

ERIC  
ADAMS'  
100+  
STEPS  
FORWARD  
FOR NYC



My fellow New Yorkers:

New York City is at a crossroads. We need bold, clear leadership to unite us and move us forward. But that path must also be lit with ideas for action. As a lifelong New Yorker who faced homelessness, hunger, economic hardship and brutality at the hands of police as a young man, I know all too well the systemic problems that have kept this city from reaching its true potential for generations.

Now that we face this pandemic and its economic fallout, we must ask ourselves a question that will determine the future of our city: Are we going to try to fix our old problems, or just our new ones?

Each mayoral candidate must answer that question and then provide real, actionable ideas and goals to help us reach new heights. That is why I am sharing more than 100 things I will do as mayor to ensure a better future while addressing both the challenges of the present and the inequities of the past.

All of these steps forward are guided by a simple truth: government inefficiency leads to social injustice. And these steps will make New York's government smarter and more effective in order to provide a safer, fairer city that is better prepared for the future.

When government performs better—more effectively and with the right priorities—there is nothing that cannot be accomplished, including overcoming inequality, an economic crisis and COVID-19.

But this is just the beginning. As the campaign goes on, I will detail specifics about key action items on this list and put out other policy papers on critical subject areas that can act as a blueprint for our new city.

The people of New York are what make this city great. With better government and the right leadership, they will get the city they deserve, including COVID-19 relief and economic recovery.

# TABLE OF CONTENTS

<b>A SMARTER CITY</b> Government	4
<b>A SAFER CITY</b> Public Health & Public Safety	9
<b>A FAIRER CITY</b> The Economy & Housing and Development	17
<b>AN EDUCATED CITY</b> Education	29
<b>A CITY OF THE FUTURE</b> Transportation & The Environment	33

A  
SMARTER  
CITY

Government



# GOVERNMENT

## BIG STEP

### BUILD ONE DATA PLATFORM FOR THE ENTIRE CITY GOVERNMENT

Believe it or not, nearly all City agencies currently operate wholly separately from one another, not sharing data or metrics. By combining all agency metrics onto a single platform similar to CompStat and using analytics to track performance in real time, we can go from a reactive approach to City management to being proactive and, eventually, predictive. The cost savings and improved performance will save billions of dollars and deliver far better services to New Yorkers.

### GIVE NEW YORKERS A REAL-TIME SCORE FOR GOVERNMENT PERFORMANCE

By creating one data platform for all City operations, we can also create a continually updated public score for each agency going far beyond the Mayor's Management Report, based on the performance relative to its stated goals for the year. Boston already does this with its CityScore program.

### COORDINATE PUBLIC AND NON-PROFIT DELIVERY OF SERVICES

New York City relies heavily on non-profits to provide critical services to New Yorkers that are funded by the City. But there is no central authority in City government that oversees and coordinates delivery of these services on a day-to-day basis. Because of this, we are not finding efficiencies and savings that can help us better deliver services to more New Yorkers. That is why we will create a real-time reporting system for the delivery of services across a unified network, overseen by the First Deputy Mayor.

### SAVE \$1.5B AND AVOID LAYOFFS BY SIMPLY NOT HIRING ANYONE NEW FOR TWO YEARS

We can significantly reduce labor costs by \$1.5 billion through attrition by not replacing retiring or resigning City workers and working with the State to offer early retirements to others over the next two years. This will also allow us to retain the workers we need to deliver vital City services.



## BIG STEP

### BRING THE CITY TO THE COMMUNITY

The problem with City services isn't just the lack of them--it is access to them. We must bring the City to the community, right to the doorstep of New Yorkers. Creating a program that helps New Yorkers is only half the job; educating New Yorkers about it and delivering those services is also necessary for it to be effective. We can do this by equipping City workers with computer tablets that are connected to the City's unified digital platform and sending them into the areas with the greatest need for City services, setting up shop in open storefronts, NYCHA complexes and even parks. These workers can also connect New Yorkers to federal services and programs that will help us return some of the \$20 billion-plus a year that New York taxpayers send to D.C. that we do not get back.

### APPOINT AN EFFICIENCY CZAR

Efficiency mandates mean nothing without oversight and a leader dedicated to ensuring success. The Efficiency Czar will oversee the standing Program to Eliminate the Gap and conduct quarterly agency and department audits to continuously uncover inefficiency in the City government and make suggestions for changes. The Czar will also oversee the evaluation of large City contracts—particularly related to recurring expenses such as utility bills—and partner with companies that are incentivized to find cost savings.

