MOR	Reconsidered / Call for Action	State approval to begin the construction phase of these facilities was denied upon request.	Complete design phase for nonprofit facilities and request State approval to begin construction phase for these facilities	Completed		
HL.13.4.S.8.6 Healthcare 6. Require the retrofitting of existing adult care facilities in the 100-year floodplain (4.S.8.6)	MOR	Reconsidered / Call for Action	State approval to begin the construction phase of these facilities was denied upon request.	Complete design phase for nonprofit facilities and request State approval to begin construction phase for these facilities	Completed		
HL.13.4.S.8.7 Healthcare 7. Support nursing homes and adult care facilities with mitigation grants and loans (4.S.8.7)	MOR	Reconsidered / Call for Action	State approval to begin the construction phase of these facilities was denied upon request.	Complete design phase for nonprofit facilities and request State approval to begin construction phase for these facilities	Completed		
HL.13.4.S.8.8 Healthcare 8. Increase the air conditioning capacity of nursing homes and adult care facilities (4.S.8.8)	MOR	Reconsidered / Partially Funded	State approval to begin the construction phase of these facilities was denied upon request.	Complete design phase for nonprofit facilities and request State approval to begin construction phase for these facilities	Completed		
HL.13.4.S.21.5 South Queens 5. Build a new multi-specialty ambulatory surgical center on the Rockaway Peninsula (4.S.21.5)	EDC	Completed	Project has been substantially completed (TCO awarded 4/1/19). Opening in June 2019.	Complete project and hold ribbon cutting	Partially Complete		

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.14.2.2.2 Launch Neighborhood Health Hubs in neighborhoods with high health disparities (2.2.2)	DOHMH	In Progress / Call for Action	The Neighborhood Health Action Centers continued to welcome new partners both inside and outside of their buildings. Different levels of governance were established to ensure the services and activities operating out of the respective Neighborhood Health Action Centers in Brownsville, East Harlem, and East Tremont. These have included coordination among partners in the building, stakeholders with the neighborhoods, as well as residents, respectively. Evaluation of the Neighborhood Health Action Centers is ongoing. Services, events, and organizing at the Neighborhood Health Action Centers continued to activate the spaces, bringing more neighborhood residents through their doors. In 2018, the Neighborhood Health Action Centers welcomed more than 42,000 visits.	Launch Health Action Centers in Bushwick, Bedford Stuyvesant, Central Harlem and Morrisania	Delayed	Launch Health Action Centers in Bushwick, Bedford Stuyvesant, Central Harlem and Morrisania	Launch Health Action Centers in Bushwick, Bedford Stuyvesant, Central Harlem and Morrisania
						N/A	
HL.14.2.1.1A Create neighborhood spaces dedicated to advancing women's health (2.1.1A)	DOHMH	Superseded by HL.14.4	The Family Wellness Suites in East Tremont and East Harlem and East Tremont continued to expand programming in 2018. As of December 31, 2018, over 3,800 residents participated in programming. This increase met the intended goal of reaching 20% more residents over last year, increasing utilization by nearly 70%. This included distribution of 211 cribs and 278 car seats. Residents are learning about the spaces and the various resources within them. While the Brownsville Family Wellness Suite is now scheduled to be completed by Summer 2019, programming have been delivered over the course of the year.	Complete construction of Brownsville Family Wellness Suite	Delayed		
				Increase utilization across all sites by 20%	Completed		
HL.14.4 Expand the number of "baby-friendly" hospitals to promote access to breastmilk for newborns (2.1.1B)	DOHMH	Superseded by HL.14.4	<p>In July 2018, Flushing Hospital Medical Center, a participant of the NYC BHC, achieved Baby-Friendly designation. As a result, there are now 17 Baby-Friendly designated maternity facilities in NYC. Based on preliminary 2016 birth certificate data, it is projected that the percentage of NYC births that occurred in Baby-Friendly hospitals increased from 8.8% in 2015, to 31% in December 2018, which surpasses the Healthy People 2020 goal of 8.1%.'</p> <p>As of December 31, 2018, 10 of 12 newly participating hospitals moved one phase on the 4D-Pathway, and in January 2019, one NYC BHC hospital completed its on-site assessment with Baby-Friendly USA. An expected decision regarding its designation is expected by spring.</p>	Move each of the newly participating nine facilities one phase on the 4D-Pathway	Partially Complete		
				Increase the number of NYC hospitals that are designated Baby-Friendly from fifteen to sixteen	Completed		

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.14.2.4.2C Adequately provide healthcare services to New York City's growing senior population (2.4.2C)	H+H	Completed	NYC Health + Hospitals new geriatric-friendly unit has begun providing services that are specifically tailored to the City's growing senior population. In addition, nurses within the hospital administration have been trained in adult care provision through the Nurses Improving Primary Care of Older Adults (NIPCOA) program, ensuring that older New Yorkers can access the care that they need in a supportive environment.				

HL.15 Make healthy lifestyles easier in all neighborhoods

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.15.2.3.1A Increase the share of regional food in the NYC food system through investments in the regional food distribution system (2.3.1A)	EDC, MOFP	Superseded by HL.15.1	Pre-development agreement executed with GrowNYC; draft lease provided commitment for additional funding to ensure that building is state-of-the-art. Tenant is currently soliciting bids for construction.	Execute lease with GrowNYC for regional food hub	Partially Complete		
HL.15.2 Increase opportunities for physical activity in and around schools (2.3.2A)	DOHMH, DPR	Completed	The City completed small active recreation projects in 11 schools in June 2018. 8 additional schools were selected in November 2018 to receive small active recreation improvements in 2019.	Select additional Schools to Playgrounds sites			
HL.15.2.3.2B Increase design elements that promote physical activity in buildings (2.3.2B)	DDC, DOHMH	Superseded by HL.15.2	Following the 2016 release of "Design Excellence 2.0: Guiding Principles for Healthy Living," DDC and DOHMH collaborated to finalize a framework for evaluating the impact of design changes on building occupants based on these guidelines.	Use the new framework to evaluate DDC design projects in the field at four existing facilities	Completed		

Healthy Lives

HL.15 Make healthy lifestyles easier in all neighborhoods

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.15.2.3.1B Expand and improve quality of New York City school food (2.3.1B)	DMHHS, DOE, MOFP	Superseded by HL.15.1	The DOE's Office of School Food continues to prioritize the procurement of local and fresh food as well as the sourcing of sustainable and healthy products. Currently School Food only serves antibiotic-free chicken products and 100% beef burgers in schools, and offers a completely locally-sourced menu every Thursday. Beginning in the 2017-2018 school year, school lunch is free for any student who attends a NYC Public School (with 100% of families now eligible). DOE also expanded the scope of its breakfast in the classroom initiative to include any school that has up to grade 5 students (not just stand-alone), increasing the total universe of buildings from 500 to about 800 (and extending the timeline to 2020).				
HL.15.2.3.2C Provide opportunities for physical activity in the community for residents of all abilities (2.3.2C)	DCP, DPR	Superseded by HL.15.2	Through the Community Parks Initiative (CPI), the City is reconstructing 67 neighborhood parks across the city, working closely with community members to understand park needs. All 35 of the CPI Phase 1 projects are now in construction or complete – 31 sites have already opened to the public, with more to be completed in 2019. NYC Parks is undergoing capital projects in 32 CPI Phase 2 sites.				
HL.15.2.3.1C Ensure all communities have access to fresh food retail options, with special focus on traditionally underserved neighborhoods (2.3.1C)	MOFP	Superseded by HL.15.1	The City is implementing a number of strategies to connect New Yorkers to affordable, healthy food where they live, work, and play. Since 2014, we have expanded initiatives to increase access to healthy options at retail stores, increase New Yorkers' purchasing power for fruits and vegetables, and provide education and resources for preparing balanced meals at home. In 2017 DOHMH provided free, bilingual nutrition workshops and cooking demonstrations at select farmers markets serving low-income communities. DOHMH also administered several child care based and neighborhood-based nutrition education programs, and continued to distribute Health Bucks--two-dollar coupons redeemable for fresh fruits and vegetables at all NYC farmers' markets (providing low-income New Yorkers with additional purchasing power to buy fresh, locally-grown produce). Other programs such as Food Retail Expansion to Support Health (FRESH), Green Carts, and Shop Healthy NYC also work to make healthy food more accessible.				

Healthy Lives

HL.15 Make healthy lifestyles easier in all neighborhoods

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.15.4.S.4.5 Economic Recovery 5. Continue to support the FRESH program to increase the number of full-line grocers in underserved neighborhoods (4.S.4.5)	EDC	In Progress / Funded	One project was approved for and received FRESH incentives, representing 15,708 squarefeet of new grocery space in the Bronx. Besides this store, 4 new stores were approved for FRESH financial incentives, representing 120,181 square feet of new or renovated grocery space in the Bronx, Manhattan and Brooklyn. Five stores that received FRESH financial incentives commenced operations, representing 154,918 square feet new or renovated grocery space and 712 new jobs in the Bronx, Manhattan and Brooklyn.	Approve additional projects for FRESH benefits and open approved stores	Completed	Approve additional projects for FRESH benefits and open approved stores. Close on a first ASTEP for food retail deal	Approve additional projects for FRESH benefits and open approved stores. Continue to close on ASTEP for food retail deals

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.16.3.3.2 Expand its Environment and Health Data Portal (EHDP) to incorporate neighborhood-level sustainability indicators, create a neighborhood-level "Sustainability and Health" report, and develop an educational module on sustainability and health (3.3.2)	DOHMH	Superseded by HL.16.3	With Queens College, selected two community partners: El Puente and Youth Ministries for Peace and Justice. Conducted air quality personal monitoring workshops and developed personal monitoring plans with community group leadership. Initiated data collection. To support neighborhood-level air quality monitoring network stationary monitors were constructed, locations selected and infrastructure prepared for network deployment.	Complete sensor evaluation project and begin pilot studies to inform toolkit development	Completed		
HL.16.3.3.1 Enforce the updated DEP Air Pollution Control Code (3.3.1)	DEP	Superseded by HL.16.3	In 2018, DEP promulgated a rule that requires restaurants to register new cook stoves and char broilers with DEP.	Continue to lead advisory group to develop rules for existing char broilers and cook stoves	Partially Complete		
HL.16.3.3.3 Accelerate conversions of residual heating oil boilers in buildings (3.3.3)	MOS	Superseded by HL.16.3	In 2017, the City's NYC Retrofit Accelerator and Community Retrofit NYC assisted 1,800 buildings initiate or complete retrofits including 700 projects that improve local air quality by reducing on-site fossil fuel combustion for heat or hot water. These projects have resulted in an annual reduction of 14,200 pounds of harmful particulate matter. In 2017, the Retrofit Accelerator assisted over 400 buildings complete conversions away from No. 4 fuel and continues to assist an additional 850 buildings that are in the process of conversion.				

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.16.3.5.2 Install or repair 500 water fountains and water bottle refilling stations across the five boroughs (3.5.2)	MOS	Superseded by HL.16.4	Since April 2017, the City installed or replaced 81 fountains and bottle refillers. The City's multi-agency Water Fountain Task Force, which includes DEP, DPR, DOT, DDC, and NYCHA, continues to meet regularly in order to make strategic decisions about the location of new fountains/refillers based on public health and environmental sustainability criteria.	Identify opportunities and complete installations/replacements of an additional \$500,000 worth of drinking fountains and bottle refillers			
HL.16.3.5.4 Reduce pollution from stormwater runoff (3.5.4)	DEP	Superseded by HL.16.4	Still developing SWMP programs including rulemaking.	Submit SWMP Plan to NYSDEC	Completed		
HL.16.2.3.3A Reduce asthma triggers in the home (2.3.3A)	DOHMH, NYCHA	In Progress / Funded	Since April 2018, roof replacement has been completed on 25 of 78 buildings in Tranche 2. Most of the roof replacements in Tranche 2 will be completed by December 2019. Roof replacement began at the 7 of the 9 sites in Tranche 3 which covers 93 buildings. Projected completion for these projects is 2020. Design is ongoing for the roof replacements in Tranche 4.	Continue construction of Phase 2 NYCHA roof repairs (to be completed in June 2019)	Partially Complete	Complete any remaining roof replacements from Tranche 2 and complete the installations of the 94 buildings from Tranche 3	Continue the roof replacement at the 146 buildings in Tranche 6 and begin the design of the approximately 57 buildings in the 7th Tranche
						Continue the roof replacements for Tranche 4 which involves 133 buildings at 12 locations. Continue to replace approximately 120 buildings in Tranche 5 and complete the procurement process for the roof replacements in Tranche 6	
HL.16.2.3.3B Decrease secondhand smoke exposure in the home (2.3.3B)	DOHMH	Completed	The smoking policy disclosure law went into effect in August 2018. Outreach efforts to building managers and owners included notices in property tax mailings, as well as guidance documents and a sample building policy created by DOHMH. Compliance is being monitored via 311 complaints. Smoke-free NYCHA launched on July 30, 2018. DOHMH continues to collaborate with NYCHA to promote educational efforts surrounding the rule, as well as outreach to hospitals and clinical partners to facilitate new cessation support efforts.	Produce compliance guide for disclosure law	Completed		

