



Forward Together:

A Record of Results. A Plan for New York City.

christine
QUINN
for nyc mayor

A Message from Christine Quinn:

This fall New Yorkers will be faced with the critical choice of who will lead our city as mayor for the next four years.

This election is about who has the ability to bring people together to help the middle class and those aspiring to reach it. It's about who is best able to make our city an even greater place to live and work — to start a career, raise a family and, hopefully, grow old. It's about who understands the problems of all New Yorkers and who has the know-how, the energy, the toughness, the vision and the compassion to make a difference.

This is about whether a little girl growing up anywhere in the five boroughs will have a good school to go to, whether she'll have clean air to breathe and healthy food to eat. Whether her parents will be able to find a good job that pays a middle-class salary, and an apartment they can afford. Whether the streets will be safe enough for her to play on.

This is the task ahead of us. Our city is headed in the right direction. We cannot roll back the clock. We need to keep moving forward. But we need to do a better job ensuring that all New Yorkers benefit from the gains we've made, that the middle class can afford to stay in this city, and that the least fortunate among us get the help they need each and every day. That's who I'm fighting for.

This book outlines many of my ideas for how to make our city a place of even greater opportunity, and I'll be releasing even more ideas in the weeks ahead. It also lists many of the results I've delivered for New Yorkers throughout my career in government. Because the greatest indication of what someone will be able to achieve can be found in what they've already accomplished.

New Yorkers work every day to get things done. They deserve no less from their mayor. That's why I'm running. That's what this election is about. And I hope to spend every day of the next four years delivering for those New Yorkers, working with them side by side to make our great city even greater.



Chris Quinn

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Housing

As a former housing advocate, creating quality, affordable housing for all New Yorkers has always been a top priority for Chris. She has worked hard to ensure that middle-class and low-income families have an affordable place to live and that bad landlords are held accountable.

Improving housing conditions:

- Passed the Safe Housing Act (also known as Alternative Enforcement Program), which allows the Department of Housing Preservation and Development to require or to make top to bottom repairs at hundreds of the city's worst buildings and then bill landlords for the work. More than 5,000 of the city's worst apartments have already been renovated as a result of this program.
- Provided \$10 million to NYCHA to help speed up repairs and decrease the backlog, which will allow NYCHA to make an additional 100,000 repairs.
- Passed the Asthma Free Housing Act, requiring HPD or property owners of AEP buildings to make systemic repairs in buildings with major code violations that act as asthma triggers, such as mold and vermin.
- Passed the Underlying Conditions Law which allows HPD to require building owners to correct a condition that has caused or is causing repeat violations. If an owner fails to make the repair within a prescribed period, the Department may complete the work and seek appropriate penalties against the owner for lack of compliance.

Creating and improving access to affordable housing:

- Helped create thousands of units of affordable housing through numerous rezoning agreements and changes to the 421-a program.
- Created the Housing Asset Renewal Program (HARP), which has already created over 150 units in stalled or vacant buildings into middle-class affordable housing at a lower than average cost to taxpayers.
- Saved Section 8 vouchers for 2,500 families who had lost them, and protected another 4,000 that we were at risk of being cut.
- Provided \$10.5 million to rehabilitate hundreds of units of distressed HUD housing.
- Prohibited landlords from discriminating against tenants paying their rent with any lawful source of income, such as Section 8 vouchers.
- Passed legislation requiring that veteran homeowners be informed of their eligibility for property tax exemptions.
- Passed legislation expanding the Senior Citizen Homeowner's Exemption by increasing the maximum qualifying income level.

- Worked with the NYU Furman Center to create the Subsidized Housing Information Project, which serves as an early warning system for buildings in danger of exiting affordable housing programs, so that advocates and elected officials can take action to preserve affordability.
- Helped develop a single online housing application for all HPD and HDC affordable housing lotteries.
- Required reporting of certain information about affordable housing projects built using city funds, including the type and amount of government funding received; the developers, contractors, and subcontractors working on the project; whether wage protections apply; and, after completion, the number of construction conditions that arise, and how they were remediated. The law also requires that developers and contractors periodically file wage reports for project laborers.
- Overhauled the city's construction laws for the first time since 1968 by passing a new Building Code, Plumbing Code, Fuel Gas Code and Mechanical Code. The new Codes enhanced safety regulations for construction, incentivized sustainable practices, and incorporated innovative construction measures. They also set in place a three year review cycle for all of the Codes to ensure that New York City's construction laws keep pace with industry advances.

Protecting tenants and homeowners:

- Passed the Tenant Protection Act, for the first time giving tenants power to sue landlords for a pattern of harassment. Harassment includes using repeated force or making repeated threats against a lawful occupant, repeated or prolonged interruptions of essential services, using frivolous court proceedings to disrupt a tenant's life or force an eviction, removing the possessions of a lawful tenant, removing doors or damaging locks to a unit, or any other repeated acts intended to cause the tenant to vacate the apartment.
- Anticipating the foreclosure crisis, created the Center for New York City Neighborhoods, which has helped counsel over 18,000 homeowners struggling with mortgage delinquency and foreclosure since 2007. CNYCN has also negotiated 3,300 loan modifications for homeowners facing foreclosure, reducing mortgage payments by an average of more than \$1,000 per month.
- Provided nearly \$20 million for anti-eviction and housing court related services.
- Launched a Task Force on Financially Distressed Rental Properties, which has helped protect the rights of tenants in multifamily buildings facing foreclosure and advocated for policy changes in response to the multifamily foreclosure crisis.

- Preserved funding to prevent 1,700 police officers from being taken off the streets.
- Passed a law that allows the Department of Housing Preservation and Development to monitor multifamily properties that might be at risk for deteriorated conditions as a result of their financial distress. Legislation also improved our understanding of foreclosure trends and affected neighborhoods. This legislation requires banks to provide the Department with notice every time a foreclosure action is commenced in New York City.
- Improved enforcement mechanisms for the illegal conversion of residential units to illegal hotels or short term stay units. Created a specific violation in the city's Administrative Code for the illegal conversion of a permanent residential unit and classified repeat violations issued to the same unit or building as immediately hazardous violations, subject to higher penalty ranges.

Protecting homeless New Yorkers:

- Successfully sued the Department of Homeless Services to halt a policy change that would have left many homeless New Yorkers on the streets by requiring them to prove they had no other housing options before being admitted to a shelter.
- Provided \$34.5 million in funding since 2007 for runaway and homeless youth beds.
- Provided \$2.25 million since 2007 for a program to help divert single adults from homelessness by providing rental assistance.
- Restored \$3.6 million in funding for medical services in homeless shelters over the last three years.
- Negotiated with DHS to create a rule that prevents people leaving shelters from being referred to substandard housing.

As mayor, Chris will:

- **Build 40,000 new middle-income, affordable apartments over the next 10 years.** New York City was built by generations of middle-class families, and those working to pull themselves up into the middle class. But many New Yorkers are finding themselves priced out of the communities they helped to make great. Chris' plan would use a combination of new financing and savings within the city's capital budget to build 4,000 new middle-income units every year — quadruple the current rate of construction, and by far the largest middle class housing program since Mitchell-Lama. Chris will also maintain the current rate of 4,000 new units of lower income housing being produced every year.

■ **Ensure that more affordable housing stays permanently affordable.**

Currently the affordability requirements for most subsidized apartments expire after 20 or 30 years, which means residents may be priced out of their homes and the middle class gets priced out of entire neighborhoods. Chris will work with her colleagues in Albany to pass a Permanent Affordability Act giving us a new financing tool that will allow us to keep units affordable indefinitely. For the first time ever, we'll be able to create permanent affordability for thousands of units in the city. We can also apply this tool to new units, preserving affordable housing in future projects.

■ **Turn existing market-rate housing into affordable units.** Some neighborhoods simply don't have enough room for additional development for us to build brand new affordable housing. Chris will get legislation passed in Albany that will allow us to incentivize building owners to convert existing units into affordable middle-income housing. This program will help us retain economic diversity in neighborhoods that have become harder to reach for the middle class.

■ **Hold bad landlords accountable.** We need to make sure that all of our city's housing is good enough for people to want to live and raise their families in. But for 50 years, we've been working with a housing code that doesn't give us the right tools to force landlords to keep apartments in livable condition. Chris will conduct the first top to bottom overhaul of the city's Housing Maintenance Code since its creation. She will give inspectors the power to tell landlords exactly what the problem is, and exactly how it needs to be corrected — and create new penalties for repeat violations, so if you keep trying to get away with a quick fix, you'll pay the price.

■ **Protect tenants living in buildings in danger of foreclosure.** Thousands of apartments in New York City are in buildings that are in or on the verge of foreclosure, which puts the future of those tenants in risk. Chris will create a Distressed Housing Preservation Fund, which will be used by HPD to purchase overleveraged buildings at a bulk rate. The city will make repairs, then transfer the properties to an approved developer who will keep them affordable and in good condition.

■ **Provide rental assistance for homeless families.** There are currently 12,000 families living in homeless shelters in New York City, some with children just a few months old. And without a rental assistance program for the homeless, most families have no way out of the shelters and into long term housing. Chris will create a new program to help homeless families cover rent in private buildings so they can get off the streets, out of the shelters, and into their own homes. This isn't just the right thing to do; it's the fiscally responsible thing to do. The average cost of a rental subsidy for a family of four is \$800 a month. To house that same family in a shelter costs \$3,000.

- **Ensure that no young person in New York City ever needs to spend the night on the streets.** Chris will make sure our budget consistently grants enough funding so that every runaway and homeless youth has access to an appropriate shelter bed, 40 percent of which are typically used by lesbian, gay, bisexual and transgender youth. By ensuring that funding for shelter beds are made permanent, advocates can shift focus from budget advocacy to helping youth obtain GEDs, learn trade skills, access physical and mental health services, and get on the path to financial independence. Chris will also direct city agencies to better coordinate and explore how to more effectively serve our 18-24 year old homeless youth as they age out of federal and state regulated programs.
- **Build New York City's first LGBT senior housing community.** As mayor, Chris will make New York City a nationwide leader in lesbian, gay, bisexual and transgender senior housing by creating senior affordable housing units at which we can help build an LGBT senior community. While this community will be available to all older adults, it will offer services focused on the LGBT community, including social and cultural services, helping connect seniors with available benefits, and economic case management and income security services. In order to better serve all of our older LGBT New Yorkers, Chris will also incentivize existing senior housing facilities to provide LGBT cultural competency training for their staff, and make sure city funding is available for these trainings.



Education

Chris knows that well-educated and well-prepared kids are the key to New York City's future. That's why she has focused on early childhood education, improving our middle schools, protecting teachers from layoffs and making it easier for parents to navigate the school bureaucracy.

Supporting teachers, principals and other school professionals:

- Saved more than 4,000 teachers from layoffs in the 2011-2012 budget.
- Saved 650 paraprofessionals (school aides, parent coordinators) from layoffs in the 2012-2013 budget.
- Secured custodial jobs and prevented reductions to services provided by the DOE custodians annually through restorations to custodial services budget.
- Restored \$120 million in classroom funding in FY 2009.
- Provided nearly \$80 million to the Teacher's Choice program, which provides funding to educators to purchase instructional materials and classroom supplies.
- Secured \$16 million to offset a health insurance rate increase for child care providers in the Early Learn system in FY 2013.
- Provided mentoring and coaching for approximately 150 assistant principals annually through the Council of School Supervisors and Administrators' School Based Intermediate Supervisors Institute (SBISI) Mentoring Program. Additionally, approximately 20 mentors/coaches receive extensive training and will continue to engage in their own professional development so they can provide support to the school leaders they mentor throughout the year.