### FIND BETTER DEALS

Far too many City contracts just keep getting renewed or extended despite poor performance. At the beginning of the new administration, all contracts over \$10 million will be put under immediate review, and those that are ineffective, or can be done better by the City, will be eliminated.

### FIND VALUE AND NEW REVENUE FROM CITY PROPERTIES

New York City owns and controls billions-of-dollars worth of property across the five boroughs, representing huge potential value and revenue to pay for critical City services when we most need them. We will immediately do a complete inventory of all City properties and determine best use—whether they should be utilized by government agencies, used for housing or services, sold or leased—in order to reduce costs across City government and yield income that can be put toward core services to maintain and improve quality of life.



MAINTAIN OUR INFRASTRUCTURE  
WITH NON-PROFIT PARTNERSHIPS

# A SAFER CITY

**Public Health &  
Public Safety**



# PUBLIC HEALTH

## BIG STEP

### BRING HEALTH CARE RESOURCES DIRECTLY INTO LOW-INCOME AREAS

Two major reasons that the pandemic hit lower-income communities the hardest are lack of access to healthcare and a near total failure by government to effectively reach those communities on the ground. During the pandemic and after, health professionals should be paired with local organizations and workers to go into those same communities and set up in NYCHA complexes and open storefronts, partnering with public and private providers, creating a one-stop shop for basic exams, preventive care, and resources to live a healthier life. These locations would be accessible to any New Yorker, including those who are uninsured or undocumented.

### TREAT SOCIAL ISSUES AS PART OF HEALTH CARE

Poverty, homelessness, unemployment and food insecurity all directly lead to poor health—yet hospitals are largely not equipped to address those issues. By utilizing the extra capacity in H+H hospitals to co-locate social services, we will address both the social and physical causes of illness, leading to much better outcomes and cost savings.

### INTEGRATE HOUSING ASSISTANCE INTO HOSPITAL STAYS

Every \$1 invested in housing and support is estimated to reduce public and hospital costs by \$2 the following year and \$6 in subsequent years. That is why we will identify if there are housing issues for each indigent patient and offer direct housing help at hospitals through community-based organizations.

### EXPAND PREVENTATIVE HEALTHCARE AT H+H

Our healthcare system should include far more education and resources to promote lifestyle medicine habits, such as healthy eating and self-care, that can treat and prevent illness. We will open additional health clinics like the one we established at Bellevue Hospital, the Lifestyle Medicine Program, to teach healthy habits, prevent and reverse chronic disease, and promote preventive care.



# ADDRESS THE NEEDS OF THOSE LIVING WITH SERIOUS AND PERSISTENT MENTAL ILLNESS

Sometimes the best policy is not something new and flashy, but rather to double down on programs with proven track records. We know, for instance, that the Fountain House model of care—which creates structured therapeutic social settings for members—helps people living with serious and persistent mental illness transition from therapeutic to non-therapeutic settings. Individuals who use Fountain House for residential rehabilitation services are consistently less

# PUBLIC SAFETY

## BIG STEP

### REDUCE CRIME BY HAVING COPS FOCUS ON POLICE WORK

Most people don't realize that a large number of our cops don't actually spend their workdays fighting crime. Many, for instance, do clerical work, move barricades, and drive trucks. And even police officers tasked with fighting crime spend huge amounts of their time on court appearances and paperwork, not out in the street or conducting investigations or preventing crime. We can save \$500 million annually through strategic civilianization of NYPD units where the existing ratio of police officers to civilian workers is simply not necessary, and by lowering overtime costs using technology to limit time wasted on paperwork and court appearances. That money can then go right into programs proven to reduce crime, such as our Crisis Management System.

TARGET GUN VIOLENCE BY H ~~20~~ ~~10~~

# ADD LOCAL BLACK AND BROWN OFFICERS WHO WILL RESPECT AND PROTECT NEW YORKERS

One reason the NYPD continues to be plagued by incidents of bias and brutality is that the department still needs to become much more diverse. We will address this

# PUBLICIZE THE LIST OF COPS THE NYPD IS MONITORING FOR BAD BEHAVIOR

The NYPD keeps its own "monitoring list" of cops with records of complaints and violent incidents.