Healthy Lives

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
HL.16.2.3.3C Reduce housing-related fall hazards for older adults (2.3.3C)	DOHMH	In Progress / Budget Neutral	Revisions to the Falls Risk Assessment: DOHMH's Injury and Violence Prevention Program (IVPP) has expanded, revised and distributed a cutting-edge checklist tool for preventing older adult falls in the home. The instrument was translated into six languages and an original version was modified based on minor feedback. In addition, with some light guidance from close external partners, the City created a version of the tool that is accessible for the visually impaired -- a new and important undertaking.	Identify timeline and key milestones for agencies' integration of falls risk assessment into the 'Scope of Work' piece of contracts delivering home-based services	Completed	Continue to implement and evaluate ongoing aging-in-place trainings with HPD, and ongoing falls prevention trainings with DFTA	Continue all falls prevention training efforts with City agency partners, with a focus on falls risk assessment and mitigation in the home
			Task and timeline for tool dissemination and integration for contracted agencies: DOHMH IVPP mapped out its outreach and messaging plan for engagement with DFTA contracted partners, the goal of which is to embed falls risk assessment tools and prevention strategies in their practices and scopes of work.	Pilot-test training as a strategy for promoting and incentivizing universal design, with key housing stakeholders as trainees	Completed	Embed falls prevention tools and educational practices in DFTA-led programs and initiatives (such as friendly visiting volunteers, and NORCS), with contracted partners	Continue implementing and refining the Home Safety checklist, training materials and presentations, and other public education tools and curricula, promoting wide dissemination
			Pilot testing training: The checklists and other falls prevention resources were embedded in several relevant trainings orchestrated in tandem with other City agencies. Housing Preservation and Development (HPD) hosts regular trainings to promote healthy homes and aging-in-place for older adults -- checklists are routinely disseminated at these events, and DOHMH IVPP developed and integrated falls prevention curricula in these trainings; DOHMH IVPP delivered 6 trainings 2018.				Continue to work with sister agencies to identify novel pathways to disseminate falls prevention tools
							Work to reinforce efforts (i.e., solidify commitments in Scopes of Work) to include falls risk assessment tools for professionals who enter the homes of older adults
HL.16.2.3.1D Support community gardens and urban farms in select neighborhoods in the city (2.3.1D)	MOFP	Superseded by TN.10.4	In 2017, GreenThumb gardens produced more free public programming compared to the previous year, when it hosted over 20,000 volunteer community gardeners donating over 2 million hours. GreenThumb also hosted 165 free public workshops in 2017 serving over 2,750 people, and its Youth Leadership Council had 125 participants at 11 community gardens. The City, through the Building Healthy Communities initiative, announced that two new urban farms are being built on New York City Housing Authority properties in the Bronx (completed) and Staten Island.				

Equity and Excellence in Education

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EE.17.2.1.2 Continue to focus on developing high-quality early childhood programs through teacher recruitment and training as well as through increased support for students whose native language is not English, students with disabilities, and students from high-need (2.1.2)	DMSPI, DOE	In Progress / Funded	The City grounds all supports for early childhood programs in the Program Quality Standards, which define our vision for high-quality early childhood programming for three and four-year-olds. Professional learning and on-site coaching to support every program's needs continues, and has been extended to 3-K, as has the extensive teacher recruitment campaign to recruit highly qualified early childhood teachers. The City has increased supports to ensure we meet the needs of every three and four-year-old. The 3-K for All districts were selected based on community need, among other factors, to support children in high-need areas across the city. The DOE announced 33 new pre-K Dual Language programs for the 2018-19 school year, more than doubling the number of existing programs from 30 to 63. The DOE's Division of Early Childhood Education also continues to work closely with the DOE's Office of Special Education to distribute IEPs, develop professional learning opportunities for early childhood programs to meet the needs of all learners, and coordinate other processes for children with disabilities.	Expand 3-K for All to an additional four districts in the Fall of 2018, District 4 (East Harlem), 5 (Harlem), 16 (Bed-Stuy), and 27 (Rockaways, Howard Beach, Broad Channel)	Completed	Award new contracts for early childhood education from birth-to-five, which will create a more unified system of care and education in NUC	Achieve 3-K for All at scale in the 14 funded districts
				Implement 63 Dual Language programs for the 2018-19 school year	Completed	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)	Continue to expand dual language programs and other supports for emerging multilingual learners (EMLLs)
				Transfer EarlyLearn programs from ACS to management by the DOE by early 2019, as part of the larger effort to strengthen birth-to-five care and education across the City	Partially Complete	Expand to over 100 Dual Language Pre-K programs	
EE.17.2.2.1 Implement key system-building initiatives to strengthen Community Schools (2.2.1)	DOE	In Progress / Funded	Since the Community Schools initiative was established in the winter of 2015, it has expanded substantially to support 258 schools and over 126,000 students.	Develop peer learning networks among school leaders	Completed	Expand the success mentoring initiative to serve more vulnerable youth	Codify and communicate the universal community school practices that can be adopted by any school
				Increase the number of afterschool opportunities for students in NYC Schools	Completed	Increase the number of schools that complete an assets and needs assessment	Develop a sustainability plan for community school contracts
				Increase the number of schools that complete an assets and needs assessment	Completed	Strengthen and expand peer learning networks among school leaders	
EE.17.2.1.3 Develop a plan to close the gap in access to childcare (2.1.3)	ACS	Superseded by EE.17.3	ACS and DOE are collaborating on the transfer of EarlyLearn to the DOE, with the stated goal of July 2019 for the transfer to take place. This transfer includes contracts as well as a functional transfer of staff from ACS to DOE.	Begin trainings for third Trauma Smart cohort	Completed		
				Transfer ACS' EarlyLearn NYC contracts to the DOE's Division of Early Childhood Education	Partially Complete		

Equity and Excellence in Education

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EE.18.1.2.4 Increase post-secondary attainment by promoting high-school graduation, college matriculation and degree completion (1.2.4)	DOE	In Progress / Funded	90.3% of schools have 1 trained staff member.	Aggressively recruit and register schools for an additional 2018 cohort	Completed		
EE.18.1.2.3D Explore the opportunity to create bilingual learning environments to promote multilingualism among New York City students (1.2.3D)	DOE	Completed	Since April 2018, DOE has added 16 new K-12 Bilingual Programs; added 20 new Dual Language Programs; in addition to announcing 33 new Dual Language Pre-K programs.	Launch 40 new bilingual programs	Completed		

Livable Climate

LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
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LC.20.3.1.4 Continue implementation of One City: Built to Last to reduce greenhouse gas emissions from buildings by 30 percent by 2025, and chart a long-term path away from fossil fuels (3.1.4)	MOS	Superseded by LC.20.2	<p>In partnership with the Mayor’s Office of Sustainability, DCAS has been working with City agencies to prioritize the most carbon intensive and least-efficient buildings for the implementation of high-impact energy retrofits through the Deep Energy Retrofit Program. This non-competitive funding opportunity is being developed to mobilize an additional queue of work in support of the climate goals outlined in Executive Order 26. This effort is meant to complement existing DCAS programs while helping to expedite additional project streams.</p> <p>Across the 26 agencies and cultural organizations that submitted requests for participation in the program, over 2,500 buildings were identified as needing energy efficiency upgrades, ranging from LED lighting upgrades to steam trap replacements to building envelope work. DCAS is working with agencies to select which buildings to prioritize for investments in energy retrofits.</p> <p>Additionally, DCAS has partnered with C40 Global Climate Network to develop a climate action planning tool to help agencies develop a roadmap to achieve their carbon emissions goals. This tool, along with work that will advance through the Deep Energy Retrofit Program, will help the City advance work more quickly and bend the carbon curve sooner.</p> <p>NYCHA has executed three energy services agreements (ESAs) with two energy services companies (ESCOs) to implement \$167 million in energy performance contracts (EPCs) at 57 NYCHA developments.</p> <p>The City and Council worked together to pass landmark legislation to cap greenhouse gas emissions from large and mid-sized buildings to meet energy targets by 2030. This new legislation is among the largest single actions the City can take to reduce GHG emissions in buildings and begin to transition away from fossil fuel. The City has continued implementation of the NYC Retrofit Accelerator – reaching more than 6,200 buildings and helping over 2,600 of those complete projects to date. The City also launched a High Performance Retrofit Track of the Retrofit Accelerator to assist 25 buildings develop high performance plans and begin implementation of deep energy retrofits that will achieve a 40 to 60 percent reduction in energy savings, the program currently has 30 participants. In 2019, the City will launch a new Building Energy Efficiency Program which will triple the amount of assistance of the Retrofit Accelerator for existing buildings over 25,000 square feet, expand the neighborhood focus of the Community Retrofit Program to Central Brooklyn, Inwood and East Harlem, expand the High Performance Retrofit Track to 125 buildings and include a High Performance</p>	Add two more agencies to the demand response program	Completed		
				Begin construction on solar parking lot canopy pilot	Partially Complete		
				Complete construction for first phase of solar power purchase agreement (PPA) sites	Delayed		
				Continue advancing PPA sites	Partially Complete		
				Continue to implement strategies to reduce GHG emissions from all buildings in NYC	Partially Complete		
				DCAS to launch Deep Energy Retrofit Program	Completed		
				Expand the NYC Retrofit Accelerator to assist all large and mid-sized buildings over 25,000 square feet	Completed		
				Expand the NYC Retrofit Accelerator to provide assistance for more high performance retrofits and assist with high performance new construction	Completed		
				Expand the NYC Retrofit Accelerator to provide compliance assistance for NYC’s building energy local laws	Completed		
				Expand the NYC Retrofit Accelerator to provide outreach and assistance for buildings under 25,000 square feet in at least three neighborhoods	Completed		
				Install real-time metering at 50 additional locations	Completed		
				Kick off construction of parking canopy sites	Partially Complete		
				Launch at least one Solarize NYC campaign with a community shared solar offering	Reconsidered		
Launch new Solarize campaigns in boroughs that have not yet hosted campaigns	Reconsidered						

			<p>New Construction track. The City continued to run the Benchmarking Help Center to assist buildings in complying with the City's benchmarking requirements and help improve data quality, reaching over 7,195 properties as of April 19, 2018. To date, the City's NYC Retrofit Accelerator and Community Retrofit NYC assisted over 3,100 buildings initiate or complete retrofits including 990 projects that improve local air quality by reducing on-site fossil fuel combustion for heat or hot water. These projects have resulted in an annual reduction of 17,255 pounds of harmful particulate matter. To date, the Retrofit Accelerator assisted nearly 900 buildings complete conversions to cleaner fuels and continues to assist an additional 540 buildings that are in the process of conversion.</p>				
LC.20.3.2.1 Expansion of NYC Organics program (3.2.1)	DSNY	Superseded by LC.20.4	<p>In 2018, the City expanded curbside organics collection to provide access to more than 3.5 million New Yorkers. DSNY continued to conduct outreach to residents with organics collection service, conducting over 1,250 outreach events interacting with over 100,000 people, reaching over 17,000 people through door to door canvassing, and distributing more than 4 million pounds of compost. DSNY also continued to enroll high rise buildings for service, and expanded the number of food scrap drop-off sites to more than 150 sites citywide.</p>	Continue expansion of organics programs in high-rise buildings in Manhattan and the Bronx in order to serve all new Yorkers by the end of 2018	Completed		
				Expand curbside collection service to the remaining 17 Community Districts in Brooklyn, Queens, and Staten Island	Delayed		
LC.20.3.2.2 Develop a plan to convert all curbside recycling collections from dual-stream to single-stream (3.2.2)	DSNY	Reconsidered / In Planning	<p>In early 2018, China implemented strict trade restrictions on the import of certain recyclables, including mixed paper and mixed plastics. These policies had cascading effects on markets for recyclable materials across the United States. Here in NYC, we are relatively insulated from these market pressures, as our vendors have domestic outlets to process the majority of DSNY's recyclables. In addition, New York City has made significant investments in recycling processing infrastructure, including a state-of-the-art recycling plant in Sunset Park and a 100% recycled paper mill on Staten Island. As a result of the trade restrictions, the existing dual-stream program is a preferred option to handle recyclables compared to single stream.</p>	Amend the City's recycling processing contract to prepare for single stream recycling	Reconsidered		