Middle schools:

- Convened a Middle School Task Force of educators, academics and advocates that led to the release of a report that was later adapted to become the DOE's Blueprint for Middle School Success.
- Secured nearly \$25 million for the lowest performing middle schools to implement the Middle School Task Force's recommendations.
- Partnered with the Department of Education to launch the Middle School Quality Initiative, which provides schools with targeted funding for literacy-focused training and instructional materials, professional development on Common Core-aligned literacy strategies, and technical support to ensure every 8th grader leaves middle school reading on grade level. The MSQI will expand to work with more than 24,000 students in 89 schools this fall.
- Secured \$6.2 million as part of a public private partnership with the Robin Hood Foundation to launch an initiative that will create extended learning time in 20 middle schools next year. Starting this fall, these schools will be able to offer their students an additional ten hours per week of literacy-focused support embedded within an engaging, high-interest extended learning day.

- Provided hands-on STEM education to 35,670 students and professional development in science to 344 teachers in 136 schools throughout the city annually through a partnership with Urban Advantage.

Early childhood education:

- Helped expand full day pre-Kindergarten in the five boroughs by nearly 10,000 seats.
- Secured state legislation making kindergarten mandatory in NYC, which will draw up to 6,000 additional students each year into critical early childhood programming.
- Established a Childcare Loan Pilot Program to help middle-income parents afford quality center-based care.
- Restored 7,300 child care seats in FY 2013 to help families maintain access to care.
- Provided more than \$120 million to restore and expand library hours and services.
- Provided technical assistance to 47 childcare centers through a partnership with CUNY's Professional Development Institute to improve quality and help programs achieve financial sustainability.

Adult education:

- Provided \$14 million for adult literacy programs.
- Launched "Bridge to Tomorrow," a program that identifies New Yorkers in need of a GED at the city's Workforce 1 Centers and connects them with prep courses and other resources. 74 percent of students who accessed the GED through the program passed the exam, compared to 59.5 percent statewide.
- Created the GED Alumni Network "You Can Too," to connect GED students and potential students with GED recipients for mentorship and support.
- Organized adult education fairs in Brooklyn, Queens and the Bronx that connected hundreds of New Yorkers with GED, GED Prep, ESL and basic literacy courses.
- Connected seniors to technology education by funding for OATS and the Senior Planet Exploration Center.

Keeping parents involved and informed:

- Partnered with the New York Immigration Coalition on a program that has provided over 9,000 consular IDs to immigrant parents, allowing them access to their children's schools.

- Funded Advocates for Children’s Jill Chaifetz Education Hotline which serves 2,000-3,000 families each year and helps them navigate school applications, special education issues, and other education questions.
- Worked with the DOE to set up a special parent hotline through 311 and established office hours at borough enrollment centers during which parents could appeal school decisions, in anticipation of problems with the DOE’s introduction of special-ed reforms in Fall 2012.
- Negotiated a chancellor’s regulation that provided language access services for New York City parents. \$2.5 million has been allocated annually for ESL and Adult Literacy classes.

Fought for safe and supportive school learning environments:

- Created the Respect For All Initiative, one of the strongest anti-bullying programs in the nation that creates clear and standardized systems for reporting, investigating, and addressing bullying, intimidation, and bias-based harassment.
- Passed the Student Safety Act, requiring the DOE and NYPD to report on student suspensions, arrests, and other disciplinary actions.
- Successfully advocated for sweeping changes to the DOE’s Discipline Code, decreasing reliance on suspensions, increasing positive behavioral interventions and restorative justice techniques in order to keep students in the classroom and learning.
- Created an advisory group of LGBT parents that meets directly with the DOE.

Facilities and overcrowding:

- Pushed for accelerated removal and remediation of PCBs in NYC public schools and successfully negotiated an additional \$30 million to remove these toxic chemicals.
- Passed two bills that increase accountability and transparency of the DOE remediation of PCBs in New York City’s schools by requiring the DOE to notify parents when they are doing testing or removing PCB light fixtures and to report on testing and removal of PCBs.
- Passed the Schools FACT Act requiring the DOE to provide more accurate and detailed information on school capacity and facilities.
- Dramatically improved transparency of the DOE capital plan and increased opportunities for City Council and Community Education Council involvement in the capital planning process. SCA now solicits input from the City Council and CECs on the November Proposed Amendment to the 5 year Capital Plan and considers recommendations for inclusion in subsequent amendments.

Supporting vulnerable students:

- Secured \$150K in funding to launch the New York City Community Learning Schools initiative with the UFT, Children’s Aid Society, and others. Six schools were in the initiative in Year 1 and nine more are slated to join in Year 2.
- Provided \$1 million in annual funding to support dropout prevention and intervention programs, resulting in lower rates of suspension, chronic absenteeism and improved ratings of culture and climate.
- Partnered with the DOE to create the English Language Learners Success Initiative Grant, which awarded 110 schools with up to \$100,000 in grants to improve instructional services for English Language Learners.
- Successfully advocated to restore cuts to Student Metrocards, the cost of which could have broken the budgets of over 500,000 students and working families across the city.
- Required the DOE to better track students in closing schools, to ensure they are not being lost in the process.
- Required the DOE to track students who are discharged from schools.

Health and wellness:

- Provided funding for the CHAMPS Middle School Sports and Fitness League, an initiative of the DOE that promotes student physical activity during the critical years of middle school through before- and after-school sports programs in over 200 middle schools in all five boroughs.
- Provided funding for the construction of two Edible SchoolYard gardens, to build gardens and kitchen classrooms where children can engage in hands-on learning.
- Provided funding for GrowNYC’s Learn It Grow It Eat It, a comprehensive school garden education program at 5 schools in the South Bronx and East Harlem.

Partnerships with CUNY:

- Provided nearly \$90 million in operating funds to support and improve services at CUNY schools.
- Provided nearly \$100 million in capital funds for infrastructure investment at CUNY schools.
- Secured more than \$140 million in additional capital funds to speed up critical repairs and construction projects at CUNY schools.

As mayor, Chris will:

- **Identify our most effective schools and take their best practices system wide.** In the last ten years we've collected tons of data on our students, and used it to make the system more accountable. What we haven't done as well is look closely at our best schools, and principals, and teachers, and figure out what they're doing right so we can put those same techniques into place at similar schools. Chris will conduct a system wide success study – an in depth analysis of what techniques from our best performing schools have proven most successful with different types of students – and apply their best techniques to schools with similar populations or similar challenges.
- **Create a red alert system to keep schools from closing.** Instead of treating school closings like a goal in itself, we should see it as a last resort when all else has failed. Chris will create a red alert system for struggling schools, looking at early indicators like absentee and graduation rates, and identify them well before they're slated to close. We'll provide them the support they need to put ideas from our system wide success study into action. And most importantly, we'll give them time to turn things around, not just wait a year and pull the plug.
- **Develop and support our newest educators by creating a Mentor Teacher program.** Chris will create a Mentor Teacher program that will identify our top teachers and offer them the opportunity to leave the classroom temporarily, receive specialized training from CUNY, and serve as mentors for first and second year teachers. That way even if your child has a first-year teacher, they will benefit from the experience of one of our city's best. After two years these mentor teachers will return to the classroom, so over time we're building up a reserve of expert teachers at schools all over the city.
- **Empower parents to play a bigger role in our schools.** Parent engagement has three distinct components: giving parents the tools to help their children succeed; being responsive to parents looking for help; and including parents in decisions about their child's education. Chris will create an online Parent University where families can go to learn about everything from nutrition to study skills, and brush up on different class subjects. She will also launch an online tool to help simplify the complicated school choice system. Chris will ensure every Parent Coordinator and Family Advocate is fully trained, supported, and resourced, and introduce a tracking and accountability system for our Parent 311 hotline. Lastly, Chris will better engage Community Education Councils and the Chancellor's Parent Advisory Committee to determine how new policies will impact families.
- **Improve student performance by extending the school day.** Dozens of studies over the last decade show the same results: More learning time leads to greater academic achievement, better attendance, and more enthusiastic learners. As mayor, Chris will keep more of our kids in a structured education program until 6 p.m. five days a week. Chris will start by targeting schools that face bigger challenges: the 100 schools with the highest percentage of students who qualify for free or reduced price lunch.

- **Use community schools to meet all of a child's needs.** Just because you have a great teacher, that doesn't mean we've removed all the barriers that can make it harder for you to learn. You need to be able to see a doctor when you're sick. You need physical activity and healthy meals. You need tutoring and after school programs, internships and summer jobs. The community school model coordinates all these services to better meet the needs of the whole child. They've had great results in some targeted neighborhoods here in New York, and in other cities from San Francisco to Cincinnati. Now Chris will bring the community school approach system wide.
- **Create a Deputy Mayor for Education and Children.** Over the course of a single day, a child might interact with programs run by half a dozen city agencies like the DOE, the Department of Youth and Community Development, the Human Resources Administration, or the Department of Health. Chris will create a new office of the Deputy Mayor for Education and Children to better coordinate the many services available to kids and their families, from after school programs to health clinics to food stamps.
- **Reduce the amount of time students spend taking and preparing for standardized tests.** New York City is a place that understands the value of art and culture and of thinking in new, creative ways. We need a school system that makes time for science and technology, art and music, physical education, and creative thinking. And that's simply not possible in a system where everything builds towards a series of standardized tests. Chris would expand the number of schools using alternative assessments like portfolios, where teachers evaluate a collection of student work that showcases the information they learned and progress they made throughout the year. Chris will also work with the state to eliminate field testing — questions or entire exams that don't even count towards a student's score, but exist solely to help testing companies try out new test questions.
- **Prepare students for the tech jobs of the future.** Between 2005 and 2010, jobs in New York City's tech sector grew by 30 percent, and computer skills are now key components of jobs in industries from advertising to manufacturing. Chris will make computer science classes available to students at every high school in New York City. And Chris will also push the federal government to include computer science in the new Common Core Standards.
- **Allow teachers to tailor lessons to their individual classes using online textbooks.** Thanks to the Internet, teachers can share lessons and materials with colleagues around the world, and organize those lessons into online textbooks. Chris will use the more than 100 million dollars we spend each year on traditional textbooks to buy tablets for every student in New York City public schools, and cover staff costs to make sure these online texts are meeting rigorous standards.

- **Get every student reading on grade level.** Reading and writing are the foundation of every aspect of learning. But right now less than 50 percent of our third graders are reading on grade level. Chris will create the most intensive literacy support program in the country, with a three-pronged strategy.
 - Build a strong foundation through an integrated pre-K to 3rd grade approach.
 - Incorporate literacy skills into every class in every subject area.
 - Provide high quality interventions and remedial instruction for students who are falling behind.

- **Cradle to Career Tech Education.** Recognizing the value of a strong education in technology, Chris will ensure students in elementary, middle, high school and beyond are taught technology skills.
 - Chris will put computer science classes in every New York City high school, and launch an initiative to address a computer science teacher shortage by providing targeted trainings for current teachers that will enable them to teach computer science classes. Chris will also continue to push for adding computer science to the Common Core.
 - To get kids at every income level excited about computer science at a young age, Chris will work with industry partners to create free summer tech training camps.
 - To meet higher education needs, Chris will expand the successful Tech Apprenticeship Program, which partners tech employers with colleges to ensure industry needs are being taught and met. She has also committed to opening a new tech campus at the Brooklyn Navy Yard that will offer an Advanced Manufacturing Training Program.



Economic Development

The key to economic security — paying the rent, putting kids through college and guaranteeing a secure retirement — is a good paying job. Today, too many New Yorkers are unemployed or underemployed and cannot provide for their families. And rising income inequality has seen too many families working longer and harder just to make ends meet.

That's why Chris has worked hard to create jobs, diversify our economy, help small businesses and raise our standard of living in all five boroughs.

Our city has made real progress and we are doing better than the rest of the nation. But we cannot be satisfied until all New Yorkers have real economic opportunity.

