

City Hall Operational Playbook

GOAL	STRATEGY	INITIATIVE	Team
Making New York City More Affordable	Create and Preserve Housing in All Corners of NYC	<ul style="list-style-type: none"> Complete 4 Neighborhood Plans (Atlantic Avenue, Midtown South, Jamaica, Long Island City) with Council approval to produce as many as 40,000 new units 	FDM/IGA
		<ul style="list-style-type: none"> Unlock over 2,000 units of NYCHA units and continue comprehensive repairs through closing on financing for the first Replacement Building of Fulton Elliot-Chelsea 	FDM
		<ul style="list-style-type: none"> Invest billions in preserving over 5,000 public housing units through PACT 	FDM
		<ul style="list-style-type: none"> Announce the first tranche of City Housing Activation Taskforce projects (100 Gold, 395 Flatbush, Coney Island West, etc.), advancing Executive Order 43 to unlock opportunities to create housing on city-owned and controlled land 	FDM
		<ul style="list-style-type: none"> Release and award RFP to redevelop the Gansevoort Meat Market to advance as many as 600 new units of housing next to the future expanded Whitney and High Line offices 	FDM
		<ul style="list-style-type: none"> Continue resident engagement at more NYCHA developments to vote on the Preservation Trust and determine the funding for comprehensive repairs 	FDM
		<ul style="list-style-type: none"> Continue building permanent, affordable housing for CityFHEPS vouchers through the Affordable Housing Services initiatives, towards the ultimate goal of 1,500 units 	DMHHS
		<ul style="list-style-type: none"> Review and refresh zoning across the whole of Manhattan, unlock as many as 100,000 housing sites for development and a total of 1 million homes over the next decade 	FDM
		<ul style="list-style-type: none"> Advance the largest co-located library project in city history, bringing over 800 units of mixed-income housing and a new facility to the Bloomingdale Library 	FDM
		<ul style="list-style-type: none"> Progress the City of Yes for Families to build more family-sized housing units and build more housing alongside schools, playgrounds, grocery stores, accessible transit stations, and libraries 	FDM/IGA
		<ul style="list-style-type: none"> Unveil new tools to support homeownership, including downpayment assistance, adding accessory dwelling units to properties, and counting rental payments towards credit history 	FDM
	Make It Easier to Access, Own, and Repair Homes	<ul style="list-style-type: none"> Reform Housing Connect Lottery's process to reduce lease-up timeline for tenants and owners 	FDM
		<ul style="list-style-type: none"> Implement new tools secured during 2024 Albany session, including office conversions and multifamily affordable construction 	IGA