LC.20 Achieve carbon neutrality and 100% clean electricity

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.20.3.2.3 The City will work with New Yorkers to reduce the number of plastic bags in NYC's waste street. At present, more than 10 billion plastic bags show up in the waste stream annually and hamper the processing of recyclables and organic waste (3.2.3)	DSNY	Completed	<p>In March 2019, as part of the FY2020 state budget, New York State enacted a statewide ban on plastic bags, with limited exceptions. The state bill also allows counties and municipalities to opt in to a fee on paper carryout bags. Last week, the City Council passed a bill opting in to the five-cent fee on paper carryout bags. Both the plastic bag ban and paper bag fee will be effective on March 1, 2020. Since 2016, DSNY has distributed more than 475,000 reusable bags to New Yorkers and will continue to distribute reusable bags through the implementation of these policies.</p> <p>The City's ban on expanded polystyrene foam products took effect on January 1, 2019. Enforcement begins on July 1, 2019.</p>	Continue to distribute reusable bags to New Yorkers and discourage the use of single-use plastic bags	Completed		
				Work with City Council to pass legislation to dramatically reduce the use of single-use carryout bags	Completed		
LC.20.3.2.4 The City, through NYCHA and DSNY, is committed to achieving full compliance with the City's recycling law throughout NYCHA developments by the end of 2016 (3.2.4)	DSNY	Completed	<p>In 2018, the City took steps to improve participation in the NYCHA recycling program. In July, DSNY released a study of voluntary incentive programs to encourage participation among public housing residents, created in partnership with City Council and other stakeholders.</p> <p>In 2018, NYCHA and DSNY in partnership with the Mayor's Office of the Chief Technology Officer launched a pilot program at the Brownsville Houses to improve recycling participation and test the feasibility of on-site food scrap processing at NYCHA developments. The pilot drove community engagement around NYCHA recycling, with participation rates in some buildings reaching nearly 30%.</p> <p>NYCHA also completed its first-ever comprehensive waste management plan, an agency-wide approach to improve collection services for residents. The plan will be released in April 2019.</p>	Release a plan for an incentive program to support resident participation in the NYCHA recycling program	Completed		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.20.3.2.5 Make all schools Zero Waste schools (3.2.5)	DSNY	Superseded by LC.20.4	<p>In 2018, the Zero Waste Schools Program assessed the needs of each of the 126 schools in the program, built relationships with key stakeholders, and delivered more than 2,400 outreach events, reaching over 50,000 students and 8,000 faculty and staff. With operational tools such as Cafeteria Waste Sorting stations and Tilt Trucks already in use and in place, outreach was focused on increasing engagement of groups that are key to creating a culture of sustainability in schools such as student Green Teams. In 2018, DSNY along with Citizens Committee for NYC, provided 79 schools with Green Team Mini Grants to fund their efforts in recycling and sustainability.</p> <p>In an effort to reduce the amount of reusable material being sent to landfills, DSNY has been working to redirect discarded public school furniture to organizations and nonprofits in need, via DonateNYC (www.nyc.gov/donate). From March to December 2018, we have diverted over 20 tons of desks and chairs from landfill.</p>	Continue to work with existing Zero Waste schools to make progress in pursuit of zero waste	Partially Complete		
LC.20.3.2.6 Expand opportunities to reuse and recycle textiles and electronic waste (3.2.6)	DSNY	Superseded by LC.20.4	<p>In 2018, the City continued to expand its in-building textile and e-waste collection programs, and hosted SAFE (Solvents, Automotive, Flammables, and Electronics) disposal events in each borough. In addition, we launched our first ever textile drop-off map that provides residents with over 1100 additional reuse and recycling locations. The City has successfully expanded the curbside electronic waste collection to include Staten Island, Brooklyn and Queens West and diverted over 3 million pounds of e-waste to date. DSNY's donateNYC Partnership grew by 25% and expanded into new areas. In addition to traditional venues such as thrift shops, the Partnership welcomed members like supportive housing providers, food rescue organizations, and animal shelters. These Partners combined diverted a total of 57,253 tons of goods from landfill through donations and reuse.</p>	<p>Expand curbside electronic waste collection to the entire borough of Brooklyn</p> <p>Expand refashionNYC to more residential buildings, institutions, and businesses, and pilot the program in schools and textile-related businesses</p>	<p>Completed</p> <p>Completed</p>		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.20.3.2.7 Develop an equitable blueprint for a Save-As-You-Throw program to reduce waste (3.2.7)	DSNY	Reconsidered / Funded	The City is not pursuing a Save-As-You-Throw program at this time.	Develop advisory board to provide ongoing and continuous feedback	Reconsidered		
				Work with stakeholders to develop an equitable blueprint for a Save-As-You-Throw pilot	Reconsidered		
LC.20.3.2.8A Conduct a comprehensive study of commercial waste collection zones (3.2.8A)	DSNY	Completed	In the fall of 2017, DSNY began working with a consultant to develop an implementation plan to transition the City to a zoned system for commercial waste collection. DSNY has hosted two advisory board meetings with stakeholders to solicit feedback and has completed a comprehensive assessment of several options for zoning structure.	Release Commercial Waste Zones implementation plan	Completed		
LC.20.3.1.1A Remove barriers to more efficient power generation and increased renewable power production (3.1.1A)	MOS	Superseded by LC.20.1	The City continues to provide public comment in proceedings including the Public Service Commission’s Value of Distributed Energy Resources (VDER) proceeding and utility rate case discussions.	Work with NYISO to develop alternative mechanisms to encourage flexibility and responsiveness of generators as well as repowering of old, inefficient generating units in NYC	Partially Complete		
				Work with NYISO, PSC, and other stakeholders to advance City interests in IPPTF effort on carbon pricing	Partially Complete		
				Work with NYPA and Con Edison to enable full participation of City accounts in VDER projects	Completed		
				Work with the PSC to finalize long-term successor tariff to net metering through VDER proceeding, including expanded value for social and environmental factors	Partially Complete		
LC.20.3.1.2A Reduce carbon emissions from the City government vehicle fleet (3.1.2A)	MOS	Superseded by LC.20.4	The City has over 1,224 vehicles in its fleet and nearly 500 EV charging stations citywide. 37 of these charging stations are solar carports. DCAS is beginning a pilot of 900,000 gallons of renewable diesel.	Order at least 100 more electric vehicles	Completed		
				Pilot 900,000 gallons of renewable diesel for City fleet use	Completed		

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LC.20.3.2.1A Develop additional organics sorting and processing capacity in New York City and the region (3.2.1A)	DSNY	Superseded by LC.20.4	In 2018, the City continued to work closely with contracted regional organics processors to make facility improvements including equipment installation and operational efficiencies. The City continues its project to expand capacity at the Staten Island Compost Facility including installation of an aerated static pile (ASP) system.				
LC.20.3.2.2A Create and expand markets for recycled materials (3.2.2A)	MOS	Superseded by LC.20.4	The City continued to convene stakeholders and participate in numerous regional and national industry discussions about the state of recycling markets and the impacts on NYC's program and the region. DSNY participated in several convenings held by the NYS Department of Environmental Conservation in response to the crisis in recycling markets. DSNY continues to work with partners across the state to develop robust local markets for recyclable products.	Build the framework to expand donateNYC to manage food donations and unsolicited donations during disaster	Completed		
LC.20.4.S.6.9 Utilities 9. Work with industry partners, New York State, and regulators to strengthen New York City's power supply (4.S.6.9)	MOR	In Progress / Budget Neutral	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue CCATF report	Partially Complete	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
LC.20.3.2.1B Process 250 tons of food waste per day at City WWTPs and assess long-term feasibility of scaling up processing of organic food waste (3.2.1B)	DEP	Superseded by LC.20.2	The Newtown Creek Codigestion project is currently diverting approximately 130 tons of organics per day from landfills. Organics supply is limited, which has hindered our ability to more aggressively ramp up the program, but DEP is working with Waste Management to develop a plan to achieve 250 tons per day of diverted organics by December 2019.	Complete commissioning of biogas-to-grid system	Delayed		
LC.20.3.1.1B Support the development of renewable power resources (3.1.1B)	MOS	Completed	As of March 2018, the City has 180 MW of installed solar capacity across over 14,000 installations. NYCHA and EDC have secured developers for community shared solar arrays that will be located on their roofs. The City supported legislation to require solar or green roofs on all new construction and certain major renovations, which has the potential to increase new annual capacity by up to 35 MW per year.	Expand Solarize NYC into new communities throughout the city	Partially Complete		
				Facilitate a community-shared solar project for NYC residents to subscribe to using Solarize NYC or another channel	Completed		

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LC.20.3.1.1C Increase the share of wind power in the City's power mix (3.1.1C)	DCAS, MOS	Completed	The City is engaged with NYSERDA and the Public Service Commission (PSC) to maximize the amount of offshore wind that is directly connected to New York City, based upon the State's most recent 2019 announcement of deploying 9,000 MW of offshore wind by 2035.	Continue to engage state and federal agencies and regional stakeholders on the importance to the city of the development of a regional pipeline of offshore wind projects	Completed		
				Continue to monitor progress on BOEM offshore lease area identification	Completed		
LC.20.3.2.1C Expand community composting opportunities in all five boroughs (3.2.1C)	DSNY	In Progress / Funded	In January 2018, the City opened an expanded community compost site at the DSNY salt lot in Gowanus, Brooklyn. The site processes food scraps from drop off sites and provides educational programming to student and community groups. DSNY, in partnership with GrowNYC, continued greenmarket drop offs citywide, "Compost on the Go" food scrap drop off sites in Manhattan, and launched a program for community groups to host their own publicly accessible drop off sites. DSNY and its partners reached over 150 drop off sites citywide by the end of the year.	Complete 150 NYC Compost Project technical assistance visits to support community compost sites	Completed		
				Increase the number of food scrap drop-off opportunities for NYC residents in Manhattan and the Bronx	Completed		
				Launch a program to support community groups that want to manage their own public food scrap drop-off sites	Completed		
LC.20.3.1.1D Adopt smart grid technologies and reduce transmission bottlenecks (3.1.1D)	MOS	Completed	The City is actively pursuing a landmark investment in transmission to bring large-scale hydropower to meet the City's commitment of 100% carbon-free electricity for City operations. The City installed real-time monitoring at additional facilities, enabling more than 400 City-owned facilities to participate in demand response programs. As of summer 2017, the City had more than 100 MW of load enrolled in demand response programs.	Monitor progress of AMI rollout for Con Edison, National Grid, and LIPA	Completed		

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LC.20.3.2.8E Require all food service establishments to source-separate food waste (3.2.8E)	DSNY	Superseded by LC.20.4	In 2018, DSNY conducted extensive outreach, education and training to businesses covered by the expansion of the commercial food waste recycling mandate, which included food service establishments with a floor area greater than 15,000 square feet, chain food service establishments with more than 100 locations in New York City, and food retailers (including grocery stores) with a floor area of greater than 25,000 square feet. The new rules went into effect on August 15, 2018, with enforcement not commencing until February 2019. In addition, DSNY launched a food donation portal, through its DonateNYC program, in March 2019. This portal connects businesses with excess food with local emergency feeding programs.	Continue to develop and provide information and resources to NYC businesses to prevent, rescue, and divert food waste	Completed		
				The Commissioner will continue, on an annual basis, to evaluate the capacity of all facilities within the designated area and the cost of processing organic waste by composting, aerobic or anaerobic digestion, or any other method of processing organic waste that the department approves by rule	Partially Complete		
LC.20.3.1.1E Expand decentralized power production (3.1.1E)	MOS	Superseded by LC.20.1	The Community Energy Planning tool will be launched in the upcoming year in order to give information to NYC neighborhoods on siting criteria and other considerations for distributed community-scale energy.	Align findings from the Collaborative with ongoing work of the NYC Retrofit Accelerator and Community Retrofit NYC	Completed		
				Engage stakeholders to refine prioritization of community energy opportunities	Partially Complete		
LC.20.3.1.1F Achieve net-zero energy at in-city wastewater treatment plants by 2050 (3.1.1F)	DEP	In Progress / Partially Funded	Construction in progress.	Complete SOGR-ECM Integration Study	Completed		Complete construction of anaerobic digester gas system upgrade and beneficially use anaerobic digester gas in cogeneration engines
				Complete Wards Island WWTP solar PV and energy storage study	Completed		

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LC.20.4.2.16.3 Brooklyn-Queens Waterfront 3. Implement strategies to protect Brooklyn Bridge Park and DUMBO (4.2.16.3)		In Progress / Funded	In July 2018 BBP opened Pier 3, the final pier within the park to be completed. Pier 3 added 5 acres of parkland, with over an acre of open lawn, a whimsical labyrinth, shady seating area, and flexible hardscape area for events. In September of 2018 BBP broke ground on the Pier 2 Uplands, which will add 3 acres of landscape the park.	Begin construction of the Pier 2 Uplands, an area which will include a continuation of the sound attenuating berm, a small lawn, and sustainable water play	Completed	The Pier 2 Uplands is scheduled to open to the public in the summer of 2020, bringing to park to 90% complete. Brooklyn Bridge Park also plans to reopen Squibb Park Bridge in the spring of 2020. Squibb Bridge provides an important access point to the park, providing a direct connection to the Brooklyn Heights promenade	The final piece of Brooklyn Bridge Park to be completed is the Plaza directly under the Brooklyn Bridge. The Plaza project is currently in design and will make the important connection between the northern DUMBO sections of the park to the southern piers. The Plaza is fully funded, though a construction schedule is still to be determined
				Continue construction of Pier 3	Completed		

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

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LC.21.4.S.2.26 Coastal Protection 26. Call on and work with the USACE to study and install local storm surge barriers at Newtown Creek (4.S.2.26)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Support USACE in developing a TSP for their New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C	Completed		
LC.21.4.S.2.4 Coastal Protection 4. Install armor stone shoreline protection (revetments) in Coney Island (4.S.2.4)	MOR	In Progress / Funded	In 2018, the City released a design RFP for a project in Brooklyn.	Release design RFP	Completed	Begin construction on at least one priority location	Begin construction at three priority locations