Supporting small businesses:

- Created a penalty relief period for outstanding fines, saving small businesses and residents more than \$30 million in penalties and interest and generating \$15 million in revenue for the city.
- Helped create the New Business Acceleration Team, which has helped over 1,000 food businesses reduce the time it takes to open their doors by an average of over two months.
- Passed legislation to create a Regulatory Review Panel, resulting in 14 initiatives that made it easier for small businesses to avoid fines, including:
 - Required city inspectors to provide a Business Owner's Bill of Rights during on-site inspections to let owners know what they can and should expect when interacting with the city.
 - Enabled businesses to avoid automatic fines and penalties by passing legislation that requires city agencies to identify rules and regulations where a warning can be appropriately issued for first time violations.
 - Provided opportunities for small business owners to avoid the arduous task of appearing in person to contest city violations by implementing ways to contest violations over the Internet, by mail, or by telephone.
 - Included the small business community in the city rulemaking process by requiring city agencies to link to the NYC Rules site, post information on rules hearings to their websites and to give notice of hearings to interested members of the public via e-mail.
 - Required city agencies to develop and distribute plain language guides to demystify complex regulations.
 - Created and expanded programs that serve immigrant entrepreneurs, including multilingual Business Solutions courses, and an annual business expo for immigrant-owned food businesses.
 - Required the creation of a standardized customer service training for agency inspectors to encourage more constructive interactions between business owners and inspectors.

- Passed legislation requiring every city agency relevant to the small business community to designate a liaison to local chambers of commerce.
- Passed legislation providing relief for small businesses rebuilding after Hurricane Sandy by waiving fees associated with applications, permits and inspections for demolition, alteration or reconstruction of buildings with significant structural damage or that have been completely demolished and/or washed away as a result of Hurricane Sandy.
- Helped launch ConnectNYC, a program that provides small businesses with access to free, fast-tracked fiber Internet connectivity at their place of business.
- Passed legislation to increase fairness and transparency at the Environmental Control Board, which handles adjudication of most small business violations.
- Passed legislation dramatically simplifying the process of applying for and retaining Place of Assembly permits.
- Required the Mayor's Office of Operations to review all proposed rules and ensure that they are easy to understand and drafted in a way that minimizes compliance costs.

Growing jobs by reducing taxes and providing for investment and development:

- Ended or reduced double taxation for many of the city's smallest business owners by eliminating the unincorporated business tax for those with net incomes under \$100,000 and reducing it for those with incomes under \$150,000. This legislation provides tax relief to about half of those who pay the UBT, fully exempting nearly 11,000 firms and has saved owners of 31,000 small businesses \$35 million.
- Created a \$3 million Biotechnology Tax Credit, for small research-oriented biotechnology firms, designed to foster a community of biotechnology firms in the city, which has led to a 12 percent growth of biotech research jobs.
- Passed legislation to retroactively provide millions of dollars in tax benefits to continue incentives for the Far Rockaway Empire Zone, where developers will compete for one of the most significant economic development projects in the Rockaways, Arverne by-the-Sea. To date, the ABTS project has produced over 900 residential units, completed infrastructure investments valued at over \$50 million, constructed a 55,000 square foot supermarket with 100 employees and is currently constructing a 37,000 square foot YMCA.
- Passed a Business Tax Conformity Package that saves businesses money by eliminating many of the differences between New York City and state business taxes, lowering their administrative costs.

- Improved transparency, predictability and the administration of the city's largest business incentive program by replacing the Industrial and Commercial Incentive Program (ICIP) with the Industrial and Commercial Abatement Program (ICAP).

Providing support for industries and sectors with the greatest potential for job growth:

- Helped bring nearly 3,000 new, good paying manufacturing jobs to the Brooklyn Navy Yard.
- Created a \$10 million Small Manufacturing Investment Fund to renovate and retrofit unused warehouse space for 21st century manufacturing firms.
- Partnering with Macro Sea and the Brooklyn Navy Yard to build a 50,000 square foot high-tech design and manufacturing center, with equipment and office space for entrepreneurs, educators, and professionals working in fields like biotech, robotics, additive manufacturing, and industrial design.
- Provided \$2 million to build the CUNY Hub for Innovation & Entrepreneurship, an incubator for researchers that will help turn new technologies into new businesses.
- Converted unused city-owned warehouse space at La Marqueta in East Harlem into Hot Bread Kitchen's bakery and kitchen incubator program, which has already helped 32 new food businesses get started. The bakery employs 53 people.
- Launched NYC Tech Connect, an industry organization that supports the development of potential tech entrepreneurs. Since its inception in 2011, NYC Tech Connect has served more than 4,000 New Yorkers in tech fields, linking many of them to over 250 possible investors and entrepreneurial assistance.
- Created and launched NYCxDESIGN, a citywide design celebration held in May 2013 to showcase and promote New York City's diverse design community. NYCxDESIGN consisted of over 350 events by more than 180 event organizers at 190 venues across the five boroughs.
- Established the Metropolitan Entrepreneur Testing Service, which provides clean technology entrepreneurs with free space in city facilities to test their products.
- Supported a comprehensive planning process designed to identify next steps for growth in the "Brooklyn Tech Triangle."

Worker protections and workforce development:

- Passed the living wage law that requires a salary of at least \$10 an hour for many workers at city-funded developments.
- Passed a law to prohibit employers from discriminating against job applicants based on unemployment status.

- Created GroceryWorks, a program that trains unemployed New Yorkers for jobs in the food retail industry and places them in career-track positions. Since its inception the program has graduated 190 New Yorkers with 76 percent of grads obtaining jobs, and 91 percent of grads retaining employment for 90 days or more. The program is on track to exceed 70 percent one-year job retention.
- Launched two technology education partnerships designed to give New Yorkers the in demand software development skills they need to compete for jobs in our technology sector.
- Partnered with hackNY on a new initiative to connect local students and recent graduates with full-time positions and internships within the local tech community.
- Expanded a program to provide quality workforce training for 200 additional home care workers, a field that will continue to see steady growth due to demographic shifts.
- Partnered with CUNY to create a program that trained over a hundred nurses after discovering that there were both unfilled nursing positions at city hospitals and lengthy wait lists at nursing schools because of a shortage of professors.

Supporting minority and women owned businesses:

- Dramatically expanded the value of contracts eligible for participation in the MWBE program by eliminating the \$1 million cap. This is projected to increase total value of program-eligible contracts that MWBE businesses can bid on by over \$1.7 billion.
- Established an accountability program, MWBEStat, featuring mandatory CompStat-like quarterly meetings where a mayoral designee will hold agencies responsible for their MWBE statistics.
- Required quarterly status reports of agencies' progress towards goals, annual performance improvement plans from agencies that fail to achieve goals, and annual contracting plans highlighting anticipated MWBE-eligible procurements for each agency.
- Created the MWBE Leadership Association, helping minority and women owned businesses win contracts with the city.
- Launched Strategic Steps for Growth, a nine-month executive business management education program for minority and women business owners that has helped participants win \$24 million in public contracts, secure \$1.6 million in new financing, and expand to hire 100 new employees.
- Passed legislation to create more significant participation of MWBE firms on construction projects receiving Industrial and Commercial Abatement Program (ICAP) benefits.

Creating job opportunities for veterans:

- Expanded the Helmets to Hardhats program, helping place veterans in jobs in the building and construction industry.
- Helped launch the first Workforce1 center dedicated to serving veterans and their specific needs. Since the opening of the Veterans Center in Midtown Manhattan, WorkForce1 has expanded the program to Upper Manhattan, Brooklyn, the Bronx, Staten Island, and Queens.
- Secured the waiver of civil service examination fees for veterans.
- Passed legislation ensuring that veterans of the Iraq, Afghanistan and Gulf War conflicts, as well as future conflicts, pursuing specific trade licenses for at least one year prior to military service can serve their country without completely interrupting their trade career.
- Passed legislation allowing veterans, regardless of conflict service, to apply relevant military experience during their time of service to count towards trade license or certification requirements in New York City.
- Passed legislation requiring the Mayor's Office of Veteran's Affairs to help veterans connect military skills to certain city jobs, maintain a comprehensive set of employment resources on its website, and to ensure all city jobs are included in the federal veterans job bank.

As mayor, Chris will:

- **Target individual neighborhoods for strategic economic development.** Chris has an economic development plan that will capitalize on the different strengths, infrastructure, and potential of New York City's neighborhoods. It's a strategy that sees opportunity in every community by looking at existing industries with room for growth and identifying new industries that can build on neighborhood advantages. For example, the South Bronx is a center for trucking and in the next few years those trucks will need to be retrofitted by clean-tech companies to meet new efficiency standards. We can capitalize on that need and the many strengths of the South Bronx such as its infrastructure, transit hubs, roads, and human capital. And by creating matching grants for clean-tech companies, or helping property owners outfit space that suits the industry's needs, we can begin to transform the South Bronx into a modern hub of clean-tech jobs.
- **Double the city's exports by 2020, by creating NYC's first ever regional export council.** New York City underperforms in exports compared to every other major metropolitan region in the country. Cities with high levels of exports achieve this success because they utilize a regional approach and adhere to a comprehensive strategy that helps local businesses identify and access foreign markets. Chris will bring together government and industry leaders from New York, New Jersey, and the Port Authority to develop a comprehensive regional plan with the goal of doubling our city's exports by the year 2020. This will create more jobs on the Staten Island waterfront, and boost sales for companies all over the city and region.

- **Create 2,000 new manufacturing jobs in Sunset Park.** Sunset Park contains nearly 9 million square feet of city-controlled industrial space, and much of it remains underutilized. We can build on the success of the Brooklyn Navy Yard and turn these properties into thriving centers of modern manufacturing. After the city created an independent non-profit development corporation in charge of investing in the Navy Yard, it grew to employ 6,000 New Yorkers and create billions of dollars in economic activity for the city. Chris will create a similar non-profit corporation for the terminals at Sunset Park that will help bring in new businesses and new jobs. By better utilizing all of the unused industrial space, we can create more than 2,000 new jobs.
- **Help small businesses grow so they can hire more New Yorkers.** Starting your own business is a central part of the middle-class dream for many New Yorkers. But ask any small business owner and they'll tell you one of their biggest challenges is accessing credit to buy new equipment or acquire a bigger space so they can grow their business. Chris will create a new pool of city capital that will act as a backstop for community lenders, empowering them to make bigger loans to new and growing businesses. For every \$2 million the city puts up, we can guarantee as much as \$5 million in small business lending.
- **Attract more businesses and jobs with the highest quality workforce in the world.** Our workforce is the most important factor that attracts companies and entrepreneurs to create jobs in the five boroughs. But our current workforce development system is disjointed and out of date. Chris will introduce a thoroughly reinvented workforce development system — one that's driven by real-world demand, has clearly defined metrics and goals, and rewards lasting results.
- **Get more international businesses and entrepreneurs investing and creating jobs in NYC.** Many international businesses and growing startups are interested in opening offices in New York City, but are daunted by having to navigate an unfamiliar environment. Chris will create a team of economic development staff that will be dedicated to these businesses, providing services like visa application assistance so their employees can work in New York, or connecting firms with available space in the five boroughs. The team will also spend time on the ground in major international cities and emerging markets, working to attract business investment, and bringing thousands of new jobs to the five boroughs.