	Expand Access to Jobs	<ul style="list-style-type: none"> Strengthen the City's capacity to empower the NYC workforce through implementing Jobs NYC 2.0 	FDM
		<ul style="list-style-type: none"> Continue working with public and private sectors to bring 30,000 apprenticeships by 2030 to NYC 	FDM
		<ul style="list-style-type: none"> Finalize Community Hiring rulemaking to spur thousands of New Yorkers in low-income zip codes and NYCHA residents with job opportunities 	FDM
		<ul style="list-style-type: none"> Advance towards our goal of connecting 2,500 people with disabilities to employment 	DMHHS
	Promote Economic Development for All Ages	<ul style="list-style-type: none"> Launch the NYC Future Fund and lend the first \$5M to help small business owners access affordable capital 	FDM
		<ul style="list-style-type: none"> Certify El Centro Kingsbridge into ULURP and advance the transformation of the Kingsbridge Armory into a vibrant, mixed-use development 	FDM
		<ul style="list-style-type: none"> Open applications for hotel licensing to set new, stronger standards around safety, staffing, and cleaning in the city's hotels, as well as licensing requirements to help enforce worker and guest protections 	FDM
		<ul style="list-style-type: none"> Complete SPARC Kips Bay and 455 1st Ave ULURPs and break ground on the SPARC campus 	FDM
		<ul style="list-style-type: none"> Disburse \$2M in funds through the Cannabis Loan Fund to support Conditional Adult-Use Retail Dispensary (CAURD) Licensees 	FDM
		<ul style="list-style-type: none"> Invest the \$40M NYC Catalyst Fund in firms to generate positive, fiscal, social and environmental impact 	FDM
Improving the Quality of Life for New Yorkers	Enhance the Public Realm	<ul style="list-style-type: none"> Expand public participation in mitigation efforts via NYC Rat Pack 	COS
		<ul style="list-style-type: none"> Launch nation's largest permanent outdoor dining program 	DMO
		<ul style="list-style-type: none"> Implement Residential Containerization pilot and increase the amount of organic waste the City is able to collect and process 	DMO
		<ul style="list-style-type: none"> Pass #GetShedsDown legislation, reduce the time scaffolding must be up and design better, more appealing sidewalk sheds 	DMO
		<ul style="list-style-type: none"> Break ground on new skate parks projects 	DMO
		<ul style="list-style-type: none"> Announce design of 'Chinatown Connections' by Spring 2025 to improve the public space in Chinatown through redesigning Park Row and Chatham/Kimlau Square — making the area safer, more-pedestrian friendly, and more welcoming to both residents and visitors 	DMO
		<ul style="list-style-type: none"> Deliver on the Future of Fifth, with expanded sidewalks and shorter crosswalks, finally giving this global shopping destination a premier pedestrian corridor 	DMO
		<ul style="list-style-type: none"> Advance design on QueensWay, transforming a blighted 3.5-mile rail corridor in the heart of Queens into one of the borough's primary green arteries 	DMO

		<ul style="list-style-type: none"> Roll out Ur In Luck public bathroom access initiative, including opening 55 Parks restrooms and identifying sites for 14 new 'Automatic Public Toilets' 	DMO
		<ul style="list-style-type: none"> Open more schoolyards in underserved neighborhoods for use during the summer, after school, and on the weekends so that there are 20,000 individuals within a 10-minute walk of a park 	DMO
		<ul style="list-style-type: none"> Add a second cleaning shift to 100 new hot spots across 64 parks throughout the city, ensuring they are cleaned each afternoon between Thursday and Monday; work with Parks staff to keep restrooms open, on average, for another two hours each day, five days a week 	DMO
	Bolster NYC's Cultural Ecosystem	<ul style="list-style-type: none"> Continue working closely with the NY/NJ Host Committee and State of New Jersey on preparations for the 2026 FIFA World Cup at MetLife Stadium, including the final match 	COS/FDM
		<ul style="list-style-type: none"> Launch NYC Create in Place Program to support struggling arts institutions facing space challenges and risk closure 	FDM
		<ul style="list-style-type: none"> Welcome over 66 million visitors to New York City, surpassing the 2019 high-water mark 	FDM
		<ul style="list-style-type: none"> Renovate cultural institutions faster and cheaper with new tools passed in Albany in 2024, and continue to streamline capital processes 	FDM/IGA
		<ul style="list-style-type: none"> Invest additional resources to CIGs and add up to five more organizations to ensure that the CIG network reflects the rich diversity of the city's creative sector 	FDM
	Advance Sustainable Infrastructure and the Green Economy	<ul style="list-style-type: none"> Add to the over \$2.4 Billion in federal infrastructure funding already secured 	DMO
		<ul style="list-style-type: none"> Continue unprecedented progress on the BQE by kicking off environmental review for the city-owned section of the BQE reconstruction project with state and federal partners 	DMO
		<ul style="list-style-type: none"> Support New York City building owners to adhere to Local Law 97, including the roll out of a new carbon capture program 	DMO
		<ul style="list-style-type: none"> Reduce our reliance on trucks and move deliveries from our roads and onto water through a new "blue highway" network, making the last-mile more efficient and sustainable 	DMO
		<ul style="list-style-type: none"> Break ground on the Red Hook Coastal Resiliency project and open significant portions of East River Park as part of the East Side Coastal Resiliency Project 	DMO
		<ul style="list-style-type: none"> Absorb over 100 million additional gallons of storm water through green infrastructure interventions 	DMO
		<ul style="list-style-type: none"> Continue bolstering NYC's Harbor of the Future through releasing the Brooklyn Marine Terminal Master Plan and doubling the number of pilots at Harbor Climate Collaborative campuses 	FDM
		<ul style="list-style-type: none"> Launch the Climate Innovation Hub to support the growth of climate tech and manufacturing startups and provide local green-collar workforce training and job placement 	FDM
		<ul style="list-style-type: none"> Connect Sunset Park residents to jobs at South Brooklyn Marine Terminal and build a 	FDM