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

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LC.21.4.2.3A Advocate for better oversight of Write Your Own (WYO) insurance companies and better training of WYO companies to improve communication to existing and prospective clients (4.2.3A)	MOR	Completed	The City continues to advocate for better oversight of WYO companies and better training for WYO agents.	Advocate to FEMA Region II for additional trainings specific to WYO agents serving New York State, Puerto Rico, and the U.S. Virgin Islands. Advocate for additional content to include examples of dense urban building types	Completed		
LC.21.4.S.1.5 Climate Analysis 5. Explore improved approaches for mapping future flood risks, incorporating sea level rise (4.S.1.5)	MOR	In Progress / Budget Neutral	The City has secured funding through FEMA's Cooperating Technical Partnership to scope and define the parameters of a future flood map product and procure a technical consultant to develop the product.	Continue to work with FEMA, the NPCC, and relevant stakeholders to develop approaches for mapping future flood risks, incorporating sea level rise	Completed	New Milestone	Continue the process for developing future flood map product(s)
						The City will procure a technical consultant to develop the future flood map product(s)	
LC.21.4.1.2A Invest in emergency shelter sites to accommodate New Yorkers with disabilities and retrofit shelters to have accessible entrances, restrooms, and other aspects of universal design (4.1.2A)	NYCEM	In Progress / Funded	There are currently 64 emergency shelters that have been remediated and are accessible.	Complete retrofits at DOE facilities identified as needing remediation for purposes of sheltering for coastal storms	Completed	Continue retrofits at DOE facilities identified as needing remediation for purposes of sheltering for coastal storms	Continue retrofits at DOE facilities identified as needing remediation for purposes of sheltering for coastal storms
LC.21.3.4.3 Facilitate cleanup of properties in coastal flood zones to reduce environmental risks from storm surge (3.4.3)	OER	Superseded by LC.21.1	Design, development, and testing are substantially complete for SPEED 2.0, OER's online brownfield research and resilience mapping tool. The application will be launched in summer 2019.	Launch SPEED 2.0, an online community brownfield planning and resilience mapping tool	Partially Complete		
LC.21.4.1.1A Create a methodology to develop and test indicators for resiliency (4.1.1A)	MOR	Completed	The third report of the NPCC will be released in March of 2019.	Publish the third report of the NPCC, including methodology to develop and test indicators for resiliency	Completed		
LC.21.4.S.1.1 Climate Analysis 1. Work with FEMA to develop new FEMA FIRMs for New York City (4.S.1.1)	MOR	In Progress / Funded	FEMA initiated a Coastal Advisory Panel (CAP), on which the City sits, for governmental stakeholders and technical experts to review and provide feedback on the NY/NJ Coastal Restudy.	Provide FEMA with relevant data to facilitate creation of an updated current floodplain map	Completed	Complete review of FEMA's Intermediate Data Submissions (IDSs)	Complete review of FEMA's Intermediate Data Submissions (IDSs) and any other work products from the NY/NJ Coastal Restudy

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LC.21.4.1.2B Enhance evacuation plans in order to better serve vulnerable populations during an evacuation (4.1.2B)	NYCEM	Completed	NYCEM completed the revised Coastal Storm Evacuation Plan.	Complete the revised Coastal Storm Evacuation Plan	Completed		
LC.21.4.S.2.33 Coastal Protection 33. Evaluate strategies to fund wetland restoration and explore the feasibility of wetland mitigation banking structures (4.S.2.33)	EDC	In Progress / Funded	Completed earthwork and site fencing, and installed 90% of native wetland plantings.	Complete earthwork, installation of native wetland plantings, and site restoration	Completed	Complete all planting and complete two rounds of invasive treatment	Complete four rounds of invasive treatment and maintenance of restored wetland
LC.21.4.S.2.5 Coastal Protection 5. Install armor stone shoreline protection (revetments) on Staten Island (4.S.2.5)	MOR	In Progress / Funded	In 2018, the City advanced design on a project in Staten Island.	Begin design on all priority locations	Partially Complete	Begin construction on at least one priority location	Begin construction at three priority locations
LC.21.4.S.1.2 Climate Analysis 2. Work with FEMA to improve the communication of current flood risks (4.S.1.2)	MOR	In Progress / Funded	The City continues to coordinate outreach with the Center for New York City Neighborhoods (CNYCN) through FloodHelpNY.org, providing policy updates and flood insurance information to enhance the site. The City is working with FEMA on the revised FIRMs targeted for release in 2022.	Continue to advocate to improve current and future flood risk communication	Completed	Pursue a sustained, multi-pronged flood risk and flood awareness-education campaign to ensure property owners, tenants, and business owners understand their flood insurance requirements and their financial and physical options to reduce flood risk and to encourage increased enrollment in flood insurance	
LC.21.4.S.2.31 Coastal Protection 31. Evaluate soft infrastructure as flood protection and study innovative coastal protection techniques (4.S.2.31)	MOR	Completed	In coordination with the National Parks Service and NYSDEC, the City has pushed USACE to develop flood mitigation projects for Jamaica Bay neighborhoods that include nature-based features, which provide storm risk reduction and ecological benefits.	Work with USACE toward completion of a Chief's Report that includes nature-based features such as wetlands and planted berms on Jamaica Bay	Completed		
LC.21.4.S.2.6 Coastal Protection 6. Raise bulkheads in low-lying neighborhoods across the city to minimize inland tidal flooding (4.S.2.6)	MOR	In Progress / Funded	In 2018, the City advanced design on a project in Queens.	Begin design on all priority locations	Partially Complete	Begin construction on at least one priority location	Begin construction at three priority locations

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LC.21.4.S.17.2 Brooklyn-Queens Waterfront 2. Call on and work with the USACE to develop an implementation plan and preliminary designs for a local storm surge barrier along the Gowanus Canal (4.S.17.2)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Support USACE in developing a TSP for their New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C.	Completed		
LC.21.4.S.5.2 Insurance 2. Develop FEMA-endorsed flood protection standards and certifications for existing urban buildings (4.S.5.2)	MOR	In Progress / Call for Action	FEMA has not yet released its update to FEMA P-1037, Reducing Flood Risk to Residential Buildings That Cannot Be Elevated (2015), thus, MOR is researching nationally recognized resilience certifications.	Subject to FEMA's release of the second phase of the guidance for buildings that cannot be elevated, the City will review and disseminate information	Delayed	Continue to research nationally recognized resilience certification programs that could be applicable for buildings in NYC	Subject to FEMA's release of the second phase of the guidance for buildings that cannot be elevated, the City will review and disseminate information
LC.21.4.S.2.32 Coastal Protection 32. Evaluate the city's vulnerability to drainage pipe flooding and identify appropriate solutions to minimize those risks (4.S.2.32)	MOR	In Progress / Budget Neutral	The City researched funding opportunities for backwater valves and other flood mitigation measures, and provided technical support to a state-funded pilot program for residential backwater valve installation. In addition, the City investigated potential for scaling up the pilot program in flood prone areas.	Continue to implement recommendations as appropriate, seek increased funding for backwater valve installations, and expand pilot programs as appropriate	Completed		
LC.21.4.S.17.5 Brooklyn-Queens Waterfront 5. Create an implementation plan for comprehensive flood-protection improvements on public and private property along the Williamsburg, Greenpoint, and Long Island City coastlines (4.S.17.5)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Support USACE in developing a TSP for their New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C.	Completed		
LC.21.4.S.20.8 East and South Shores of Staten Island 8. Explore expansion of the City's mitigation banking pilot as a funding mechanism to facilitate the construction of the Mid-Island and South Shore Bluebelts (4.S.20.8)	EDC	In Progress / Funded	Completed earthwork and site fencing, and installed 90% of native wetland plantings.	Complete earthwork, installation of native wetland plantings, and site restoration	Completed	Complete all planting and complete two rounds of invasive treatment	Complete four rounds of invasive treatment and maintenance of restored wetland

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LC.21.4.S.2.35 Coastal Protection 35. Enhance waterfront construction oversight by strengthening the City's waterfront permit and dockmaster units (4.S.2.35)	SBS	Reconsidered /	SBS received a third grant from the State to create a digital archive of waterfront permit records. The Waterfront Permits Unit (WPU) started the digitization initiative using the City's Requirements Contract with GRM.	WPU to develop a compliance audits and inspections program, and provide inputs for DOB's Marine Construction Code initiative	Reconsidered		
LC.21.4.S.21.1 South Queens 1. Call for USACE to develop an implementation plan to mitigate inundation risks through Rockaway Inlet, exploring a surge barrier and alternative measures (4.S.21.1)	MOR	Completed	USACE has continued to analyze a storm surge barrier at the Rockaway inlet as part of the New York New Jersey Harbor and Tributaries Study. The City is working with USACE on completion of a draft report that includes Atlantic shorefront interventions on the Rockaway Peninsula and Jamaica Bay High Frequency Flood Risk Reduction Features (HFFRRF), designed to address sea level rise and low-level, high frequency flooding.	Work with USACE on completion of a draft report that includes Atlantic shorefront interventions on the Rockaway Peninsula and Jamaica Bay High Frequency Flood Risk Reduction Features (HFFRRF), designed to address sea level rise and low-level, high frequency flooding	Completed		
LC.21.4.1.2G Identify, assign, and educate City employees on their potential role during a large-scale emergency through training (4.1.2G)	NYCEM	Completed	DCAS developed and deployed a test version of the Emergency Operation Staffing (EOS) ESS Module for NYCEM, DOHMH, and agency partner review/feedback.	Initiate implementation of the Emergency Operation Staffing (EOS) ESS module in NYCAPS	Completed		
LC.21.4.S.17.4 Brooklyn-Queens Waterfront 4. Support private investments that reduce flood risk along Newtown Creek (4.S.17.4)	SBS	In Progress / Funded	The City provided on-site resiliency assessments and micro-grants, and continued to provide citywide assistance for permitting, restoration, and upgrade of bulkheads.	Continue to provide businesses with on-site resiliency assessments and micro-grants through Business PREP	Completed	Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served	Continue providing Business PREP assessments and micro-grants in high-risk areas, with a target of 520 businesses served
LC.21.4.S.2.12 Coastal Protection 12. Design and construct a protection system for the community of Breezy Point (4.S.2.12)	MOR	In Progress / Funded	The City held a kickoff meeting with the design team and Breezy Point Cooperative and has planned to construct a coastal protection system in the community.	Reach 30 percent design	Partially Complete	Complete design	Begin construction
LC.21.4.S.5.4 Insurance 4. Call on FEMA to develop mitigation credits for resiliency measures (4.S.5.4)	MOR	In Progress / Call for Action	FEMA has not yet released it's update to FEMA P-1037, Reducing Flood Risk to Residential Buildings That Cannot Be Elevated (2015)	Subject to FEMA's release of the second phase of the guidance for buildings that cannot be elevated, the City will advocate for mitigation credits	Delayed	Subject to FEMA's release of the second phase of the guidance for buildings that cannot be elevated, the City will advocate for mitigation credits	

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LC.21.4.S.2.11 Coastal Protection 11. Continue to work with the USACE to complete existing studies of the Rockaway Peninsula and implement coastal protection projects (4.S.2.11)	DPR	In Progress / In Planning	The City worked with USACE in completing their Draft Feasibility Report. The City has also continued to coordinate with USACE as they advance their designs for both the beach and bayside projects.	City to work with USACE to facilitate expedited schedule for implementation	Completed	Work with USACE as they complete design on beachside measures	Work with USACE as they advance construction of beachside measures
LC.21.4.S.18.1 Southern Brooklyn 1. Call on and work with the USACE to study additional Sea Gate oceanfront protections (4.S.18.1)	MOR	Completed	The City has continued to support the Sea Gate Association in their ongoing work with New York State and FEMA. The City supports the satisfactory resolution to the USACE coastal protection project being undertaken in Seagate. The City also continues to advocate for developing a TSP within the USACE New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C.	Support USACE to advance Sea Gate oceanfront protections	Completed		
LC.21.4.S.5.5 Insurance 5. Study approaches for New York City to join FEMA's Community Rating System (CRS) program (4.S.5.5)	MOR	In Progress / Budget Neutral	The City has launched an interagency working group to address flood insurance awareness, affordability and flood risk mitigation in New York City's dense urban built environment.	Study the feasibility of New York City joining the CRS	Partially Complete		
LC.21.4.S.18.2 Southern Brooklyn 2. Continue to work with the USACE to study strengthening the Coney Island/ Brighton Beach nourishment (4.S.18.2)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Support USACE in developing a TSP for their New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C.	Completed		
LC.21.4.S.5.8 Insurance 8. Call on New York State to improve policyholder awareness at the point of sale or renewal (4.S.5.8)	MOR	In Progress / Call for Action	The City has updated and revised its flood insurance reform principles to include disclosure of flood risk to prospective property buyers including calling for improved state legislation and access to data about the history of a property's flood claims.	Continue to advocate for improved policy awareness at the point of sale	Partially Complete	Work with New York State government to improve awareness regarding flood risks during the sales of properties in the flood plain	Continue to work with New York State government to improve awareness regarding flood risks during the sales of properties in the flood plain

Livable Climate

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.4.S.2.14 Coastal Protection 14. Call on and work with the USACE to study and install wetlands for wave attenuation in Howard Beach (4.S.2.14)	DPR	Completed	DPR continued to assist the USACE in their review of the Feasibility Study for the Spring Creek Salt Marsh Restoration, providing guidance and oversight of planned restoration. DPR also completed forest restoration and designs for both low-elevation coastal flood and upland stormwater runoff management. In addition, DPR secured an additional \$6 million in funding for construction of salt marsh and coastal uplands in Sunset Cove Park and initiated construction of the ecological restoration project.	Advance construction Finalize Feasibility Study, and enter into Project Partnership Agreement (PPA) with ACE. Begin construction of bioretention systems	Completed Completed		
LC.21.4.S.2.15 Coastal Protection 15. Call on and work with the USACE to study and install living shorelines for wave attenuation in Tottenville (4.S.2.15)	DPR	In Progress / Funded	The Parks Department has continued to work with GOSR toward the completion of 60% design on the Shoreline Protection Plan. The City is also coordinating with the State as the Living Breakwaters move from design to construction phase.	Work with the State to complete 60 percent design	Partially Complete	Work with GOSR as they complete design	Work with GOSR as they begin construction
LC.21.4.S.18.3 Southern Brooklyn 3. Call on and work with the USACE to study Manhattan Beach oceanfront protections (4.S.18.3)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Support USACE in developing a TSP for their New York New Jersey Harbor and Tributaries Study and seek approval of the TSP at USACE headquarters in Washington, D.C.	Completed		
LC.21.4.S.18.4 Southern Brooklyn 4. Call on and work with the USACE to study mitigating inundation risks through Rockaway Inlet, exploring a surge barrier and alternative measures (4.S.18.4)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island.	Work with USACE to secure approval of a draft Rockaway Reformulation report from the Civil Works Review Board	Completed		