- **Create more jobs and help NYC food businesses thrive by developing a series of world-class food markets.** One of the city's strongest business sectors is food manufacturing. It's a \$5 billion industry that employs tens of thousands of New Yorkers. Chris will develop a series of world-class regional food markets that will serve as destinations for residents and tourists alike. These markets will bring fresh local food to residents of the neighborhood and help drive economic development by providing a place for local food manufacturers to sell their goods. The first market at the South Street Seaport, which is set to open seven days a week starting next fall, will be the first of many in Chris' citywide food market plan.
- **Incentivize more investment in biotech and medtech startups.** Sometimes emerging businesses need a little help attracting early stage investors; this is especially true for the biotech and medtech industries. Both of these industries show great potential in NYC, but they need help to grow. Chris will work with the state to create a brand new tax credit for investors to encourage them to fund new biotech and medtech startups.
- **Encourage domestic companies to bring American jobs back onshore.** Over the past few decades, New York and the United States have seen a loss of jobs to less expensive international labor markets. However, many American companies are looking to move some of their outsourced jobs back to the United States. Chris believes we can bring many of these jobs to the city, creating new job openings for New Yorkers. Many of these positions will require specific types of training, which makes the size and quality of our workforce a major asset.
- **Continue to develop a Brooklyn Tech Triangle.** The tech industry, like a lot of industries, thrives on connections to similar businesses. Take for example, the proximity of DUMBO and the Brooklyn Navy Yard, two hubs of our growing tech sector. All you need to do is look at a map to realize the next logical place for these businesses to head is Downtown Brooklyn. Chris will continue to invest in Downtown Brooklyn as the third point in a vibrant Brooklyn Tech Triangle by increasing transit connections and helping property owners retrofit their space to suit the needs of tech startups.
- **Provide a single point of contact for businesses interacting with the city.** The current approvals process for small businesses in New York is extremely complex, and often requires business owners to interact with staff at multiple agencies for permits, inspections, or assistance. Chris will implement a program called NYC Business Link, to provide a single point of contact for small business owners. All you'll have to do is call 311, and a Link Coordinator will help you get every permit, every license, and every inspection. They'll get to know your business and your needs, and coordinate with each city agency on your behalf.

- **Ensure that more government contracts are awarded to local businesses.**
Whenever the city buys a product or procures a service, we're prohibited by state law from preferencing New York City companies — even if that means sending our taxpayer dollars to Minnesota or Malaysia. Chris will work in Albany to change that law, so we can give preference to a qualified local company, particularly one that's woman or minority owned. We may spend a little more up front, but we'll support local jobs and ultimately create additional revenue for local businesses and the city.
- **Create the Office of Innovation and appoint Chief Innovation Officer.**
The Office of Innovation will engage in a top to bottom review of city government to look for ways of using technology to reduce costs and improve services. Innovators from the private sector will be tapped to staff the office and will provide leadership in important areas like data analytics, service design and delivery, and providing greater opportunity to local tech companies.
- **Launch mycityhall, a new tool that will revolutionize the way that New Yorkers interact with the City.** Chris' Office of Innovation will launch a one-stop online portal that will allow New Yorkers to conduct all business with the City, in a customized fashion — from paying a water bill to registering a child for school to fighting a parking ticket. mycityhall will offer personalized information, benefits, and services and will provide a convenient tool for residents to access the services they need.
- **Make NYC the Most Wired City in the U.S. by 2018.** Chris will create a Special Commission on 5-Borough Connectivity to speed up the process of establishing high-speed broadband and wi-fi in communities across the city. The Commission will seek ways to increase internet connectivity for business looking to grow and create jobs, as well as provide lower income New Yorkers with access to 21st century technology tools.
- **Create a tech company concierge to encourage new tech job creation.** This centralized resource for tech companies will connect business owners and entrepreneurs with the tools they need and help them access the space, capital and workforce they need for their businesses to grow.



Public Safety

New York City has made incredible gains in the fight against crime. Today, we are the safest big city in America — and we need to keep it that way.

Throughout her career, Chris has worked with the NYPD to reduce crime and to make every community and neighborhood safe. At the same time, she has focused on improving police-community relations and making sure there is one system of justice for all New Yorkers. Chris knows that we can both keep crime at record lows and protect our civil liberties.

- Preserved funding to prevent 1,700 police officers from being taken off the streets.
- Provided funding to ensure that all police officers had the most state-of-the-art bulletproof vests.
- Prevented the closure of dozens of firehouses around the five boroughs.
- Increased funding to the five District Attorneys to assist them in the prosecution of criminals in New York City.
- Negotiated an agreement with the NYPD to increase transparency and independence in the review of alleged police misconduct by giving prosecutorial authority to the Civilian Complaint Review Board.
- Passed legislation creating new criminal penalties for individuals participating in gang initiations.
- Created SPEAK UP NYC, an anonymous hotline and text message system that has empowered hundreds of young people to report threats of violence in their communities and schools.
- Organized a Task Force to Combat Gun Violence, which produced recommendations in December 2012.
- Funded over \$4.0 million in 2013 for anti-gun violence programming based on recommendations of the Council's Task Force to Combat Gun Violence. This funding includes mental health services, legal services, CureViolence programs.
- Provided more than \$21 million for prevention and services to victims of domestic violence and elder abuse.
- Provided millions of dollars for the Summer Youth Employment program to give young people positive opportunities during the summer and allow them to earn money.
- Passed legislation creating an interactive crime map that would let people know where crime is occurring in their communities.
- Launched a public awareness campaign to fight hate crimes with NYC & Co. and Mayor Bloomberg that appeared in bus shelters, subways, Taxi TV & radio citywide.

- Passed legislation to make statistics about hate crimes publicly available to New Yorkers on the city's My Neighborhood Statistics website.
- Passed legislation creating the Silver Alert Program which notifies the public, through the use of media outlets, such as television and radio broadcasts that a senior with cognitive impairments has gone missing.
- Passed legislation to help prevent elder abuse by requiring training of senior center employees on detection and reporting of abuse and counseling of victims.
- Passed a package of legislation improving safety at nightlife establishments, including enabling the city to shut down businesses selling or making fake IDs, requiring the installation of security cameras at club entrances and exits, and establishing an independent monitoring program for clubs with serious or repeat violations.
- Passed a package of legislation improving crane safety at construction sites, which include: increased training requirements, heightening communication and coordination of safety procedures, and limiting the use of nylon slings.
- Worked with NYPD Commissioner Ray Kelly to re-constitute the LGBT advisory committee to the NYPD.
- Passed legislation that allows DOB to appoint "Safety Compliance Officers" at certain construction, demolition or excavation projects that have accrued immediately hazardous violations.
- Convened the Student Wellness and Anti-Bullying Taskforce comprised of NYC college & university presidents to discuss strategies for addressing bullying, bias-based harassment, and mental health strategies in higher education.
- Passed legislation requiring certain construction businesses to receive a safety registration number from DOB in order to conduct business.
- Passed legislation that increases penalties for undertaking certain prohibited acts during a local state of emergency. These acts include: injuring someone; depriving someone of property; entering someone else's property unlawfully; impeding government emergency response; or impersonating another with intent to defraud.
- Co-sponsored legislation making domestic violence services easily accessible to members of the LGBT community.
- Created a 4 point plan to help combat domestic violence. The plan brought greater awareness of NYPD DV officers to the community, expanded citywide workplace trainings, increased screening trainings for medical professionals and created a PSA campaign aimed at increasing community reporting of DV.

- After a series of anti-Mexican hate crimes in Staten Island, co-founded the I AM SI coalition, secured a mix of public and private funding for lighting improvements and security cameras to increase public safety, and created after-school programs for at-risk youth.
- Hosted more than a dozen self-defense classes in communities across the city in response to rapes, sexual assaults and gropings. Assisted community coalitions in updating NYPD materials about sexual assault.

As mayor, Chris will:

- **Increase the number of police officers on city streets.** A visitor seeing New York for the first time today would find it hard to believe that just over two decades ago we were the murder capital of the United States. We have made long strides from that point, but that doesn't mean it's time to rest on our laurels. Chris will hire an additional 1,600 police officers over the next three years, bringing our total ranks up to 36,000. Chris will also accelerate the hiring of 500 new officers that were scheduled to start in January 2014 — we should instead have them join the force in July of this year. It's imperative that we maintain consistent resources to make sure we're not taking one step backwards in the fight against crime.
- **Purchase 1,000 new mobile security cameras.** Chris will use capital funds to purchase 1,000 new mobile security cameras for deployment around the city — starting with 200 cameras this year. These new cameras will give us three distinct advantages. One, we can better adapt to changing data and crime patterns. Two, we'll be able to temporarily shift cameras to cover soft targets that may be at risk for terrorist attacks. And three, since they move around, criminals won't be able to predict where the cameras are located at any given moment.
- **Work with industry leaders to adapt gunshot sensing technology for use in NYC.** When gunshots are fired in New York City, the NYPD is often forced to depend on witness accounts for information. Several companies have developed sensors that can be installed in areas prone to gun violence, detect when shots are fired, and provide information on the specific location and even what type of gun was used. These technologies have shown some good results in less dense areas like Nassau County, and Chris will work with the NYPD and industry leaders to develop versions that can be effectively used in cities like New York.
- **Improve oversight of and community relations with the NYPD.** Experts from all across the political spectrum agree that community relations are central to good policing. It makes community members more likely to come forward with information, and helps keep both officers and citizens safe. One critical way to continue to improve police community relations is by increasing oversight of the NYPD. Chris is working to create an inspector general in the Department of Investigations, who will be tasked with reviewing and making recommendations on NYPD policies and practices. Many other cities and law enforcement agencies, such as Los Angeles and the FBI, currently have an inspector general.

After Los Angeles instituted an inspector general, crime actually fell by 33 percent, and public satisfaction with the LAPD rose to 83 percent. The inspector general will not pose any kind of threat to the authority of the mayor or the police commissioner. The buck will and should stop with the mayor, because as much as we need to continue to improve trust and accountability, it's critical that we avoid anything that would damage the department's ability to keep us safe.

■ **Strengthen efforts at keeping youth out of prison.** New York State is one of only two states that still treat 16 and 17 year olds as adults, for all crimes. We need to institute Chief Judge Lippman's proposal to create a separate system within the court that focuses on adolescents. Chris will work as mayor to create a judicial system that even better understands adolescent development, and provides opportunities for rehabilitation, mental health treatment, and other interventions that can help keep these kids out of prison. Chris will also work to increase funding to Alternative to Incarceration Programs.

■ **Equip more police officers with mobile devices.** Police officers can never have enough real-time information on the job. Chris will equip more police officers with mobile devices that provide instant access to police databases, expanding a pilot program that is already showing great results. Officers are provided smartphones, so when they respond to a call at a residential building, they can immediately pull up information on residents with previous arrests, outstanding warrants, photographs of parolees, and lists of every registered gun owner. They can even get the location of video surveillance cameras in the area. Knowing what to look for in any given situation makes officers more effective, and keeps them and residents safer.

■ **Create public safety apps to help keep New York safe and secure.** The city can never do enough to improve the safety of its residents. Chris will work with the tech industry to develop mobile apps that will help more New Yorkers keep themselves and the city safe. The first would work a lot like the panic button at a bank — with the push of a button on your phone, you could request assistance from a nearby officer who will locate you using GPS technology. This kind of app could save the lives of New Yorkers in situations where it's impossible for them to call 911. The second app would allow New Yorkers to report suspicious activity directly to the NYPD via photo or text. Using the same technology that was so helpful following the Boston bombing, we can make it easier for New Yorkers to report suspicious activity. The more we empower New Yorkers to share information, the better our chances of preventing terrorist attacks.