	Invest in Our Youth and Schools	strong localized supply chain	
		• Break ground on the New York City Climate Exchange on Governors Island	FDM
		• Deploy financial educators in every single school district to provide counseling, lead workshops, and help develop curricula; open 15 innovative bank branch pilots in underserved schools to give students real-world exposure to safe banking	COS/FDM
		• Open 700 preschool education seats and onboard more evaluators to reduce wait times and eliminate waitlists for children with disabilities awaiting an Individualized Education Program	DMSI
		• Require 60% of schools to be at or below the newly mandated class size caps to meet Year 3 of the class size mandate	COS
		• Complete Implementation of NYC Reads and NYC Solves	COS
		• Open additional School Based Mental Health Clinics in up to 16 schools	COS/DMHHS
		• Strengthen school-family partnerships in our ~420 community schools	COS
		• Increase resources and training available to schools that showcase the diversity of NYCPS	COS
		• Expand NYCPS and Parks free swim classes to reach another 4,800 second graders — bringing the total youth served to nearly 18,000 — in underserved communities	COS/DMO
		• Double DYCD's Fatherhood Initiative to help 3,000 fathers reconnect and build stronger relationships with their children through counseling, conflict resolution training, mediation, and mentoring	DMSI
		• Stabilize the Runaway and Homeless Youth System	DMSI
		• Announce Memorial Sloan Kettering as an anchor partner and offer hundreds of New York City Public Schools students work-based experience in health care every year.	COS
Keeping New Yorkers Safe	Ensure New Yorkers Feel Safe in Their Homes, on Their Streets, and in Their Daily Lives	• Expand Fair Futures, College Choice, GirlsJustUs, Advance & Earn, and Assertive Community Engagement & Success — that engage at-risk youth and other young people and help connect ~8,000 New York City youth with counseling, careers, college opportunities, and more	DMHHS/DMSI
		• Open the 133,000 square-foot Brigadier General Charles Young Field in Harlem, building synthetic turf field, and renovating the existing baseball, softball, and football fields to provide hundreds of young people with expanded hours	DMPS
		• Roll out Ghost Cars initiative to additional boroughs	DMPS
		• Roll out phase II of Cannabis Enforcement initiative	DMPS
		• Increase Every Block Counts scope and coordination, bringing together multiple agencies to give intensive support and resources to blocks across the city with historically high rates of violent crime	DMPS