Livable Climate

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.4.S.2.19 Coastal Protection 19. Implement the Hunts Point Energy Resiliency Pilot Project (4.S.2.19)	EDC	In Progress / Funded	In 2018, the City assessed alternative project design options to be responsive to community concerns about sustainability and air quality. Significant analysis was conducted to understand how to achieve the most efficient system design while still delivering a robust level of resiliency. This analysis resulted in a new concept, which was presented in a new Action Plan Amendment approved by HUD in December 2018. Since then, the City has advanced design for the more sustainable solution. The City has also initiated environmental impact analysis and the air permitting process.	Complete conceptual design for the energy resilient pilot project	Completed	Complete evaluation of coastal flooding defense systems	Groundbreaking on construction
				Complete environmental review for the energy resilient pilot project	Completed	Complete final design	
				Complete identification of a coastal flooding defense system	Partially Complete		
LC.21.4.S.2.20 Coastal Protection 20. Install an integrated flood protection system in East Harlem (4.S.2.20)	MOR	Completed	The technical modeling and study were completed.	Present climate risks and community needs to East Harlem stakeholders. Identify neighborhood priorities to inform resiliency vision plan for parks and public spaces	Completed		
LC.21.4.S.2.21 Coastal Protection 21. Implement the East Side Coastal Resiliency Project (4.S.2.21)	DDC	In Progress / Funded	The City completed a value engineering study resulting in a design update that would deliver the project quicker, with less disruption and more benefit to the surrounding community. There is continuous community engagement throughout the design process and the project is on track to meet federal spending deadlines.	Complete final design	Partially Complete	Procure construction contractor and break ground	Advance construction
				Release final EIS	Completed		
LC.21.4.S.19.3 Southern Manhattan 3. Construct physical enhancements to Water Street (4.S.19.3)	EDC	In Progress / Funded	Design has been completed and a resident engineer procured.	Procure resident engineer, complete design, and prepare bid package	Completed	Begin and continue construction	Substantially complete construction
LC.21.4.S.2.22 Coastal Protection 22. Install an integrated flood protection system at Hospital Row (4.S.2.22)	MOR	Reconsidered /	Coordination between NYU and Bellevue Hospitals on the floodwall alignment between their campuses has been ongoing.	Seek FEMA approval on scope change	Reconsidered		
LC.21.4.S.2.23 Coastal Protection 23. Install an integrated flood protection system in Red Hook (4.S.2.23)	DDC, MOR	In Progress / Funded	The City submitted an application to FEMA for a \$100 million standalone project in order to advance to the implementation phase and awaits FEMA approval in order to proceed.	Release RFP for design	Completed	Start next phase of design	Advance design

Livable Climate

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.4.S.2.24 Coastal Protection 24. Continue to work with the USACE to complete existing studies on Staten Island and implement coastal protection projects (4.S.2.24)	DPR	In Progress / Funded	The City is in the midst of acquiring private properties and completing the other land use actions necessary to facilitate construction of the project. The City has also been working with USACE to secure the necessary permits and Rights of Entry that will allow USACE to perform subsurface investigations on City property.	The City, State, and USACE to continue to coordinate on a three-party PPA, which will govern roles and responsibilities for project implementation	Completed	Work with USACE as they complete the design on at least one project element	Work with USACE as they begin construction on one project element
LC.21.4.S.2.27 Coastal Protection 27. Continue to work with the USACE to complete its comprehensive flood protection study of New York Harbor (4.S.2.27)	MOR	Completed	The City has been working with USACE to complete coastal protection studies of the Rockaway Peninsula and Staten Island	Continue to collaborate with USACE on its New York Harbor and Tributaries Focus Area Feasibility Study	Completed		
LC.21.4.S.18.5 Southern Brooklyn 5. Develop an implementation plan and preliminary designs for new Coney Island Creek wetlands and tidal barrier (4.S.18.5)	EDC	In Progress / Funded	Design RFP released. MG McLaren selected as designer. Kickoff Meeting to be held April 2019.	Procure designer and acquisition consultant, and begin design	Completed	Complete preliminary design	Bid out for construction
LC.21.4.S.18.16 Southern Brooklyn 16. Study opportunities along Coney Island Creek to generate economic activity and facilitate resiliency investments (4.S.18.16)	EDC	Reconsidered /	The City completed a study of the feasibility of 100 year flood protection for the Coney Island Peninsula in 2016. While the study found such flood protection to be feasible, the cost and complexity of such a project would require USACE participation. The City used the results of this study to develop a near-term project that addresses the most flood vulnerable, low-lying stretches of shoreline on the Coney Island Creek that can be implemented by the City.	Release design RFP	Reconsidered		

Livable Climate

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.21.4.S.19.1 Southern Manhattan 1. Create an implementation plan and design for an integrated flood protection system for remaining Southern Manhattan areas (4.S.19.1)	MOR	Completed	The Lower Manhattan Coastal Resiliency Study was completed, and a report produced that delivers a set of recommendations that focus on the short, medium, and long term resiliency needs. Four capital projects are being advanced: schematic design was completed for the Two Bridges Coastal Resiliency Project; the Battery Wharf Reconstruction Project is being advanced to protect the area from sea level rise impacts; The Battery/South Battery Park City Resiliency Project is being designed and implemented in partnership with BPCA; IFPM is advancing in the Seaport and Smith Houses. In addition, the need for a Financial District/South Street Seaport Climate Resiliency Master Plan was identified due to the complexity and importance of the area.	Advance schematic design for Two Bridges	Completed		
				Complete Conceptual Design for the South Street Seaport and the Battery	Partially Complete		
				Complete Long-Term Strategy Plan for LMCR	Completed		
				Investigate feasibility of IFPM in the Seaport	Completed		
				Release RFP and begin final design for Two Bridges	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
LC.22.1.3.3PlaNYC.3 Increase the sustainability of City-financed and public housing (1.3.3PlaNYC.3)	EDC, HPD, NYCHA	In Progress / Funded	<p>Energy Programs: HUD approved the \$104.5 million Ameresco B EPC on July 12, 2018. Completed LED upgrade of apartment and common-area lighting in the \$56 million Ameresco-A EPC, serving 19,954 apartments in 16 developments, and in the \$68 million BQDM EPC, serving 16,844 apartments in 23 developments. Completed construction in the Weatherization Assistance Program (WAP) of the program year ending April 2018 (990 apartments in 12 developments, \$4.7 million). In the 2018-2019 program year, there are 820 apartments in 11 NYCHA developments in construction for a total value of \$3.5 million.</p> <p>Sustainability Programs: Awarded the first solar development sites to two commercial solar developers and released a solicitation and awarded sites for solar development on small buildings (ACCESSolar program). Combined, NYCHA has awarded 12 MW toward meeting the HUD Renew300 commitment of 25 MW by 2025. NYCHA continues to work with DEP to improve water efficiency, including participation in DEP’s Toilet Replacement Program (TRP). NYCHA and DEP completed the first year of work on a NYSERDA-funded Cleaner Greener Communities grant project at South Jamaica Houses I and II. The NYCHA project is the first pilot under DEP’s Cloudburst climate adaptation program targeting management of stormwater from high-intensity rains. NYCHA led community-based planning for the siting of the green infrastructure, a sunken basketball court that doubles as rainwater detention and a water garden. The grant project also includes water conservation, food waste management, water end use study.</p>	Launch of ACCESSolar, NYCHA’s non-commercial solar program	Completed	Continue to work with DEP to install green infrastructure for stormwater management in 30 NYCHA developments	Begin work on modernizing ventilation systems in 13 East Harlem developments
				Release of NextGeneration NYCHA Waste Management Plan	Delayed	Fund \$3M in WAP projects annually	Complete Ameresco B EPC construction
				Selection of Commercial Solar RFP awardees	Completed	Implement a deep energy retrofit (RetrofitNY) with NYSERDA and a Heat Pump pilot and complete installation of a smart AC pilot in summer 2019	Complete installation of energy, water, and GI at South Jamaica Houses (NYSERDA Cleaner Greener Communities)
						Raise \$300 million for EPCs and complete construction on Ameresco-A, BQDM, and Sandy EPCs	Complete installations of DEP GI in 30 developments
						Release NextGeneration NYCHA Climate Adaptation Plan	
LC.22.4.S.5.1 Insurance 1. Support Federal efforts to address affordability issues related to reform of the NFIP (4.S.5.1)	MOR	In Progress / Funded	The City has updated and revised its flood insurance reform principles around affordability and partial mitigation options to include disclosure of flood risk to prospective property buyers and is actively engaging with both the House and Senate on NFIP reauthorization and reform.	Urge Congress to reauthorize the NFIP with NYC’s key concerns, including affordability and mitigation credits	Completed	Continue to actively engage with Congress in support of federal efforts to address affordability related to the reform of the NFIP	

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.24.1.6.1 The City will look to every level of government to support the modernization and expansion of New York's transit system (1.6.1)	DOT, IGA	Superseded by EM.24.1	The City of New York continues to support the MTA's 2015-2019 Capital Program and contributed \$418 million in 2018 toward the MTA's Subway Action Plan.				
EM.24.1.6.2A Relieve congestion on major subway corridors. [Accelerate CBTC, Design & construction of SAS Ph2, Planning & design of SAS Ph3] (1.6.2A)	DOT, MTA	Superseded by EM.24.1	The MTA installed CBTC on the 7 line at the end of November 2018; Automatic Train Operation will begin on the line in early 2019. The agency's Fast Forward plan will expedite the installation of CBTC. The system will be installed on the Crosstown, Culver, Eighth Avenue, Lexington, and Queens Boulevard lines by 2025.				
EM.24.1.6.5A Increase accessibility of the pedestrian network to people with disabilities (1.6.5A)	DOT	Superseded by EM.25.4	In 2018, NYCDOT worked closely with advocates and internal stakeholders to grow the number of safety improvement projects that enhance mobility for all New Yorkers. In January 2018, the agency hosted an Accessible Streetscape Summit in which we invited industry leaders to share best practices and learned experiences from enhancing accessibility in their home cities.				
EM.24.1.6.3B Study new subway routes in underserved communities and other improvements to the subway network (1.6.3B)	DOT, MTA	Superseded by EM.24.1	DOT continues to coordinate with MTA on the Utica Ave subway extension study which is scheduled to be complete in 2020. The MTA has completed conceptual design for the ADA elevator projects and is preparing bid packages for award in early 2019. Construction is scheduled to begin before the end of 2019.				
EM.24.1.6.2B Improve and expand bus transit throughout the City (1.6.2B)	DOT, MTA	Superseded by EM.24.2	DOT, in partnership with the MTA, launched the B82 (Southern Brooklyn) in October 2018. 320 bus time real time information signs have been installed in addition to the 174 SBS real time wayfinding signs.				

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.24.1.6.3C Expand the ferry network (1.6.3C)	EDC	Superseded by EM.24.3	NYC Ferry launched the remaining two routes (Soundview and Lower East Side) in the summer of 2018, completing the originally planned, six-route ferry system. Construction at the homeporting facility at the Brooklyn Navy Yard progressed significantly, but was not open for use by NYC Ferry's operator by the end of the year (it is currently slated to open in spring of 2019). NYCEDC conducted an expansion feasibility study to take a closer look at where new landings and routes could potentially be added. In January 2019, the City announced the launch of the St. George route in 2020 (connecting Staten Island with the West Side of Manhattan), the Coney Island route and the addition of a stop along the Soundview route at Throgs Neck in Ferry Point Park in 2021. He also announced the Brooklyn Navy Yard stop would be included on the Astoria route starting in May 2019.	Launch of routes to the South Bronx and the Lower East Side and the addition of a passenger stop at the Brooklyn Navy Yard homeport facility on the East River route	Completed		
EM.24.1.6.3D Expand and improve service to and within Staten Island (1.6.3D)	DOT	Superseded by EM.24.3	To date, DOT has installed 104 RTP1 signs in Staten Island, with 15 completed in calendar year 2018, and another 19 locations installed in Spring 2019.	Install 30 Bus Times signs on Staten Island	Completed		
EM.24.4.S.11.6 Transportation 6. Protect Staten Island Ferry and private ferry terminals from climate change-related threats (4.S.11.6)	DOT	Superseded by EM.24.3	Steel superstructure and hull modules of the first two vessels are in some phase of construction. The hull modules of the first vessel are fully assembled, joined together and turned upright on the launch pad. Machinery installation is underway. Three hull sections of the second vessel have been constructed, turned upright and moved to the launch pad and are joined together. Steel for the third vessel has been ordered. Despite delays due to Hurricane Michael striking the shipyard on October 10, 2018, work on the vessels is moving forward. All major equipment will be set into the first two vessels. Most piping and ventilation systems will be installed and tested in the first vessel and will start to be installed in the second vessel. Cutting steel for the third vessel will commence.				
EM.24.4.S.11.9 Transportation 9. Plan for temporary transit services in the event of subway system suspensions (4.S.11.9)	DOT	Superseded by EM.24.1	DOT regularly works with NYCEM to develop and update plans for transit management strategies in the wake of major system disruptions, including coastal storms, blizzards, maritime emergencies and transit strikes.	Collaborate with NYCEM to develop and regularly update plans for transit management strategies in the wake of major system disruptions, including coastal storms, blizzards, maritime emergencies and transit strikes	Completed		