- **Expand counterterrorism training to additional city agencies.** New York City is already the national model for municipal counterterror efforts, but we can and must find ways to do even more. That's why Chris believes we need to expand basic counterterrorism training to agencies like the Department of Sanitation, the Department of Transportation, and the MTA. These trainings could be similar to the tactical instruction the NYPD provides to private security directors, or the information they provide to building employees on how to identify suspicious packages or activities. We have 6,800 sanitation workers and over 34,000 transit workers moving around our streets and our subways every day. By making them a bigger part of our surveillance program, we can keep our communities even safer.
- **Make New York City the first city to completely eradicate hate crimes.** Ending hate crimes will be among Chris' top priorities as mayor. We must end attacks against New Yorkers based on who they love, where they are from, what language they speak, or what religion they believe in. Chris will ensure appropriate police presence in areas where hate crime incidents occur, and will work with schools to strengthen curricula and activities that promote tolerance and respect for all. She'll also continue to ensure that community anti-violence organizations consistently receive the funding needed to combat hate violence, and will also push for additional public awareness of hate crime issues through community forums, marketing campaigns and special events that engage communities of faith, such as the Interfaith Weekend Against Hate.



Environmental Justice & Climate Change

Working with Mayor Bloomberg, Chris has helped to make New York one of the greenest cities in America. From fighting global warming to protecting our watershed to passing the city's first comprehensive solid waste management law, Chris is proud to have helped make our city a global leader on this critical issue.

Last year, Hurricane Sandy reminded us all just how vulnerable we are to the effects of climate change. Chris believes we need to invest in significant infrastructure upgrades to ensure that all of the city's neighborhoods are able to handle future storms. Now is the time for the city, state, and federal government to invest in New York City's future. In addition to protecting New Yorkers against future disasters, these critical investments will also create good jobs and stimulate our economy.

Climate change, carbon emissions and air quality:

- Passed the Climate Protection Act, requiring the city to reduce greenhouse gas emissions 30 percent by 2017 and citywide emissions 30 percent by 2030.
- Passed first-in-the-nation laws to green city buildings and city codes, which will save 30 billion gallons of water annually and reduce our carbon footprint by an amount equal to the total carbon emissions of Oakland, CA. The legislation:
 - Requires buildings to undertake energy audits and retro-commissioning (making sure equipment is performing properly and efficiently).
 - Mandates buildings to benchmark their water and energy efficiency—compare their efficiency with other, similar buildings, and determine if improvements can be made to save water, energy, and money.
- Removed cars from the road by providing better access to green transportation, including launching the highly successful East River Ferry and expanding bike storage and parking.
- Addressed air quality and rising asthma rates by passing legislation phasing out dirty heating oil and requiring cleaner oil that contains 2 percent biodiesel.
- Established the New York City panel on Climate Change and the New York City Climate Change Adaptation Task Force to study the potential impact of climate change on the city, to inventory potential risks, and to develop adaptation and mitigation strategies.
- Passed legislation reducing pollution from school buses and ferries by requiring the use of particulate filters on their exhaust systems, and by requiring ferries to use ultra-low sulfur diesel fuel.
- Passed a package of legislation that reduced engine idling adjacent to schools to one minute, required reporting on idling violations and expanded idling enforcement powers to Parks and Sanitation police.
- Passed legislation creating the Office of Long Term Planning and Sustainability.

- Passed legislation streamlining approvals for green technologies and projects.
- Required the city to establish its first renewable energy web portal to facilitate the growth of renewable energy, providing public information on the types of renewable energy available in the city, the subsidies offered, the savings possible with conversion to renewable energy and assist in navigating regulatory hurdles.
- Required DEP to investigate generating hydrological electricity from the city's water and sewer water transport systems.
- Required the city to map where geothermal heating and cooling would be easiest and to otherwise facilitate geothermal energy infrastructure.

Recycling and waste management:

- Passed the first Comprehensive Solid Waste Management Plan to address issues of borough equity, diverting up to 6,000 tons of waste per day from overburdened neighborhoods in Brooklyn, Queens, and the Bronx, and reducing pollution and congestion on city streets by 6 million truck miles per year.
- Created the most aggressive electronic waste recycling program in the country and became the first big city in the nation to hold manufacturers responsible for recycling their products.
- Passed legislation making New York City the first municipality in the country to create a plastic bag recycling program, which required retail stores to provide recycling bins for plastic bags and to recycle bags.
- Passed the first update to the city's residential recycling law in more than two decades. Included bills to expand the types of plastics recyclable in NYC, site hundreds of new recycling bins in public spaces, require recycling bins in every school classroom, establish a citywide textile recycling program, establish the collection of leaf and yard waste for composting, and initiate recycling programs for paint and household hazardous waste.

Water, open space and food systems:

- Provided funding to help purchase and preserve tens of thousands of acres in the city's watershed, and has been a strong opponent of hydrofracking in the area.
- Negotiated critical protections in Department of Parks and Recreation Rules for the city's community gardens.
- Provided more than half a billion dollars in funding for repairs and improvements to more than 550 public parks and playgrounds.

- Created FoodWorks, the first ever comprehensive plan for New York City's food system. The Council has already made progress on many recommendations that will improve the city's environment, including requiring the city to take best efforts to purchase locally grown food, expanding composting, making it easier for New Yorkers to start rooftop gardens, and requiring a plan to reduce packaging in food that the city procures.
- Passed legislation to require a Comprehensive Waterfront Plan every ten years, and restructured the Waterfront Management Advisory Board to improve the city's waterfront development.
- Passed legislation to increase penalties for illegal dumping along the waterfront and into the waterways, and created a penalty for the discharge of vessel waste into designated bodies of water.
- Passed legislation to increase biodiversity and improve storm water management through smarter planting practices and facilitate planting of storm water resistant plants.
- Passed legislation protecting the city's stock of trees by requiring any individual or entity, including a city agency, who wishes to remove a city owned tree to first secure consent from the Department of Parks and Recreation and replace the tree as per the direction of DPR.
- Passed legislation requiring comprehensive plans for the city's wetlands, brownfields and storm water management systems.

As mayor, Chris will:

- **Rebuild smarter to address the challenges of climate change.** Chris believes we need to invest in significant infrastructure upgrades to ensure that all of the city's neighborhoods are able to handle future storms. Chris will take steps to build protective structures around our city based on the recommendations of the Army Corp of Engineers. These may include hard infrastructure like seawalls, bulkheads, or floodgates, or more natural defenses like sand dunes, wetlands and embankments, or raising elevation above the floodplain.
- **Better prepare Con Edison and other utilities to handle future storms and emergencies.** Hurricane Sandy knocked out power to more than 800,000 homes and businesses in New York City for days, even weeks. Chris will work with our utility companies to take real steps to improve how they handle future emergencies. Con Ed needs to improve their protocols for shutting off power to vulnerable substations. All utility companies need to erect structures around power plants and substations in at-risk areas to protect them from storm surges of at least 20 feet. They also need to take immediate steps to flood-proof vulnerable infrastructure.

- **Protect power lines from storm damage.** There are a number of neighborhoods, particularly in Staten Island, Queens, and the Bronx, where overhead power lines seem to come down every time we have heavy winds. Chris will work to make sure that utility wires in parts of these neighborhoods are buried underground, where they'll be better protected, just as they are in most parts of the city.
- **Prevent loss of cell phone coverage in an emergency.** At Chris' request, AT&T and T-Mobile have agreed to permanent emergency network-sharing agreements, and Chris will push other wireless providers to follow their example. This means that even when networks go down, customers can place calls just like they normally would, and their calls will be carried by whichever network is most operational in their area. This will go a long way towards ensuring that New Yorkers in distress can get emergency help or reach loved ones.
- **Implement major changes to the region's gasoline distribution network.** Hurricane Sandy devastated our ability to access gasoline, whether it was needed by commuters or emergency vehicles. In the immediate aftermath of the storm we saw six-hour waits at the pumps, and volunteers unable to reach hard-hit areas due to a lack of fuel. We need to stormproof critical systems at refineries and storage facilities to protect them from flooding and provide significantly more back-up power when the lights go out. We need to build in redundancy so if the supply chain is compromised, fuel can still get to where it's needed. And big oil companies need to do much more to support their local stations.
- **Accelerate investment in New York City's sewer system.** Sewage overflows that pollute our waterways remain far too common. Residents and business owners who have to deal with sewer backups have had enough. Chris has a plan to accelerate major sewer and wastewater treatment projects, to make sure they stand up both to major storms like Sandy and to more common flooding. Electrical equipment and other critical systems also need to be elevated at treatment plants in flood zones. Pumping stations must be upgraded and protected from storm surges. Lastly, we need to speed up our efforts to improve our sewers themselves and install tools to help absorb water runoff.
- **Seek safeguards against flooding of the city's transportation system.** There are steps we can take to protect our subways from the flooding we face not just during a hurricane but practically every time it rains. There are small steps that we can take today like installing raised buffers around subway grates to prevent water from seeping in or elevating the entrances to our stations a couple of feet above ground. Then there are new technologies that we'll explore like industrial balloons that can completely seal off subway or vehicular tunnels from flooding. Chris is also committed to continuing to invest in more resilient means of transportation like buses and ferries.



Transportation

Chris has made efficient public transportation a focus throughout her career, and believes that no New Yorker should have to commute over an hour to work. She has worked to expand the public transportation infrastructure in New York City, by launching the highly successful East River Ferry Service, while making sure that the system remained accessible to all, including students and seniors. Chris understands the importance of an efficient and robust transportation system to New Yorkers and the city's economy.

Expanding transit options and access, and improving parking for city drivers:

- Launched the East River Ferry, which served 1.6 million riders within its first 18 months of operation and has been so successful that the New York City Economic Development Corp. launched a study examining the expansion of the service to additional neighborhoods.
- Passed a home rule in favor of a congestion pricing system that would have raised millions of dollars for public transit and alleviated congestion on city streets.
- Passed legislation allowing parking up to the maximum time permitted on a block where all muni-meters are missing or broken.
- Established a 5-minute grace period before a ticket can be issued for failure to display a receipt in muni-meter spots.
- Established a 5-minute grace period for overtime parking in muni-meter and alternate side parking spots.
- Required the immediate cancellation of tickets when a valid muni-meter receipt is shown.
- Passed legislation allowing drivers to transfer unused muni-meter time to another parking space.
- Prohibited humiliating and hard-to-remove parking violation stickers from being placed on cars that allegedly violate alternate side of the street parking.
- Required suspension of alternate side of the street parking rules during snowfalls.
- Improved fairness at the Parking Violations Bureau by ensuring someone would only pay a late fee after a finding of guilt.
- Established clergy parking permits near hospitals and funeral homes to allow clergy to better serve the sick and families of the recently deceased.
- In an effort to promote cycling to work and access to safe bicycle storage, required commercial landlords to complete a bicycle access plan on request of a tenant.

Improving safety for pedestrians, cyclists, and drivers:

- Made our roads safer by passing the TrafficStat Law, which requires reporting and inspections of locations where pedestrian injuries and fatalities occurred, including requiring an audit of the 20 highest crash locations. Under her leadership the City Council also passed a law requiring DOT to create and make publicly available for the first time comprehensive traffic calming guidelines and best practices, which has resulted in the implementation of numerous traffic calming and safety measures, especially in neighborhoods with high concentrations of seniors and children.
- Required the NYPD to submit monthly online traffic crash data reports, leading to greater transparency and accountability around city response to dangerous traffic patterns.
- Mandated the creation of an interagency roadway safety plan by the DOT and NYPD, to ensure greater collaboration in combating traffic accidents and fatalities.
- Helped increase the likelihood that individuals responsible for serious traffic accidents will be prosecuted, by working with the NYPD to require investigation of all accidents where a “critical injury” is reported – not just in cases where a victim is deemed “likely to die”. Also worked to expand jurisdiction, staffing, and training of the Collision Investigation Squad.
- Required commercial cyclists to wear helmets and take a bike safety course.
- Required employers of commercial cyclists to provide safety equipment including helmets, light, bell, and reflectors, and increase penalties for businesses that do not comply.
- Required businesses with commercial cyclists to post bike safety information.
- Gave DOT enforcement authority over commercial bicyclist laws, resulting in 460 violations during the first 2 weeks of enforcement.
- Prohibited businesses with commercial cyclists from possessing e-bikes, which often threaten the safety of pedestrians.
- Made it easier to enforce against illegal e-bikes by eliminating a loophole in the law.