		<ul style="list-style-type: none"> Continue to roll out Sammy's Law, make intersections more visible for all road users with hardened 'daylighting' infrastructure, and quadruple the number of red-light cameras 	DMO
		<ul style="list-style-type: none"> Continue our legislative work with City Council, industry, labor and safety advocates to address the rise of e-bikes and bring order to bike lanes and our shared streets 	DMO
		<ul style="list-style-type: none"> Bolster the Mayor's Gun Violence Prevention Task Force to address upstream causes of gun violence 	DMSI
		<ul style="list-style-type: none"> Launch first cohort of the Respect First program, an Abusive Partner Intervention Program focused specifically on young people who have caused harm in their relationships 	DMHHS
	Provide Care to Our Most Vulnerable	<ul style="list-style-type: none"> Continue to implement programming funded by the annual opioid settlement funding which ramps up to \$50M annually by FY27 	DMHHS
		<ul style="list-style-type: none"> Expand Partnership Assistance for Transit Homelessness (PATH) and Subway Co-Response Outreach Teams (SCOUT) to cover more of the subway system 	DMHHS
		<ul style="list-style-type: none"> Add hundreds of new Safe Haven beds that offer a more flexible, personalized option for New Yorkers experiencing unsheltered homelessness 	DMHHS
		<ul style="list-style-type: none"> Open an innovative facility specifically to support unsheltered New Yorkers with serious mental illness, offer psychiatric care and substance use treatment, and help secure permanent housing 	DMHHS
		<ul style="list-style-type: none"> Launch a pilot program to connect soon-to-be parents applying for shelter with services that help them find permanent housing and prevent homelessness before their child is born 	DMHHS
		<ul style="list-style-type: none"> Advocate for the State Legislature to pass the Supportive Interventions Act 	DMHHS/IGA
Serving New Yorkers More Effectively	Make Government More Efficient	<ul style="list-style-type: none"> Continue asylum seeker census management strategies, including reticketing, case management, and time limits, to support asylum seekers towards self-sufficiency and taking their next steps out of emergency shelter 	DMHHS
		<ul style="list-style-type: none"> Accelerate the production of small-/medium-sized housing through Green Fast Track 	FDM
		<ul style="list-style-type: none"> Reduce processing time by 25% for small nonprofits receiving small contracts 	DMSI
		<ul style="list-style-type: none"> Launch ChildCareNYC webpage for families to learn about childcare options 	DMSI
		<ul style="list-style-type: none"> Establish a Chief Nonprofit Officer at human service and oversight agencies for greater transparency and accountability for nonprofit partners 	DMSI
		<ul style="list-style-type: none"> Advocate for federal immigration policies, including Temporary Protected Status expansion, expedited work authorization and more benefits for newcomers and immigrant communities 	COS/IGA
	Connect New Yorkers to Cost-Saving	<ul style="list-style-type: none"> Advance the Tax for the Working-Class proposal to eliminate New York City personal income taxes for filers with dependents living at or below 150 percent of the federal poverty line 	FDM/IGA

	Programs	<ul style="list-style-type: none"> • Increase the number of New Yorkers eligible for Fair Fares to 120% of the federal poverty level and enroll more newly eligible New Yorkers into the program 	DMHHS
		<ul style="list-style-type: none"> • Continue to forgive medical debt for eligible New Yorkers, with the goal of \$2B in medical debt for 500k New Yorkers 	DMHHS/FDM
		<ul style="list-style-type: none"> • Implement public service loan forgiveness program to provide up to \$360M in student loan savings for city employees and their family members over three years 	FDM
		<ul style="list-style-type: none"> • Continue public engagement efforts across targeted campaigns (Money In Your Pockets, Fair Fares) to connect New Yorkers with eligible benefits 	COS
	Foster Greater Equity	<ul style="list-style-type: none"> • Complete all 42 Women Forward NYC Year 1 initiatives 	FDM
		<ul style="list-style-type: none"> • Bring free internet to over 2,000 Section 8 households and other low-income homes in the Bronx and Upper Manhattan 	FDM
		<ul style="list-style-type: none"> • Activate NYC Her Future & Young Men's Initiative 	DMSI
		<ul style="list-style-type: none"> • Release Citywide Racial Equity Plan 	DMSI
	Build A Stronger Culture of Service and Civic Engagement	<ul style="list-style-type: none"> • Deliver services to 100,000 people across New York City through service and volunteer efforts 	COS
		<ul style="list-style-type: none"> • Continue engagement with the NYC diverse faith communities including mayoral roundtables 	COS
		<ul style="list-style-type: none"> • Host quarterly Business in Service events to bring private sector partners together to engage with city issues and nonprofit partners on how to create a culture of service 	COS