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.24.4.S.11.11 Transportation 11. Develop standard plans for implementing High-Occupancy Vehicle (HOV) requirements (4.S.11.11)	DOT	Superseded by EM.24.3	DOT worked closely with the Mayor's Climate Change Adaptation Task Force to examine the interdependencies of vulnerabilities to climate shocks, and version 2.0 of the NYC Climate Resiliency Design Guidelines. DOT reviews capital projects for potential incorporation of resiliency features and conducts cost benefit analysis for projects as needed. The agency collaborates with the NYCEDC in evaluating waterfront infrastructure and DOT is developing database tools to better track these assets. During 2018, the City, including DOT, began coordination with the United States Army Corps of Engineers on aspects of the New York New Jersey Harbor and Tributaries Study that will specifically look at areas in NYC along Long Island Sound that are at high risk to coastal flooding but were not damaged by Superstorm Sandy. We also sought FEMA hazard mitigation funding to project flooding-vulnerable streetlights and traffic signals outside of the Sandy inundation area.	Provide recommendations on vulnerable existing assets	Completed		
EM.24.4.S.11.13 Transportation 13. Construct new ferry landings to support private ferry services (4.S.11.13)	EDC	Completed	The four final landings of the originally planned system were completed with the launch of the Lower East Side and Soundview routes. The Brooklyn Navy Yard landing was also completed by the BNYDC.				
EM.24.4.S.11.14 Transportation 14. Deploy the Staten Island Ferry's Austen Class vessels on the East River Ferry and during transportation disruptions (4.S.11.14)	EDC	Superseded by EM.24.3	A designer has been selected for Brooklyn Cruise Terminal and East 34th Street and Hunters Point South stops on the East River Ferry, and will begin work in spring of 2018.	Complete feasibility analysis and designs. Procure contractor for construction	Partially Complete		

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.24.4.S.11.18 Transportation 18. Expand ferry services in locations citywide (4.S.11.18)	EDC	Superseded by EM.24.3	NYC Ferry launched the remaining two routes (Soundview and Lower East Side) in the summer of 2018, completing the originally planned, six-route ferry system. Construction at the homeporting facility at the Brooklyn Navy Yard progressed significantly, but was not open for use by NYC Ferry's operator by the end of the year (it is currently slated to open in spring of 2019). NYCEDC conducted an expansion feasibility study to take a closer look at where new landings and routes could potentially be added. During Mayor de Blasio's State of the City address in January 2019, he announced the launch of the St. George route in 2020 (connecting Staten Island with the West Side of Manhattan), the Coney Island route and the addition of a stop along the Soundview route at Throgs Neck in Ferry Point Park in 2021. He also announced the Brooklyn Navy Yard stop would be included on the Astoria route starting in May 2019.	Install Lower East Side and Soundview landings for public Citywide Ferry Service 2018 routes	Completed		
EM.24.4.S.20.5 East and South Shores of Staten Island 5. Study potential new ferry routes serving Staten Island and issue a Request for Expressions of Interest (RFEI) to gauge market interest (4.S.20.5)	EDC	Superseded by EM.24.3	NYCEDC released a completed feasibility study which looked at potential to expand ferry service in a number of ways. In Mayor de Blasio's State of the City address in January 2019, he announced the expansion of ferry service, including from Staten Island's St. George neighborhood, which will connect to Battery Park City and Midtown West in 2020.	Kick off NYC Ferry Expansion Study	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.25.1.6.4A Continue to expand the City's bike lane network, especially to neighborhoods with limited bike infrastructure (1.6.4A)	DOT	Superseded by EM.25.4	In 2018 NYCDOT completed 66.1 miles of bike lane projects, expanding our bicycling network and upgrading existing bicycle facilities.	Install an additional 50 lane miles of bike lanes	Completed		

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.25.2.6.2 Use Borough Pedestrian Safety Action Plans to guide future engineering projects and enforcement priorities (2.6.2)	DOT	Superseded by EM.25.1	In 2018, DOT completed 139 street improvement projects, 96 of which are located in Vision Zero Priority Geographies, identified in the Borough Safety Action Plans.	Roll out an additional 50 Vision Zero safety projects at priority locations	Completed		
EM.25.2.6.1 Continue implementation of the Vision Zero Action Plan (2.6.1)	OPS	Superseded by EM.25.1	The Mayor's Office of Operations continued to lead the Vision Zero Task Force and Data Working Group in 2018. Operations worked closely with agencies including DOT to complete and develop new initiatives that make city streets safer into the sixth year of Vision Zero and beyond. 2018 marked the lowest level of traffic fatalities on record.				
EM.25.2.6.3 Transform Dangerous Arterial Roads into Vision Zero Great Streets (2.6.3)	DOT	Superseded by EM.25.2	Queens Boulevard: The first three phases of the capital project are in design. Phase 1 is moving to final design Atlantic Phase 1: Project is in construction Atlantic Phase 2: Project is in final design 4th Ave Phase 1: Capital project is in construction procurement 4th Ave Phase 2: Limits have been further modified - project will be transmitted to DDC this year Grand Concourse Phase 3: In construction Grand Concourse Phase 4: In construction procurement Grand Concourse Phase 5: In design procurement	Advertise and bid construction of Phase IV of the Grand Concourse project.	Completed		
				Begin preliminary design of the third phase of Queens Boulevard project	Completed		
EM.25.1.6.4B Improve bike access on bridges (1.6.4B)	DOT	Superseded by EM.25.4	The Madison Avenue Bridge received safety treatments including increased pedestrian space, pedestrian refuge islands, more direct pedestrian crossings, and protected bicycle lanes connecting to and from the Bronx bicycle network, completed as part of the E 138 St Street Improvement Project in May of 2018. This improved connectivity and safety for both bikes and pedestrians traversing the Madison Avenue Bridge. The Harlem River Bridges Access Plan was published in May of 2018. Entitled "Connecting Communities: A Vision for the Harlem River Bridges" it is available online at https://www1.nyc.gov/html/dot/html/about/harlemriverbridge.shtml	Improve access to the Madison Avenue Bridge	Completed		
				Release the Harlem River Bridges Access Plan	Completed		

Efficient Mobility

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.25.1.6.5B Improve accessibility to bus services for transit users with disabilities (1.6.5B)	DOT	Superseded by EM.25.5	DOT continues to improve accessibility to bus services for transit users with disabilities. In 2018 DOT began design and scoping for Capital improvements at six Bus Stops Under the El locations on Jerome Ave; completed improvements at two locations on Westchester Avenue and one on White Plains Rd in the Bronx. DOT has no current plans for a design consultant, but was awarded a small amount of OneNYC funds to hire a maintenance contractor.	Issue task order for design consultant	Reconsidered		
EM.25.1.6.4C Expand bike share (1.6.4C)	DOT	Superseded by EM.25.4	In 2018 the City reached an agreement to allow Lyft to purchase Citi Bike. The agreement includes an \$100 million investment by Lyft that will dramatically expand and improve Citi Bike over the next five years, tripling its number of bikes and doubling its service area. In addition, DOT launched dockless bike share pilots in central Bronx, Rockaways, and northern Staten Island.				
EM.25.1.6.5C Improve convenience and reliability of modes of transit for New Yorkers with disabilities (1.6.5C)	MOPD, TLC	Superseded by EM.25.5	<p>Citywide Accessible Dispatch continues to provide service throughout the five boroughs using yellow and green wheelchair-accessible taxis. The TLC recently passed rules to allow the program to increase driver incentives to ensure high-quality service is available throughout the city.</p> <p>The MTA continues to use medallion taxis, street-hail liveries (SHLs), and for-hire-vehicles (FHVs) in its Access-A-Ride (AAR) program as a part of the AAR on-demand e-hail pilot. AAR also recently awarded a three-year brokerage contract to vendor that will use TLC licensed vehicles to provide brokerage transportation services for AAR customers. The TLC continues to work with the MTA to expand high-quality, accessible for-hire transportation services throughout New York City.</p> <p>TLC adopted in late 2018 new rules to increase the number of wheelchair accessible vehicles in the for-hire vehicle (FHV) sector. All FHV bases licensed by the TLC are required to provide equivalent service to wheelchair-using passengers. As of January 2019, bases must either send a certain percentage of their trips to wheelchair accessible vehicles (WAVs), or partner with an approved Accessible Vehicle Dispatcher to service WAV requests.</p>	Monitor and evaluate the performance of the Citywide Accessible Dispatch vendor	Completed		

Efficient Mobility

EM.26 Reduce congestion and emissions

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.26.3.3.4A Reduce emissions from the City fleet (3.3.4A)	DCAS	Superseded by EM.26.3	The City surpassed 1,750 on-road electric vehicles way head of our original schedule of 2,000 by 2025. We have implemented anti-idling technology for over 400 ambulances with all units scheduled to transition to the technology. We have rolled out over 60 solar carports, the largest such program in the world. Fleet implemented its largest ever program of biofuels in FY18 including the introduction of renewable diesel. DCAS expanded its all agency EV shared vehicle program to 60 units and also completed a new long term car and fleet share contract.	Finalize an agreement to pilot renewable diesel (RD).	Completed		
				Reach at least 1,250 electric vehicles on the road.	Completed		
				Reach at least 500 total electric charging stations	Completed		
EM.26.3.3.4B Reduce emissions from private truck fleets and for-hire vehicles (3.3.4B)	MOS	Superseded by EM.26.3	NYCDOT working with NYS DEC to get VW settlement funding to expand the program. CMAQ funding still facing delays as "Buy America" waiver still pending.	Work to secure additional funding to expand the program	Delayed		

EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.27.1.6.6A Encourage water and rail freight to the New York region through projects such as the Cross-Harbor Rail Tunnel and Brooklyn Marine Terminals (1.6.6A)	EDC	Superseded by EM.27.2	PANYNJ has retained a consultant team to assist in completing the Tier 2 environmental analysis. EDC continues negotiations with a long term tenant for SBMT.	Kick off Tier 2 Analysis	Completed		
EM.27.1.6.7 Work with PANYNJ, NY State, and the Federal Government to expand flight capacity and improve airport facilities and terminals in the region's airports, particularly LaGuardia and JFK (1.6.7)	EDC	Superseded by EM.27.3	Two firms selected to expand JFK capacity at Terminal One (TOGA) and Terminal Five (JetBlue). Redevelopment of LGA terminals continuing.	Begin opening gates at LGA Central Terminal	Completed		
EM.27.1.6.8 Work with the Port Authority, the MTA, and the State of New York to develop a plan for better transit options in the longer term to LGA (1.6.8)	EDC	Superseded by EM.27.3	Port Authority has recommended a route for the AirTrain. State legislation approved for alienation of parkland required for preferred route. FAA has begun EIS process, with City participating.	Identify preferred route and begin EIS process	Completed		

Efficient Mobility

EM.27 Strengthen connections to the region and the world

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
EM.27.1.6.3A Develop a regional transit strategy to address the growing number of commuters from west of the Hudson River (1.6.3A)	DOT	Superseded by EM.27.1	The City of New York continues to work with regional partners to advocate for Gateway and the redevelopment of the Port Authority Bus Terminal. Both projects are vital to the regional economy and future growth.				
EM.27.1.6.6B Reduce the impact of the trucks that must bring freight “the last mile” to market. (1.6.6B)	DOT	Superseded by EM.27.2	In 2018, DOT developed branding for the Off Hour Deliveries program, launched a dedicated website, created tailored program implementation guides for receivers and transporters, and developed a recognition program framework. DOT plans to launch the OHD program in 2019.				
EM.27.1.6.6C Expand JFK Airport's air freight activity (1.6.6C)	EDC	Superseded by EM.27.3	Additional users of the Foreign Trade Zone program were designated and activated in 2018. Gateway JFK BID elected its permanent Board of Directors.	Add users to FTZ and continue ongoing recruitment	Completed		
EM.27.1.6.2C Leverage the commuter rail system to better serve New York City communities. [Metro-North to Penn Station, Advocate for Atlantic branch to Jamaica shuttle, Advocate for expanded City ticket (cheaper intra-city trips) (1.6.2C)	DOT, EDC	Superseded by EM.27.1	In June 2018 the MTA initiated the Atlantic Field Study, which provides reduced fares for one-way and weekly tickets for customers traveling between select stations in Southeast Queens and Brooklyn, including Atlantic Terminal. The study will run through June 2019.				