Protecting taxi and for-hire-vehicle passengers:

- Required the display of a passengers' bill of rights in taxis, livery cars and commuter vans.
- Ensured that toll savings were passed onto passengers by requiring taxis to use E-ZPass.
- Prevented passenger scams by requiring taxi meters to retain information, ensuring enforcement of violations.
- Improved taxi access in boroughs outside Manhattan by raising penalties for drivers who unlawfully refuse fares and overcharge.
- Ensured passengers don't forfeit the safety protections of licensed TLC vehicles by increasing penalties for operating a for-hire vehicle without a valid TLC license, resulting in 3,934 seizures and 8,332 summonses in six months of enforcement.
- Required identifying stickers to be displayed on commuter vans.

Improving accessibility for people with disabilities:

- Established an accessible pedestrian signal program, requiring accessible signals at 25 new intersections each year.
- Required taxis to be accessible to those with visual impairments.
- Extended the operational life of wheelchair accessible taxis, to incentivize taxi owners to purchase them.
- Provided for the sale of more than 200 additional accessible taxi medallions.
- Required that wheelchair-accessible taxicabs and for-hire vehicles display an insignia in at least two prominent locations on the car's exterior, identifying the car as an accessible vehicle.
- Required the Taxi and Limousine Commission to develop and implement a plan to promote the use and purchase of wheelchair-accessible taxicabs and for-hire vehicles.
- Required that accessibility rights be posted in the livery passenger's bill of rights.
- Required that online information be accessible to people with disabilities regarding transportation projects and installations.

Reducing vehicle emissions:

- Required the Taxi and Limousine Commission to promote the use and purchase of clean air taxicabs and for-hire vehicles.
- Extended the operational life of clean air taxis, to incentivize taxi owners to purchase them.
- Required the sale of more than 250 hybrid medallions.
- Required city ferries to use ultra-low sulfur diesel fuel.
- Passed legislation requiring DOT to track volume and movement of cars, buses, bicycles, and ferries to promote alternative transportation modes that relieve traffic congestion and reduce pollution.

Increasing community input, transparency, and interagency cooperation:

- Required DOT to notify Community Boards of major transportation projects, installation or removal of a bike lane and to publish traffic calming guidelines.
- Required the city to create an interactive map of street closures and parking regulations and post online all street resurfacing and capital improvement information.
- Required DOT to provide online access to parking restriction information for each city block and mandated that data regarding complaints and enforcement be included in the TLC's annual report.
- Required an online a map showing the current state of repair of the city's roads.
- Required DOT to provide data following a major transportation project to ensure that the project has not adversely affected travel or impeded emergency vehicles.
- Required DOT to consult with the Police Department, Fire Department, the Office of Small Business Services and the Mayor's Office of People with Disabilities prior to implementing a major transportation project.

Increasing oversight and safety of the intercity bus industry:

- Helped establish an intercity bus permit system to make intercity buses safer and increase oversight.
- Required DOT to post federal intercity bus safety info on its website.
- Successfully advocated for the Federal Motorcoach Enhanced Safety Act, which overhauls and increases the safety of intercity buses.

As mayor, Chris will:

- **Ensure that no New Yorker has to spend more than one hour commuting in either direction by 2023.** The majority of our current subway system was completed by the 1950s when more than half of all New Yorkers lived in Manhattan and less than 200,000 people lived in Queens. Manhattan today accounts for less than one-fifth of the total population of the city, while nearly 2.3 million people live in Queens and nearly 2.6 million live in Brooklyn. Our population has shifted, but our transit system hasn't kept up. As a result, New York is now home to 750,000 mega commuters who spend more than an hour commuting to work in either direction — the most in the country. Through targeted investments in the boroughs outside Manhattan, Chris will make sure that by the year 2023 not a single New Yorker has to spend more than an hour traveling to work in either direction.
- **Give New York City control of the MTA.** Of the 1.8 billion people who ride the MTA system each year, more than 90 percent use New York City's subways and buses. And the vast majority of the dollars that fund that system come from the five boroughs through fares, tolls, and taxes. But right now New Yorkers have little say in how that system is run. The Governor appoints the MTA Chair, and the mayor has a minority of the appointments to the MTA Board, with the majority of members being appointed by the Governor and by county leaders outside the city. Chris' plan would give the mayor the power to appoint the head of New York City Transit and a majority of the MTA board members, so we can more effectively respond to the changing needs of our city.
- **Launch 10 new Select Bus Service routes in the next 4 years.** Select Bus Service is a form of Bus Rapid Transit, which combines some of the efficiency of rail with the flexibility and lower start up costs of buses. Subways cost roughly \$1 billion per mile to construct, while Select Bus Service costs just \$1 million a mile. A new Select Bus route can be up and running in less than a year, and will cost much less than a new subway line. Chris will launch 10 new Select Bus routes in the next 4 years, starting with a new route on the North Shore of Staten Island.
- **Install Metrocard kiosks above ground at major bus stops and along select bus service routes.** Buses are one of the most effective ways we can expand transit options for New Yorkers quickly and affordably. But if you want to purchase a Metrocard to use on those buses, you might need to go into a subway station to buy it — because Metrocard kiosks are almost exclusively located in subway stations. This can be a major obstacle for New Yorkers with disabilities, seniors, and anyone who doesn't live or work near a subway stop. Chris will work with the MTA to install Metrocard vending machines along Select Bus Service routes, and at other major bus stops around the city.
- **Expand five borough ferry service, to provide more transportation options and stimulate the local economy.** Ferries are much cheaper and easier to start up than a subway line, and the per-rider subsidy is even lower than most bus lines. They're also one of the greenest forms of mass transit. Chris will expand the successful East River Ferry that she helped launch as Speaker, adding stops to the south at Atlantic Avenue and Red Hook, and to the north in Astoria, Roosevelt Island, 91st Street, and Ferry Point Park in the Bronx.

- **Install countdown clocks outside of subway stations so New Yorkers can see when the next train is coming before they enter.** Over the last few years the MTA has been installing countdown clocks along several subway lines so riders can see in real time when the next train is coming. But at most of these stations, by the time you can see the clock you're already down the stairs and through the turnstile. Chris will work with the MTA to install additional clocks at the entrances to stations, making it easier for New Yorkers to plan their trips.
- **Save commuters valuable travel time from the Bronx and West Side of Manhattan.** Chris will work with the MTA to extend Metro North rail all the way to Penn Station, including four new station stops at Co-Op City, Parkchester, Morris Park, and Hunts Point, with additional stops along the West Side of Manhattan. We'll take cars off the road, and potentially reduce neighborhoods' reliance on more expensive express buses — saving subsidy dollars and relieving congestion. And we'll be able to turn these new stations into hubs for new retail and service jobs.
- **Reduce pedestrian, cyclist and driver fatalities 50 percent by 2021.** Chris proposed creating an interagency Safe Streets Working Group tasked with reducing traffic fatalities 50 percent by 2021. The working group, which will include DOT, NYPD, DOHMH, City Planning and other relevant offices, will coordinate new efforts to deter dangerous driving, craft enforcement priorities and support safe street design. The task force will also be charged with:
 - Overseeing the implementation of speed cameras at high fatality locations.
 - Ensuring that existing NYPD resources such as officers and speed guns are effectively targeted to high fatality areas.
 - Determining the locations where crosswalks, countdown clocks and other traffic calming devices should be installed.
- **Provide additional bicycle parking options at transit hubs for New Yorkers who want to commute part of the way to work on a bicycle.** Many New Yorkers are interested in using bikes for a portion of their commute to work or school, but many commuter transit hubs don't have adequate bicycle parking options, especially in the boroughs outside Manhattan. As a way to make transferring among trains, buses, ferries and bicycles easier, Chris will work with local communities to increase bicycle parking options at train stations, bus stops and ferry landings. She will also take steps to speed up the process for businesses and building owners who request bike racks in front of their properties.
- **Strengthen our manufacturing, distribution, and export economy while reducing congestion with the Cross Harbor Freight Tunnel.** While an average of 43 percent of goods traveling between U.S. cities are transported by rail, less than 1 percent travel by rail in and out of the New York City region. That puts New York manufacturers at a disadvantage when it comes to exporting products around the country and the world, and it means thousands of trucks flood our streets causing traffic congestion and high asthma rates. As mayor, Chris will work with the Port Authority and Congressman Nadler to advance the Cross Harbor Freight Tunnel proposal and help make New York City a world class port city once again.



Health

A leading voice on health and wellness issues throughout her career, Chris has fought to expand access and improve the quality of care for all New Yorkers.

As Chair of the Council's Health Committee, she banned smoking in bars and restaurants, helped lower the city's infant mortality rate, and created a free discount prescription drug card program.

Fought for reproductive health rights:

- Passed the 2009 Clinic Access Bill which strengthened safeguards for women who are faced with harassment and other hostile acts as they enter and exit local reproductive health care clinics.
- Passed legislation in response to Crisis Pregnancy Centers' (CPCs) deceptive practices aimed at preventing vulnerable women from receiving family planning services. This legislation requires CPCs to disclose if they do not provide abortions, FDA-approved contraception or referrals for the services. This legislation also requires CPCs to display signs at the entrance of their facilities, in waiting rooms and advertisements if they do not provide these services or have a licensed medical professional on site.
- Launched the NYC Council Clinic Protection Project to train volunteers to accompany women when they visit reproductive healthcare clinics that provide abortions so that women can safely access these services.
- While Chair of the New York City Council Health Committee, passed three bills easing access to emergency contraception by requiring pharmacies that do not carry the emergency contraceptives to post signs indicating that they are not sold at that location; hospitals that contract with the city to inform rape victims that emergency contraception is available and to offer it if requested; and the NYC Department of Health to make emergency contraception available at health clinics, centers, and stations.
- As Chair of the Health Committee, secured \$13.5 million in capital funding for the Health and Hospitals Corporation to help create reproductive training facilities and make abortion a standard part of OB-GYN instruction in the city's hospitals making New York City the first city to institutionalize abortion training in its public hospitals.
- Provided nearly \$47 million for the city-wide Infant Mortality Initiative, to support community-based organizations that promote women's health before, during and after pregnancy, while reducing infant mortality and narrowing racial/ethnic disparities in related outcomes.

Fighting to reduce the causes and ill effects of chronic disease:

- Sponsored legislation prohibiting smoking in bars and restaurants.
- Passed legislation banning smoking in public parks and beaches.
- Stood up against tobacco companies' efforts to sell tobacco products that target children by banning the sale of flavored tobacco products.
- Recently introduced legislation that would make NYC the first major American city and New York the first state to raise the minimum sales age of tobacco products to 21.

Increasing access to healthy and affordable food in all communities in NYC:

- Increased the number of Greenmarkets accepting food stamps in New York City from 6 markets in 2006 to 51 markets in 2013. During that time EBT sales at Greenmarkets have grown from less than \$1,000 in 2006 to over \$800,000 in 2012.
- Helped get 50,000 more New Yorkers enrolled for food stamps through a data match that identified individuals who likely qualified based on Medicaid status.
- Authorized the city's signature food retail program, Food Retail Expansion to Support Health (FRESH), which has provided financial and zoning incentives to 13 new or expanding grocery stores in areas with reduced access to fresh food.
- Brought 500 new fruit and vegetable Green Carts to neighborhoods with limited access to healthy food.
- Provided more than \$14 million for food pantries and emergency food programs.
- Encouraged the creation of alternative retail options in communities that lack access to fresh and healthy foods by providing fledgling food co-operatives technical assistance to help them navigate start-up challenges.
- Increased the number of regional farmers through programs like GrowNYC's New Farmer Development Project, which has trained 165 farmers seeking agricultural experience and helped 22 immigrant farmers to start their own farm.
- Worked to strengthen the federal Child Nutrition Act, which authorizes funding for federal school meal and childhood nutrition programs. The resulting Healthy, Hunger-Free Kids Act of 2010 provided an increase in federal reimbursement for school lunches; increased the number of students eligible for free and reduced school meals; and set nutritional standards for school meals that will improve the health of our students for years to come.