# ADDRESS DOMESTIC VIOLENCE ABUSERS' TRAUMA SO THEY STOP PERPETUATING VIOLENCE

The NYPD responds to approximately 230,000 domestic incidents each year and 18% of homicides in NYC are due to domestic violence. Many abusers are repeat offenders. We must acknowledge that current programming to change abusers' behavior is insufficient and doesn't deal with root causes, which are often traumas experienced by the abuser themselves. To address this, we will launch the "Family Violence Perpetrator Program", based on cognitive and behavioral therapy, in order to evaluate abusers' traumas and treat them to prevent further violence.



# A FAIRER CITY

The Economy &  
Housing and  
Development



# KEEP BUSINESSES OPEN AND EMPLOYEES WORKING WITH TAX RELIEF

Business owners are struggling to stay open as income for many stays low during the

## BIG STEP

### EXPAND THE EARNED INCOME TAX CREDIT

In order to keep precious dollars in the hands of New Yorkers who most need it—and who are most-likely to put it right back into our local economy—we will boost the City's Earned Income Tax Credit amount for frontline workers by increasing their share to 30% of the Federal return.

### BE THE BACK OFFICE FOR OUR SMALL BUSINESSES

It is estimated that on average, small business owners spend 120 work days a year on all of the administrative tasks that come with owning a business. If the City offers “back office” assistance for these small businesses through local Chambers of Commerce, our mom and pop shops and entrepreneurs can save time and money on accounting and compliance needs, and focus on growing their businesses.

### SLASH THE RED TAPE

Small businesses pay huge fees just to launch and stay in business, and then face large fines for relatively small violations—many of which are due to lack of education about the law, not knowingly breaking it. We will make the permitting process easier and cheaper through our online system, and institute a warning system for violations that are not related to serious health or safety issues so that first-time offenders are given education in lieu of a fine. We will provide additional clarity to those who commit violations by categorizing every violation in a three level

## SERVE RESTAURANTS AND BARS RELIEF

In addition to providing building owners tax abatements so that their tenants—such as restaurants and bars—can remain open, the State should also share the cost of restaurants' workers for a period. Instead of simply paying unemployment to out-of-work food service workers, the State should be splitting the cost of their salaries with restaurant owners who commit to a certain level of employment, wages and hours while adhering to capacity limits and other health regulations. We will fight for this critical initiative to save our restaurant industry in Albany.

## START A CITYWIDE INCUBATOR TO INCENTIVIZE SOLVING INTRACTABLE CITY PROBLEMS

The City, in partnership with investors and businesses prepared to invest in the long-term success of New York, will start an incubator to fund innovators focused on solving systemic citywide problems that lead to inequities. New Yorkers do not need another meal delivery service or another social media sensation nearly as much as we need our brightest minds to come together and solve issues such as job placement and outer-borough transportation.

## ENCOURAGE STARTUPS IN INDUSTRIES OF THE FUTURE TO LOCATE HERE

It is far too difficult for innovators and entrepreneurs to start their businesses in New York City. Real estate costs and high costs of living have made some of the most brilliant talent turn to other cities. We have suffered as a result because we have missed out on the job opportunities and the birth of fast-growing industries. So we will incentivize startups to move to our outer-boroughs where property costs are more affordable and to develop fellowship programs with CUNY schools in exchange for tax credits. We will also interview failed start-ups to see how the city could better serve entrepreneurs.

## MAKE NEW YORK CITY THE WIND POWER HUB OF THE EASTERN SEABOARD

With waterfront assets like SBMT, the Red Hook Container Terminal, Port Richmond, the Brooklyn Navy Yard, and others, we have an opportunity to corner the market on wind power manufacturing and other green technologies. We must create a pipeline of education training from middle school, high school, college to educate our young people in this field using the forthcoming Harbor School Middle School, the Harbor School on Governors Island and universities like Kingsborough CC.

## EXPAND THE CITY'S M/WBE PROGRAM

Right now, the City does not do nearly enough to ensure that its M/WBE program is effectively leveling the playing field for business owners of color, who are now in a much more dire situation during COVID. For instance, M/WBE companies are often unable to participate in the City



## BIG STEP

### ENSURE DIVERSE, EQUITABLE GROWTH

To ensure we are making our economy fairer as we make it larger, we will hire a Chief Diversity Officer to drive change on equity for minorities and women, and also create a tool to track the share of M/WBE contracts and how much the City is spending on those companies versus others in real-time. We will also much more closely track who these M/WBE employers and contractors are employing. And the Officer will be tasked with tracking gender pay equity and the progress we are making toward closing the gap. First they will focus on pay equity within City agencies and then we will push to track it across private employers in the City.