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.3.11 Buildings 11. Launch a competition to increase flood resiliency in building systems (4.S.3.11)	EDC	Superseded by MI.28.2	Using the Small Business Enrollment Portal, 441 project sites have been vetted and approved to participate in the program. Business enrollment has been completed for 10 out of 11 projects. 1 project has completed work, 4 are actively installing, and the remaining 6 are either preparing for first installations or finalizing design.	Complete install of first resilient renewable energy project	Partially Complete		
				Finish installation at all project sites for the first of 11 projects	Completed		
				Finish small business enrollment for 10 out of 11 projects	Completed		
MI.28.4.S.3.2 Buildings 2. Rebuild and repair housing units destroyed and substantially damaged by Sandy (4.S.3.2)	HRO	Superseded by MI.28.5	As of April 2019, the Build It Back Program has served 99.9 percent of homeowners with either a construction start, reimbursement check, or acquisition of their home. The program has fully finished 98 percent of construction projects, meaning homeowners received their full benefit, including construction, reimbursement, or acquisition. For single-family construction projects where the City is managing construction, 99.9 percent of projects have been started and 99.8 percent are complete. For overall construction, which includes homeowner-managed work, the program has completed 98 percent of all construction projects. Through the program's Multi-Family Program, in partnership with HPD, Build It Back has disbursed \$426 million for repairs, reimbursement, and resiliency improvements to 303 multi-family developments, benefitting over 19,800 households. 94 percent of Multi-Family projects are complete.	Advance portfolio and serve all homeowners	Completed		
MI.28.4.S.6.2 Utilities 2. Work with utilities and regulators to reflect climate risks in system design and equipment standards (4.S.6.2)	MOR	Completed	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue National Grid storm hardening recommendations and report, and continue to engage with Con Edison regarding the Climate Change Vulnerability Study, focusing on tasks 3 and 4	Completed		
MI.28.4.S.3.1 Buildings 1. Improve regulations for flood resiliency of new and substantially improved buildings in the 100-year floodplain (4.S.3.1)	MOR	Superseded by MI.28.2	Current NYC building code only addresses current flood risk. Buildings built today will be in use for the next 50 to 100 years or longer. In order to ensure that buildings designed and built today in the floodplain are safe from anticipated future flood events, we must account for future conditions. MOR will work with DOB and DCP to ensure that our codes account for projected sea level rise now.	Begin public review for citywide zoning changes and additional local zoning changes	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.6.1 Utilities 1. Work with utilities and regulators to develop a cost-effective system upgrade plan to address climate risks (4.S.6.1)	MOR	Superseded by MI.28.3	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue National Grid storm hardening recommendations and report. Continue to engage with Con Edison regarding the Climate Change Vulnerability Study, focusing on tasks 3 and 4	Completed		
MI.28.3.5.1 The City is committed to having safe and fresh drinking water for all New Yorkers committed to having safe and fresh drinking water for all The City is committed to having safe and fresh drinking water for all The City is committed to having safe and fresh drinking water for all New Yorkers (3.5.1)	DEP	Superseded by MI.28.2	In 2018, DEP continued work on a number of water supply projects. On the Delaware Aqueduct Bypass Tunnel, tunneling work is approximately 70% complete. DEP also completed a shallow boring program to assess rock conditions where new structures would be installed in support of the Kensico Eastview Connection Tunnel.	Award design contract for Kensico-Eastview Connection Tunnel	Completed		
				Issue Notice to Proceed for Catskill Aqueduct Repair and Replacement Construction	Completed		
MI.28.3.5.3 Continue the NYC Green Infrastructure Program in areas served by the combined sewer system to reduce CSO, and expand the use of green infrastructure to other parts of the City (3.5.3)	DEP	Superseded by MI.28.2	DEP submitted the Green Infrastructure Annual Report to the NYS Department of Environmental Conservation (DEC) and published the on our website. 4,500 green infrastructure projects were completed.	Submit Green Infrastructure Annual Report and continue to make progress towards the next CSO Consent Order Milestones	Completed		
MI.28.1.6.9 Department of Transportation Bridge and Highway Structure Rehabilitation/Reconstruction Program; and Street Reconstruction and Resurfacing Program (1.6.9)	DOT	Superseded by MI.28.2	In 2018, the City resurfaced 1,322 lane miles of roads to improve the state of repair of the street network and plans to resurface another 1,300 lane miles in 2019.	Continue resurfacing program, with plans to resurface 1,300 lane miles (in-house)	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.6.18 Utilities 18. Launch energy infrastructure resiliency competition (4.S.6.18)	EDC	Superseded by MI.28.3	Using the Small Business Enrollment Portal, 441 project sites have been vetted and approved to participate in the program. Business enrollment has been completed for 10 out of 11 projects. 1 project has completed work, 4 are actively installing, and the remaining 6 are either preparing for first installations or finalizing design.	Complete install of first resilient renewable energy project, Resilient Power Hub	Partially Complete		
				Finish small business enrollment for 10 out of 11 projects	Completed		
				Finish small business enrollment for 10 out of 11 projects	Completed		
MI.28.4.S.6.4 Utilities 4. Work with power suppliers and regulators to harden key power generators against flooding (4.S.6.4)	MOR	Superseded by MI.28.3	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue Climate Change Adaptation Task Force report	Partially Complete		
MI.28.3.5.3A Alleviate flooding in Southeast Queens (3.5.3A)	DEP	Superseded by MI.28.2	Construction of Baisley Pond Bluebelt is substantially complete. To date, the City has completed 10 sewer projects (\$72 million) and has another 11 sewer projects in construction (\$359 million).	Complete construction of Baisley Pond Bluebelt	Completed		
				Issue Notice to Proceed for construction contracts for right-of-way green infrastructure	Delayed		
MI.28.4.S.3.3 Buildings 3. Study and implement zoning changes to encourage retrofits of existing buildings and construction of new resilient buildings in the 100-year floodplain (4.S.3.3)	DCP	Superseded by EM.24.2	DCP met with over 2,500 New Yorkers in all 5 boroughs at more than 110 public meetings and events to present an overview of the current flood resilient zoning rules and solicit feedback on initial ideas to improve them. DCP released its Community Outreach Summary in August 2018. Informed by this outreach, DCP plans to release a plain language document of primarily recommendations in March 2019. Upon further refinement and analysis, DCP then expects to begin public review on citywide zoning changes and additional local zoning changes in fall 2019.	Begin public review for citywide zoning changes and additional local zoning changes	Partially Complete		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.6.5 Utilities 5. Work with industry partners, New York State, and regulators to strengthen New York City's energy supply through strengthening the utility transmission and distribution systems and power generation resources (4.S.6.5)	MOR	Superseded by MI.28.3	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue Climate Change Adaptation Task Force report	Partially Complete		
MI.28.4.S.6.11 Utilities 11. Work with Con Edison and the PSC to develop a long-term resiliency plan for the electric distribution system (4.S.6.11)	MOR	Superseded by MI.28.3	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Continue to engage with Con Edison regarding the Climate Change Vulnerability Study, focusing on tasks 3 and 4	Completed		
MI.28.4.S.3.6 Buildings 6. Amend the Building Code and complete studies to improve wind resiliency for new and substantially improved buildings (4.S.3.6)	MOR	Completed	The wind study team conducted wind tunnel experiments and computational fluid dynamics analyses of example building configurations, literature review on meteorological analysis and forecasting, engineering review of NYC code history regarding wind, engineering analysis of existing building typologies, and analysis of wind intensity in NYC based on meteorological data and this information was published as of January 2019.	Complete the wind study and report on findings	Completed		
MI.28.4.S.3.7 Buildings 7. Encourage existing buildings in the 100-year floodplain to adopt flood resiliency measures through an incentive program and targeted requirements (4.S.3.7)	HPD	Completed	HPD continues to evaluate its lending program in the floodplain. The Retrofit Accelerator has been screening buildings in the floodplain for potential resiliency upgrades. In coordination with the interagency Working Group, ORR continues to evaluate financing mechanisms to incentive resiliency measures.	Reconvene Interagency Working Group to advance research for a NYC Resiliency Fund	Completed		
MI.28.4.S.3.13 Buildings 13. Amend the Building Code to improve wind resiliency for existing buildings and complete studies of potential retrofits (4.S.3.13)	MOR	Completed	The wind study team conducted wind tunnel experiments and computational fluid dynamics analyses of example building configurations, literature review on meteorological analysis and forecasting, engineering review of NYC code history regarding wind, engineering analysis of existing building typologies, and analysis of wind intensity in NYC based on meteorological data and this information was published as of January 2019.	Complete the wind study and report on findings	Completed		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.6.17 Utilities 17. Work with utilities and regulators to strengthen the in-city gas transmission and distribution system (4.S.6.17)	MOR	Superseded by MI.28.3	The City continues to work closely with local electricity and gas utilities to strengthen their assets to the impacts of climate change, including most recently collaborating with National Grid on storm hardening effort focused on the gas distribution system and serving as a key stakeholder in Con Edison's Climate Change Vulnerability Study.	Issue National Grid storm hardening recommendations and report, and continue to engage with Con Edison regarding the Climate Change Vulnerability Study, focusing on tasks 3 and 4	Completed		
MI.28.4.S.18.7 Southern Brooklyn 7. Support CUNY launch of study and pilot of new technologies for high-rise buildings (4.S.18.7)	MOS	Superseded by MI.28.2	The City established a permitting process for outdoor energy storage in 2018 and is working to establish an indoor permitting process.	Work with CUNY to determine an implementation plan, following publication of the Resilient Solar Roadmap	Completed		
MI.28.4.1.2K Improve long-term case management for those impacted by disasters to connect survivors with the services they need (4.1.2K)	HRO	Superseded by MI.28.5	The City has and will continue to engage City agencies and outside partners to plan for recovery preparedness.	Establish recommendations for future case management for disaster housing recovery, based on lessons learned from Hurricane Sandy recovery	Completed		
MI.28.4.S.10.2 Telecommunications 2. Establish new resiliency requirements for providers using scheduled renewals of the City's franchise agreements (4.S.10.2)	DOITT	Superseded by MI.28.3	DOITT, in consultation with MOCTO, has incorporated resiliency terms in various City contracts that are currently in negotiation or established.	DOITT, in consultation with MOCTO, will negotiate resiliency terms in franchises and other agreements as they are renewed or established. CDBG-DR grant funding for Telecommunications Planning and Resiliency ended in summer 2018.	Partially Complete		
MI.28.4.S.10.4 Telecommunications 4. Work with telecommunications providers to strengthen critical system components (4.S.10.4)	MOR	Superseded by MI.28.3	The City continues to work closely with telecommunications providers. Recently, DOITT has developed a resiliency framework for inclusion in upcoming franchisee negotiations with telecommunication providers for the city.	Finalize resiliency framework for franchisee agreements and master service agreements	Completed		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.10.5 Telecommunications 5. Use the DoITT franchise agreements to ensure hardening of all critical facilities (4.S.10.5)	DOITT	Superseded by MI.28.3	Reviewed resiliency report submission of PCS franchisee to monitor franchisee compliance with existing resiliency requirements.	DOITT, in consultation with MOCTO, will negotiate for resiliency terms in franchises and other agreements as they are renewed or established. CDBG-DR grant funding for Telecommunications Planning and Resiliency ended in summer 2018.	Partially Complete		
MI.28.4.S.10.6 Telecommunications 6. Work with cell providers to encourage hardening of cell sites (4.S.10.6)	DOITT	Completed	The City participated in a consultative process with CTIA (the wireless industry association), wireless carriers, and select local government representatives and public safety officials. The process led to the development of proposed measures designed to enhance coordination between wireless carriers and local governments before, during, and after natural disasters or other emergency events. CTIA released these best practices on December 20, 2017.	DOITT, in consultation with MOCTO, has incorporated resiliency terms in various City contracts and agreements with wireless providers that are currently in negotiation or established.	Completed		
MI.28.4.S.10.7 Telecommunications 7. Study options to increase conduit infrastructure redundancy and resiliency (4.S.10.7)	DOITT	Completed	Received conduit maps from the two major conduit infrastructure providers.	Consider policies related to the City's conduit providers to encourage building redundant conduit infrastructure as part of ongoing City projects	Completed		
MI.28.4.S.13.2 Environmental Protection and Remediation 2. Develop a catalogue of best practices for storing enclosed hazardous substances in the 100-year floodplain (4.S.13.2)	MOR	Reconsidered /	DCP conducted the Resilient Industry study, in partnership with ORR and the New York City OEM, to identify best practices for industrial businesses located in the 100-year floodplain. The Resilient Industry report includes guidance about best practices for storing enclosed hazardous substances. The report was provided directly to industrial business service providers, SBS, and DEP's Division of Emergency Response and Technical Assessment to make this resource broadly available to businesses storing hazardous materials in the floodplain. The Hazardous Waste Storage regulations were one of the Resilient Industry recommendations, this one enacted by DEP. Several recommendations from the resilient industry study remain and would require policy passage to be implemented.	Implement recommendations from the Resilient Industry Study	Reconsidered		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.11.1 Transportation 1. Reconstruct and resurface key streets damaged by Sandy (4.S.11.1)	DOT	Superseded by MI.28.4	<p>Resurfacing work has been completed. Segments that were not included in the street resurfacing phase have been moved to FEMA 428 projects.</p> <p>Street Reconstruction: Six reconstruction projects are in construction phase: SANDHW11 (FHWA - Beach Channel Drive, Queens), SANDHW12 (FHWA - Edgemere, Queens), SANDHW13 (FHWA - Rockaway Beach, Queens), SANDHW14 (FHWA - South Beach, SI), SANDHW15 (FHWA - Midland Beach, SI), and HWR669C/SAND669C (FEMA - Roma Hett Reconstruction). Four street reconstruction projects completed design: SANDHW06 (FHWA - Vestry Street, Manhattan), SANDHW08 (FHWA - Front Street, Manhattan), SANDHWSI (FEMA - Staten Island), and SANDR02 (HUD - Far Rockaway, Queens). Three street reconstruction projects are currently in design phase: SANDR01 (HUD - Hylan Blvd, SI), SANDR03 (HUD - Jamaica Bay Greenway Canarsie Pier, Brooklyn), and SANDR04 (HUD - Beach 108th Street, Queens).</p>	Continue advancement of construction for all projects	Partially Complete		
MI.28.4.S.15.2 Food Supply 2. Expand upon prior energy studies, to explore options for cost-effective, continuous power for the Hunts Point Food Distribution Center (4.S.15.2)	EDC	Superseded by MI.28.3	<p>In 2018, the City assessed alternative project design options to be responsive to community concerns about sustainability and air quality. Significant analysis was conducted to understand how to achieve the most efficient system design while still delivering a robust level of resiliency. This analysis resulted in a new concept, which was presented in a new Action Plan Amendment approved by HUD in December 2018. Since then, the City has advanced design for the more sustainable solution. The City has also initiated environmental impact analysis and the air permitting process.</p>	Complete conceptual design for the energy resilient pilot project	Completed		
				Complete environmental review for the energy resilient pilot project	Completed		
				Complete identification of a coastal flooding defense system	Partially Complete		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.11.2 Transportation 2. Integrate climate resiliency features into future capital projects (4.S.11.2)	DOT	Superseded by MI.28.4	<p>DOT continues to include provisions in Capital Project Initiation Documents to ensure DDC evaluates the feasibility of including resiliency measures; this is done through the identification of projects with geographies in the FEMA flood zones, Sandy inundation area and areas of high vulnerability. Such examples include the reconstruction of Beard Street (Red Hook IFPS) which will be raised to support the reduced risk of flooding in the adjacent neighborhood. DOT Resiliency also works with EDC to implement waterfront inspections of street end sites, and shares this data with the Capital Project Initiation group, who could potentially integrate the report's recommendations into planned projects nearby. If no potential synergies exist, DOT Resiliency works with EDC to implement the recommended capital work. The SOP referenced in the column adjacent is still in development. This process was extended to incorporate DDC's recently released Project Initiation Form, which includes a new Resiliency section, and the updated Street Design Manual (3.0).</p> <p>DOT continues its revisions of the upcoming edition of the Street Design Manual, including new and updated information.</p> <p>DOT has been incorporating Climate Resiliency analysis into the planning process for key capital projects, such as the Master Planning Study for the Harper Street Yard.</p>	Develop standard operating procedure (SOP) identifying process for draft street reconstruction CPI review evaluating resiliency features	Partially Complete		
				Publish and release of Street Design Manual 3.0, including the resiliency narrative	Partially Complete		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.11.4 Transportation 4. Protect NYCDOT tunnels in Lower Manhattan from flooding (4.S.11.4)	DOT	Superseded by MI.28.4	Completion of Advanced Detail Plans; Completion of Final Design Plans; Preparation of Special Specifications and submission of same to NYSDOT; Compile Final Cost Estimate; Initiate construction procurement phase.	Begin construction for SANDHBFDR (FDR Drive from 18th Street to 25th Street restoration of Sandy-related damages) project	Delayed		
			Sandy rehabilitation work has continued at the Battery Park/West Street underpasses in Lower Manhattan and is over 75 percent complete. The installation of fans have been completed in all chambers, but one (installation of fans for ventilation chamber #5 is in progress). The design of SCADA system has been completed and installation of components is ongoing. The installation of the FDNY Radio Repeater System is in progress.	Install new fans in all five ventilation chambers; install and design the Supervisory Control and Data Acquisition (SCADA) system; install FDNY Arcs in Tunnel RF antennas and repeats for SANDHB001 (Battery Park Underpass and West Street Underpass) project)	Completed		
			The Flood Gates Design task order for Battery Park Underpass and West Side Underpass was approved by OMB and is currently awaiting registration with the Comptroller's office.	Register the design contract for FY19 for SANDB24-Sandy Betterments recovery efforts (located near Avenue C and the Office of the Medical Examiner) project	Reconsidered		
MI.28.4.S.17.6 Brooklyn-Queens Waterfront 6. Implement planned upgrades to vulnerable City-owned, industrial properties (4.S.17.6)	EDC	Superseded by MI.28.2	Concept design has been finalized.	Procure and finalize contract with a construction manager, and begin construction in the third quarter of 2018	Partially Complete		
MI.28.4.S.11.5 Transportation 5. Install watertight barriers to protect movable bridge machinery (4.S.11.5)	DOT	Superseded by MI.28.4	Metropolitan Avenue Bridge was completed in 2016 and DOT assumed the bridge maintenance and operational responsibilities. 3rd Street Bridge over Gowanus Canal and Hunters point Avenue Bridge over Dutch Kills are completed and accepted by NYCDOT in February 2019. Carroll Street Bridge work was completed on May 2018. The bridges' control system was considered instead of installing the SCADA system.	Design and install the Supervisory Control and Data Acquisition (SCADA) system	Completed		
MI.28.4.S.11.7 Transportation 7. Integrate resiliency into planning and project development (4.S.11.7)	DOT	Superseded by MI.28.4	In early 2019, DDC introduced new Capital Project Initiation Form that includes a Climate Resiliency section. DOT has been incorporating Climate Resiliency analysis into the planning process for key capital projects, such as the Master Planning Study for the Harper Street Yard.	Include the Mayor's Office Preliminary Climate Resiliency Design Guidelines in the list of resources submitted to DDC in the Capital Project Initiation Form for street projects	Completed		