- Worked to increase the number of food-insecure children receiving healthy, free meals by increasing the amount of schools providing Breakfast in the Classroom and by conducting outreach to increase participation in the Summer Meals program.
- Funded free Food and Assistance Neighborhood Guides, which provide information about how to access nutritious and affordable food in local communities and reach over 200,000 New Yorkers every year.
- Established the Market Ride pilot program, which provides free bus service for seniors to access grocery stores as a part of continuing efforts to ensure that all New Yorkers have access to healthy and fresh foods.
- Facilitated three networking and workshop events for approximately 200 local food manufacturers, buyers and growers, helping to create a more robust local food economy.
- Passed legislation making it easier for urban farmers to set up within the city's borders by waiving height restrictions for certain rooftop greenhouses; calling on the state to extend the current green roof tax credit to those producing food on their green roof; and requiring the NYC Department of Citywide Administrative Services to create an online, public database of city-owned property including information about the land's suitability for urban agriculture as well as information about city contacts for those interested in using the plot. This has already led to the creation of 20 additional community garden plots for community use.
- Passed legislation requiring city agencies to set up guidelines for the purchase of locally grown or manufactured foods, benefiting local farmers and manufacturers, as well as the end-consumers of the product, such as the seniors served by the NYC Department of the Aging on a daily basis. Also passed a resolution calling on the state to allow the city to extend preferential treatment to regional farmers in nearby states as well as local farmers based in New York.
- Obtained funding for a city-wide food distribution study that will serve as the city's guide to making investments and policy changes to increase access to fresh and healthy food, and help reduce the environmental impact of our current food distribution system.

Working to increase access to care for all New Yorkers:

- Passed a paid-sick leave bill that guarantees an additional one million New Yorkers will be able to take time to care for themselves and their families when they are ill, without fear of losing employment.
- Provided over \$17 million since 2007 to expand primary care services at 23 HHC clinics and School Based Health clinics around the city.

- Secured passage of Manny’s Law, requiring hospitals to develop a financial aid program for uninsured and underinsured patients.
- Passed legislation requiring the Department of Health and Mental Hygiene to develop a prescription drug discount card, which has led to the creation of the Big Apple RX card, accepted at over 2,000 pharmacies city-wide, allowing any NYC resident – regardless of age, income or health insurance status – to get discounted drug prescriptions. Since it was introduced in May 2011 the Card has saved users more than \$15 million.
- Provided funding for cancer research, treatment, and mammography machines.
- Passed the 2008 Language Access in Pharmacies Act, which requires chain pharmacies to translate medical instructions into the 7 most commonly spoken languages in the city.
- Provided funding for the Freelancers Union’s recently-opened health clinic, which provides patient-centered, coordinated care for freelancers throughout the city, based on a cost effective model pioneered by the Hotel Trades Council.
- Fought the bedbug problem by creating a Bedbug Task Force that led to a council initiative to fund new bedbug sniffing dogs and a public information web portal. New York City also strengthened their enforcement and response to bedbug complaints.

Ensuring older New Yorkers have the care they need:

- Restored funding for eight Social Adult Day programs that provide services to seniors with Alzheimer’s, dementia, and other functional impairments.
- Since 2006, Chris has allocated over \$17 million to the Geriatric Mental Health Initiative, which allows non-profits and agencies across all five boroughs to deliver mental health education, outreach, screenings, assessments, on-site treatments, and family support in non-stigmatizing settings such as senior centers, religious institutions, social clubs, food pantries, homeless prevention programs, and in the homes of older adults.

HIV/AIDS:

- Provided \$13 million to the Health and Hospital Corporation to test approximately 1.3 million New Yorkers for HIV.
- Arranged a public private partnership to provide free HIV rapid testing for over 10,000 patients at the public hospitals.
- Provided more than \$17 million for HASA housing and services.
- Launched the “I Talk Because” campaign to spread awareness of HIV/AIDS, which was named one of Gawker’s top 10 YouTube Campaigns Making a Difference.

- Worked with Empire State Pride Agenda and The Calamus Foundation to conduct an in depth study of health disparities in New York City's LGBT community.
- Launched a Faith Based Initiative to engage clergy and community members in efforts to stop the spread of HIV/AIDS.

As mayor, Chris will:

- **Strengthen New York City's network of healthcare providers and prevent unnecessary hospital closures.** The implementation of state and federal health reform is causing the health care system to undergo drastic transitions, and while there are many opportunities for better care and growth, there are also changes that threaten our hospitals and community health providers, putting some communities at risk of losing access to medical care. As mayor, Chris will launch a Citywide Health System Planning Commission, a stakeholder driven process bringing together city and state agencies, hospitals, community health centers, and healthcare workers. The Commission will develop a comprehensive plan for transforming our health system, looking at ways to expand primary care, create partnerships between hospitals and community health centers, and drive health investments that can reduce the burdens that damage our vital hospitals. It will look at the challenges facing private hospitals, and it will propose actions that can be taken to strengthen and expand the city's HHC facilities and ensure they are accessible to New Yorkers in every borough. The Commission will also work to ensure that the city has a greater voice in decisions about our healthcare system being made on a state level.
- **Increase access to care and reduce the burden on emergency rooms with a new Primary Care Financing Program.** In neighborhoods like Southwest Queens, East New York and the South Bronx, a shortage of access to primary care facilities can force residents to go without routine treatment, instead depending on hospitals and emergency rooms for their primary care. This not only puts the health of residents at risk, it increases costs that may leave hospitals insolvent and in danger of closure. Chris will create a primary care financing program that uses City funds to leverage private funding to invest in the city's primary care infrastructure. Working with community development organizations, City funds would be matched with dollars from banks, foundations, community development financial intermediaries and tax credits, and turned into a loan pool with generous financing terms. The City will start with an initial investment of \$10 million, which would be leveraged into a \$50 million pool, which could help increase primary care capacity for roughly 100,000 patients, leading to an additional 300,000 primary care visits a year.

- **Reduce the cost of coverage by expanding the successful employer-based health care model.** As Speaker, Chris partnered with the Freelancers Union to create a new one-stop health clinic for members, based on the successful network of employer-based clinics pioneered by the Hotel Trades Council. This innovative model of healthcare ensures that New Yorkers have access to primary care provided in a patient-centered, coordinated care model while providing real cost savings for both the patient and the health care system. As mayor Chris will work with other public and private employers to expand this model to more workers citywide.
- **Launch a pilot eliminating co-pays for prescription drugs that treat chronic disease.** The cost of chronic diseases, such as diabetes, asthma and hypertension, are placing an ever-growing burden on the health system. But when it comes to taking medications that are necessary for controlling chronic disease, patients struggling to make ends meet may cut their dosage, stretch their drug supply over an extended period of time, or not fill their prescription at all. In the long run this raises health care costs, as patients face increased hospital stays, emergency department visits, or additional health complications. As mayor, Chris will work with insurance companies to launch a pilot program eliminating co-pays for prescription drugs for chronic diseases, reducing ER visits, hospitalizations and more expensive treatments associated with later interventions. This model has proven effective by a wide range of organizations, from corporations like Pitney Bowles to large unions like the city's own Hotel Trades Council and Hotel Association.
- **Establish a mayor's Office of HIV/AIDS Policy.** Chris will return the city to its standing as a nationwide leader in the fight against HIV and AIDS by creating a mayor's Office of HIV/AIDS Policy. Because the city's HIV/AIDS related programs and services span multiple city agencies, they can be most effectively coordinated and administered through an office at City Hall. This new office will focus both on prevention efforts as well as treatments and services for those living with HIV/AIDS. It will also ensure that the city is using the very best state-of-the-art prevention and treatment protocols for New Yorkers. Chris will also make sure that HIV/AIDS educational messaging is effectively targeted to all at-risk New Yorkers, including our young people and our seniors.

- **Prevent childhood obesity by requiring food marketed as “Kid’s Meals” to meet nutritional standards.** While a host of public health initiatives has helped put childhood obesity in New York City on the decline, obesity among 5 and 6 year olds remains at over 18 percent, and among 7 to 10 year olds it’s over 22 percent. As mayor, Chris’s Department of Health will work with experts to create a nutritional standard for meals that are marketed specifically to children. One possible standard would be modeled after USDA school meal requirements, which limit lunches served in elementary schools to no more than 650 calories, 7 grams of saturated fat, and 740 milligrams of sodium. This requirement would apply to restaurants already required by law to post calorie count. Parents will still be able to order whatever meals they believe are appropriate for their children, but companies will no longer be able to spend millions of dollars on marketing to children or include items on a kid’s menu if those foods lead to obesity, diabetes, and other diet related diseases.
- **Fight chronic childhood diseases and improve student performance, by doubling the number of public schools with School Based Health Centers by 2018.** Full service School Based Health Centers are a tremendous resource for students and families, providing an array of services including preventive care, chronic disease management, reproductive health care and education, mental health services, and health education. Currently every school is required to have two Resident Nurses on staff, for an average cost of \$200,000. For less than \$100,000 more, a school can be equipped with a full service SBHC. By the end of her first term as mayor, Chris will double the number of schools with access to a SBHC, prioritizing schools in high-poverty communities with reduced access to health care services. This is an extremely successful model, shown to decrease absenteeism, promote academic achievement, reduce pregnancies, and lower hospitalization rates for asthma and other illnesses — all while allowing children to remain in school and parents to stay at work.
- **Combat childhood obesity by ensuring physical education is available in every school.** Providing students with physical activity and education has been shown to both improve academic performance and combat childhood obesity. But many schools in New York City currently do not meet state physical education standards. As mayor, Chris will ensure that every child in every school receives physical education by requiring that all new schools are constructed with either indoor or outdoor physical education space, helping existing schools forge partnerships with community based organizations that provide creative PE options, and adding PE to school report cards to ensure that these classes are viewed as part of the core curriculum.

- **Stop hunger from interfering with learning in our schools.** As a long-time anti-hunger champion, Chris knows that too many children go to sleep hungry every night, even though the federal government provides food programs that allow food insecure children to have regular access to healthy, free meals. As mayor, Chris will expand school meal options so that every child can eat free meals without stigma. She will mandate Breakfast in the Classroom in all low-income schools while encouraging principals to adopt the program citywide. Similarly, Chris will make lunch free for all students in high-need districts, which also reduces the administrative burdens on school staff. She will also launch a pilot of the federally-funded school dinner program, targeting low-income students who are participating in afterschool programming through the community schools model. And she'll expand the number of schools offering take home weekend meals to students receiving free school food.
- **Reduce high levels of childhood asthma by giving doctors the ability to prescribe home visits.** Asthma is a leading cause of school absenteeism and emergency room use, particularly in low income neighborhoods. Community based asthma intervention programs that send health advocates into the home have been found to dramatically reduce emergency room visits and hospitalizations, keep students in school, and allow parents to stay at work. As mayor, Chris will develop a program that enables doctors to provide children with a 'prescription' for a visiting asthma prevention program. Targeting those neighborhoods with the highest asthma levels, the program will help eligible families remove asthma triggers in the home and teach children to follow a treatment regimen.
- **Combat teen pregnancy, reduce youth STI rates, and prevent intimate partner violence with comprehensive health education.** As mayor, Chris will ensure that the Department of Education's current comprehensive health education program is applied to students in all public schools. She'll make sure every school has teachers with the required and necessary training to provide comprehensive health education, and make health ed a factor in school report cards to improve accountability. Chris will make the city a national leader in reducing sexually transmitted infections and unplanned pregnancies, while promoting healthy relationships.

- **Launch “WrapAround NYC”, a single coordinated program to deliver comprehensive services to at-risk youth.** Many of New York City’s most vulnerable youth are those that face a combination of connected challenges: mental illness, drug and alcohol addiction, poverty, physical health issues, and a history of interaction with the criminal justice system. Chris will launch WrapAround NYC, a targeted program to get these high-risk young people the comprehensive services they need to get back on track and avoid incarceration. Through this program, city agencies and community organizations will work together to provide comprehensive health treatment, alcohol and substance abuse treatment, as well as family counseling and therapy. Wraparound service models have been shown to improve health outcomes and school attendance, while reducing rates of incarceration, giving high-risk youth the opportunity get back on a path to success – all while lowering government costs and improving public health and safety.
- **Turn New York City into a beta testing lab for new health data applications.** As patient medical records become digitized, there are enormous opportunities for new data technologies that both support public health efforts and lead to job creation in the health tech industry. Members of the tech community can use health data to design new applications that perform any number of functions, like enabling real time communication between patients and multiple health care providers, providing instant notifications about test results, or allowing doctors to set reminders and monitor a patient’s adherence to a medication schedule. Chris’ Office of Innovation will oversee a number of initiatives designed to encourage the creation of new technologies, including funding a health app contest and partnering with local hospitals and healthcare providers to beta test new applications in real world conditions.



Civil Rights

Chris has been an outspoken proponent of civil rights throughout her career. Driven by a passion for equality and justice, she has worked with New York's many diverse communities to protect housing and employment rights and fight bias-related harassment. She has also worked extensively with the NYPD and community leaders to fight hate crimes, distribute information about suspects and ensure that there is one system of justice for all communities.

Committed to fighting on behalf of all New Yorkers, Chris's work in the field of civil rights has helped make the city just and fair, for residents of all races, genders, sexual orientations and backgrounds.

- Helped secure passage of Marriage Equality in New York State.
- Brokered an agreement between the Police Department and the Civilian Complaint Review Board that permits the CCRB to prosecute its own cases and requires the police commissioner to provide an explanation when he imposes lesser discipline than the CCRB recommends.
- Passed the Domestic Partners for Full Equality Bill, which guarantees all domestic partners in NYC equal access to city benefits and services.
- Passed a law to reduce unnecessary immigrant deportations in New York City, preventing the NYPD and the Department of Correction from detaining immigrants who pose no threat to public safety and turning them over to Immigration Customs and Enforcement.
- Helped secure reforms to the NYPD's use of Stop, Question and Frisk through changes to training, supervision, transparency and discipline within the department.
- Committed to legislation requiring the DOI commissioner to oversee NYPD policies and practices to ensure fairness and transparency in police activity.
- Collaborated with state lawmakers on legislation prohibiting the city from keeping a database of people stopped, questioned and frisked but not arrested or given a summons.
- Passed a law making it easier to prosecute people who obstruct access to such clinics in response to groups of protesters intimidating and harassing women who were trying to enter reproductive health clinics.
- Worked with the DOE to create "Respect for All," one of the most expansive anti-bullying programs in the nation.
- Passed the Student Safety Act, requiring transparency in school discipline practices, especially with respect to the age, race, and gender of those being disciplined.

- Negotiated changes to the NYPD's Patrol Guide that will help ensure that police officers treat transgender and gender non-conforming people with dignity and respect.
- Passed a law to prohibit employers from discriminating against job applicants based on unemployment status.
- Passed a law making it illegal for landlords to discriminate against tenants and prospective tenants who use government subsidies for housing, such as Section 8 vouchers.
- Sponsored the Transgender Civil Rights Bill, to outlaw discrimination on the basis of gender identity and expression.
- Sponsored legislation to recognize marriages, domestic partnerships, and civil unions from other jurisdictions, prior to passage of marriage equality.
- Passed a law requiring the Commission on Human Rights to develop courses of instruction for presentation on types of bias-related harassment and repeated hostile behavior including conduct or verbal threats, taunting, intimidation, abuse, and cyberbullying.
- Worked with the Council's Black, Latino and Asian Caucus to pass a resolution urging the radio station rating company Arbitron to make changes that would protect the economic survival of New York's ethnic radio stations.
- Organized elected officials, clergy, and community leaders in a citywide Day Out Against Hate.

As mayor, Chris will:

- **Guarantee universal legal representation to New Yorkers threatened with deportation based on immigration status.** From 2005 to 2010, more than 7,000 U.S. citizen children in New York City lost a parent to deportation, causing tremendous financial, emotional and psychological costs to those families. Quality legal representation has been found to increase a potential deportee's likelihood of winning the right to remain in the U.S. by 1,000 percent. But there aren't enough services available to meet current need. Chris will provide additional funding to legal aid organizations and immigration advocates to ensure that there is legal representation available to all of the 1,800 New Yorkers who face permanent exile from their homes and families every year.

- **Provide comprehensive legal services and resources in schools.** Education provides immigrant families with a pathway to the middle class, and for many undocumented immigrants, our public schools are one of the few government run institutions they regularly interact with and trust. Chris will bring comprehensive legal services to schools, helping students and their families get on the path to citizenship or legal residency, and access important benefits. Her Department of Education will partner with a network of legal service providers, law schools, and immigrant advocates to provide resources, education and legal services — starting in ten schools in neighborhoods with the highest percentage of immigrant families.
- **Create NYC Legal Fellowship to attract top legal talent to help immigrant families.** New York City faces a shortage of immigration attorneys, which makes it difficult for all immigrant families in the five boroughs to access the services they need. To attract more top legal talent to helping immigrant families in New York City, Chris will working with foundations, law schools, retired immigration lawyers, and legal service providers to create a NYC Legal Fellowship, the first program of this kind in the country. The NYC Legal Fellowship would pair new law school graduates and early-career lawyers with those nearing and in retirement. Legal Fellows would receive stipends and spend up to two years working with the non-profit legal service providers, giving them real world experience and a chance to give back to the community.
- **Form a Mayoral Task Force to combat Notario fraud.** Notario fraud — individuals who falsely represent themselves as qualified to offer legal advice or services — is a problem that plagues many immigrant communities. Victims of Notario fraud often lose thousands of dollars and can end up facing deportation and separation from their families as a result of problematic legal advice. Chris will convene a Mayoral Task Force of law enforcement and criminal justice officials to design a coordinated approach to target these Notarios and connect potential victims to quality legal services.
- **Make sure city programs are effectively serving and accessible to all LGBT New Yorkers by including sexual orientation and gender identity in all data collection and outreach.** In order for New York City to provide effective services to all of our residents and present these services in a welcoming and affirming way we need to collect the appropriate data about our citizens' needs and service outcomes. But right now many city surveys don't include the option for New Yorkers to indicate their sexual orientation or gender identity. As mayor, Chris will ensure that surveys and other data collection by the city include appropriate categories for tracking LGBT residents, especially transgender New Yorkers, who may have very distinct health and other needs.

- **Advocate for LGBT New Yorkers in Albany and Washington, D.C.** There are numerous pieces of legislation pending in Albany and Washington, D.C. that are of tremendous importance to lesbian, gay, bisexual and transgender New Yorkers, including the Employment Non-Discrimination Act, federal anti-bullying legislation, immigration equality and marriage equality. Chris is committed to using the techniques she so successfully employed in her advocacy for New York State same-sex marriage legislation to continue to advocate at the federal and state levels for the rights of LGBT New Yorkers. Here in New York State, Chris will ensure that the Governor and the state legislature understand the importance to New York City residents of legislation like the 30 percent rent cap for people living with HIV/AIDS to equalize treatment with other low income New Yorkers. And, if the State Senate fails to do its job and pass the Gender Expression Non-Discrimination Act, which would ban discrimination against transgender New Yorkers, Chris will advocate strongly for the passage of the bill in the next session.



Reform

For Chris, a big part of being a progressive leader means reforming the way government and campaigns work: increasing transparency, changing the pay-to-play culture, reducing the power of lobbyists and special interests and increasing access of everyday New Yorkers to City Hall. Chris knows that a good government is an open and honest government.

- Passed the strongest campaign finance law in the nation, expanding the corporate contribution ban, limiting contributions of individuals who do business with the city, and incentivizing smaller contributions by lowering the public matching fund level to contributions under \$175.
- Passed comprehensive Lobbying Reforms, prohibiting gifts from lobbyists, strengthening registration requirements and enforcement, increasing public reporting, making their campaign contributions non-matchable, and limiting their physical access to Council Members and to City Hall.
- Created Council Stat, an award-winning information system that consolidates constituent service data from 51 council districts into one central database, providing for better tracking and accountability.
- Worked with the mayor's office to produce more transparent and detailed budgets for city agencies.
- Dramatically increased transparency and accountability in the Council's discretionary budget, enhancing the vetting process for funding applicants, posting applications and allocations online, increasing training for funding recipients, and placing restrictions on certain types of funding.
- Passed legislation requiring the city to complete a cost benefit analysis before outsourcing contracts.
- Passed legislation giving New York City the strongest open data policy in the nation.
- Launched a campaign to improve operations at the Board of Elections, including a survey of more than 1,000 New Yorkers that uncovered widespread problems with ballot design.
- Passed legislation increasing public access to city documents by requiring the on-line posting of mayoral executive orders and information relating to inter-agency or inter-governmental memoranda of understanding.
- Began live streaming of City Council Meetings.

About Christine Quinn



A progressive leader with an unrivaled and unmatched record of results, City Council Speaker Christine C. Quinn delivers for New Yorkers in all five boroughs.

As a community organizer, anti-violence advocate and now as the second most powerful elected official in the city, Chris has created thousands of new jobs, passed a living wage law to increase salaries on city funded projects, balanced the budget while protecting vital services, cracked down on bad landlords, increased access to health care, improved early childhood education, stopped teacher layoffs, and helped keep our streets safe while fighting for one system of justice in all communities.

A graduate of Trinity College in Hartford, Connecticut, Chris first came to New York City to become a community organizer and run the Housing Justice Campaign.

Her initial foray into electoral politics took place in 1991, when she managed the campaign of Tom Duane and then served as his Chief of Staff in the City Council. Chris later became the Executive Director of the NYC Anti-Violence Project where she worked closely with the New York City Police Department to reduce hate crimes.

Since 1999, Chris has served as the City Council Member for the lower Westside of Manhattan. In 2006, Chris was elected Speaker, making her the highest-ranking woman and highest-ranking openly gay elected official in city history. Chris is widely seen as one of the most effective elected officials in New York:

As Speaker, Chris delivered real results for New Yorkers.

- Passed seven on-time, balanced budgets that protected critical social services, firehouses and libraries.
- Stopped 4,000 teachers from being laid off and fought against overcrowding and for greater parental involvement in our schools.
- Created thousands of new jobs, helping diversify the city's economy and reduce our dependence on Wall Street.
- Wrote the law banning smoking in bars and the workplace.
- Passed the Climate Protection Act, requiring the city to reduce greenhouse emissions 30 percent citywide by 2030.
- Cracked down on bad landlords and built thousands of new units of affordable housing for the middle class.
- Helped keep our neighborhoods safe by putting more cops on the street, adding funding for more bulletproof vests for every officer while also working to improve police-community relations.
- Reformed the City Council by making it more transparent, tightening lobbying restrictions and passing one of the toughest campaign finance laws in the country.

Chris and her wife, Kim Catullo, live in Chelsea, with their dogs, Justin and Sadie.

christine
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