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Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.28.4.S.11.10 Identify critical transportation network elements and improve transportation responses to major events through regular resiliency planning exercises (4.S.11.10)	DOT	Superseded by MI.28.4	DOT regularly works with NYCEM to develop and update plans for transit management strategies in the wake of major system disruptions, including coastal storms, blizzards, maritime emergencies and transit strikes.	Collaborate with NYCEM to develop and regularly update plans for transit management strategies in the wake of major system disruptions, including coastal storms, blizzards, maritime emergencies and transit strikes	Completed		
MI.28.4.S.14.2 Water and Wastewater 2. Harden pumping stations (4.S.14.2)	DEP	Superseded by MI.28.2	In 2018, DEP initiated design projects, and coordinated resiliency measures into existing capital projects in order to harden the additional 15 pumping stations.	Initiate additional planning and design projects for 17 pumping stations	Completed		
MI.28.4.S.14.3 Water and Wastewater 3. Harden wastewater treatment plants (4.S.14.3)	DEP	Superseded by MI.28.2	All eight contracts are in various stages of design. Construction will be done in phases beginning in 2020.	Initiate additional planning and design projects for 12 wastewater treatment plants	Completed		
MI.28.4.S.14.8 Water and Wastewater 8. Reduce combined sewer overflows (CSOs) with green infrastructure (4.S.14.8)	DEP	Superseded by MI.28.2	In 2018, DEP kicked off public engagement for the Citywide/Open Waters Long Term Control Plan and submitted the Jamaica Bay Long Term Control Plan to the New York State Department of Environmental Conservation.	Submit Jamaica Bay long-term control plan	Completed		
MI.28.4.S.14.9 Water and Wastewater 9. Reduce combined sewer overflows with high-level storm sewers citywide (4.S.14.9)	DEP	Superseded by MI.28.2	In 2018, DEP completed high level storm sewer projects in Gowanus and Fresh Creek Basin.	Start construction on four additional HLSS projects	Completed		
MI.28.4.S.20.3 East and South Shores of Staten Island 3. Implement and expedite roadway and sewer capital projects along Hylan Boulevard, especially in vulnerable South Shore areas (4.S.20.3)	DOT	Superseded by MI.28.4	Resurfacing work has been completed. Street Reconstruction: SANDHW14 (FHWA - South Beach, SI), SANDHW15 (FHWA - Midland Beach, SI), and HWR669C/SAND669C (FEMA - Roma Hett Reconstruction) are in construction phase. SANDHWSI (FEMA - Staten Island) completed design phase.	Begin construction on four projects: SANDHW14 (FHWA Father Capodanno Reconstruction), SANDHW15 (FHWA Father Capodanno Reconstruction), HWR669C (Roma Hett Reconstruction), SANDHWSI (FEMA Staten Island Reconstruction)	Partially Complete		
MI.28.4.S.18.12 Southern Brooklyn 12. Complete planned drainage improvements in Coney Island to mitigate flooding (4.S.18.12)	DEP	Superseded by MI.28.2	Design was completed on Phase 3A November 2018, and construction is expected to begin in October 2019.	Start construction on Coney Island Phase 3A	Partially Complete		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.29.1.8.1 Create new or expanded franchises and alternative service models to expand infrastructure and produce more competition and increase affordability by 2025 (1.8.1)	DOITT, MOTI	Completed	DoITT has expanded the geographic reach of the City's Mobile Telecom Franchise to better serve more New Yorkers across the city. The most recent pole top reservation period was completed in opened in June 2018, yielding 884 new pole reservations primarily in underserved areas of the city. LinkNYC rollout also continued through the five boroughs, resulting in free, super-fast Wi-Fi, free domestic calling, and an array of valuable services to residents and visitors at 144 new Link kiosks.	DoITT has expanded the geographic reach of the City's Mobile Telecom Franchise to better serve more New Yorkers across the city. The most recent pole top reservation period was completed in opened in June 2018, yielding 884 new pole reservations primarily in underserved areas of the city. LinkNYC rollout also continued through the five boroughs, resulting in free, super-fast Wi-Fi, free domestic calling, and an array of valuable services to residents and visitors at 144 new Link kiosks	Completed		
MI.29.1.8.4 Ensure a successful citywide roll-out of LinkNYC network; Cover critical mass of the City's public spaces with free Wi-Fi by 2025 (1.8.4)	MOTI	Completed	LinkNYC kiosks continue to be deployed across all 5 borough resulting in 144 new Link NYC kiosk deployments.	LinkNYC kiosks continue to be deployed across all 5 borough resulting in 144 new Link NYC kiosk deployments	Completed		

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MI.29.1.8.5 Conduct research on latest broadband developments and trends to help inform the City's strategy on connectivity (1.8.5)	MOTI	Completed	In April 2018, the City partnered with Columbia University, New York University, Rutgers University, the City College of New York and Silicon Harlem to launch COSMOS, an advanced wireless research platform funded through a \$22.5M grant from the National Science Foundation. The City also completed a "State of Broadband in NYC" report on two essential dimensions of universal broadband: access (the service options we have); and adoption (who is actually subscribing to one of those service options). This report will allow the City and the public to benchmark the strategy to bring affordable and reliable broadband options to all New Yorkers. In June 2018, MOCTO and the Trust for Governors Island delivered free public wifi via the NYCx Moonshot Connectivity Challenge that deployed and tested next-generation wireless technologies.	In April 2018, the City partnered with Columbia University, New York University, Rutgers University, the City College of New York and Silicon Harlem to launch COSMOS, an advanced wireless research platform funded through a \$22.5M grant from the National Science Foundation. The City also completed a "State of Broadband in NYC" report on two essential dimensions of universal broadband: access (the service options we have); and adoption (who is actually subscribing to one of those service options). This report will allow the City and the public to benchmark the our strategy to bring affordable and reliable broadband options to all New Yorkers. In June 2018, MOCTO and the Trust for Governors Island delivered free public wifi via the NYCx Moonshot Connectivity Challenge that deployed and tested next-generation wireless technologies.	Completed		
MI.29.1.8.2 Invest in networks providing high-speed residential access either free or at low-cost for low-income communities (1.8.2)	MOTI	Completed	MOCTO and DOITT continue to negotiate and register Master Service Agreements (MSA)s with major telecom providers, with several MSAs registered as of 2017 and several more completed by end of 2018.	MOCTO and DOITT continue to negotiate and register Master Service Agreements (MSA)s with major telecom providers, with several MSAs registered as of 2017 and several more completed by end of 2018	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.29.1.8.3 Increase investment in broadband corridors to reach high-growth business districts, with a focus on outer-borough neighborhoods (1.8.3)	EDC, MOTI	Completed	EDC completed its ConnectIBZ program with investments to serve in dustrial business zones in Brooklyn and Queens. EDC, MOCTO, and DOITT continue to review opportunities and develop plans in other high-growth business districts.	EDC completed its ConnectIBZ program with investments to serve in dustrial business zones in Brooklyn and Queens. EDC, MOCTO, and DOITT continue to review opportunities and develop plans in other high-growth business districts	Completed		

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.30.1.7.2 The City should maintain a focus on achieving a state of good repair for its infrastructure assets while prioritizing projects that are socially, fiscally, and environmentally advantageous (1.7.2)	DCP	Superseded by MI.30.1	The FY20-29 Preliminary Ten Year Capital Strategy was jointly developed by OMB and DCP and released on February 8th, 2019. This document outlines guiding principles to robust capital planning as well as a set of investment priorities – with a clear focus on achieving a state of good repair across all infrastructure types.				
MI.30.1.7.3A Reform state laws to enable design-build (1.7.3A)	Mayor's Office	Superseded by MI.30.2	The State has authorized the City to use the design-build project delivery method for specific projects, but the City hopes to expand its use. New York City is advocating for the ability to use design build to deliver housing, transportation, parks, schools, hospital, water infrastructure, and other key capital projects faster and more efficiently				
MI.30.1.7.3B Expand the Accelerated Work Program (1.7.3B)	DDC, DEP	Superseded by MI.30.1	Staten Island, Bronx and Queens phase 2 complete.	Begin construction on all Series 3 contracts	Completed		
				Complete construction on all Series 2 contracts	Completed		

Modern Infrastructure

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

Initiative / Supporting Initiative	Lead Agencies	Initiative / Funding Status	Progress Since April 2018	Milestones to complete by December 31, 2018	2018 Milestone Status	Milestones to complete by December 31, 2020	Milestones to complete by December 31, 2021
MI.30.1.7.3C Improve project scoping and design to improve green-building and save costs (1.7.3C)	DDC	Completed	DDC has continued to expand its Front End Planning units in both the Public Buildings and Infrastructure Divisions. The units are intended to ensure that all projects have the necessary elements in place before moving forward through design. The Front End Planning units initially review a project's scope of work and cost estimates. The process involves, amongst other things, site visits, review of existing utilities and other infrastructure, environmental requirements and legal status of the project area. This means more work upfront but greater savings in time and money later in the project by minimizing change orders and budget shortfalls.				
MI.30.1.7.3D Modernize project delivery requirements and project management processes (1.7.3D)	DDC, Mayor's Office	Superseded by MI.30.2	To deliver the Coastal Resiliency Program and the borough-based jail system, DDC will organize integrated teams with dedicated leadership capable of managing design and delivery of projects with large budgets and multiple design and construction phases.				