### HELP THE UNBANKED AND UNDERBANKED BUILD WEALTH

New York City has 350,000 households that are unbanked and another 680,000 households that are underbanked, meaning they must rely on services such as check cashing or payday loans. Without access to proper banking we are sidelining thousands of people from our economy and we are allowing industries such as payday lending to flourish that profit off of poverty. Community-based banks in lower-income areas that remove minimum balance requirements and overdraft fees will be granted property tax relief, or their landlords will, in exchange for sharing that relief as a rent break.

### CREATE A NETWORK OF COMMUNITY-BASED BANKS TO INVEST IN UNDERSERVED AREAS

Our locally owned businesses did not get adequate help from the federal aid package because the federal government funneled money through big banks who were either unable or unwilling to provide direct assistance—especially to small businesses in communities of color. We will create a formal local banking network and help these lenders have a more robust equity base. Once these lenders are eligible for State and federal loan programs (the way big banks have

# RETURN TO URBAN AGRICULTURE

Centuries ago, New York made its own food and the agriculture industry was one of its largest employers. Today, we rely almost entirely on out-of-town, out-of-state, and out-of-country producers for everything from the apple we buy at the bodega to the meals served to our kids in school. By creating a new set of building codes, business rules and tax programs for urban farmers—and support buil impactu h w.2 ( 0)15 (enate it.)TJ1.5 -(am13 (c5

## REINVEST IN WHAT MAKES NYC BEAUTIFUL

The pandemic has had an outside impact on the arts and cultural institutions. Long-term this will also hurt tourism, which provided 400,000 jobs pre-COVID. We will reduce unemployment in this sector while returning our city to the pinnacle of arts and culture by:

- Providing free space for artists to create by repurposing vacant storefronts to create free co-working and studio spaces for creatives and collaborators.
- Turning our open spaces into spaces for art by tasking the Department of Cultural Affairs to greenlight more open spaces to be utilized as stages and for art installations.
- Investing in green art by commissioning artists to paint murals with paint that turns pollutants and harmful compounds into harmless nitrates and carbonates in the atmosphere, beautifying our city as we rejuvenate it.
- Creating a public/private partnership to create murals on blighted properties.



# HOUSING & DEVELOPMENT



# EMPOWER COMMUNITY DEVELOPMENT CORPORATIONS

Community development corporations (CDCs) were a major reason New York was able to build its way out of the fiscal crisis in the 70s and 80s—by granting these local organizations property and funding to bring economic investment to their own neighborhoods. We will do that again

## BIG STEP

### ESTABLISH UNIVERSAL BROADBAND ACCESS

Access to information should be guaranteed, like electricity and clean water. Yet, after years of promises to close huge gaps in broadband access across the city, New York is still shamefully behind in guaranteeing service—and now students forced to learn from home are receiving sub-par or no education at all because of it. We will finally close the broadband gap by using rezoning powers to require affordable Mandatory Inclusionary Internet, creating incentives for 5G providers to offer affordable access, and forcing cable providers to expand affordable internet offerings to every single low-income New Yorker using requirements for their City contracts that are already in place. For transparency, New Yorkers will also be able to track progress as companies lay fiber optics in our communities through real-time GIS mapping that will be made available online. And we can use proceeds from our Data Tax on Big Tech to pay for any capital and digital literacy costs needed to ensure access to the Internet. This will allow for us to create the remote learning option students need and deserve, while also providing telehealth services to far more New Yorkers during the pandemic.

### STREAMLINE THE PROCESS TO HELP NEW YORKERS WHO ARE BEHIND ON THEIR RENT

Currently, when New Yorkers fall on hard times and are behind on rent, their options to get help involve navigating a long trail of red tape and bureaucracy with the City's One Shot Deal and CBO's rent relief programs. It is an unnecessarily demoralizing process to endure multiple long application processes while feeling the threat of eviction. Rent relief programs largely need similar information from applicants such as amount owed, proof of residence, and a summary explaining the hard times fallen upon. The City can create a common application for those in need of rent relief and allow approved CBOs access to the information. It will also allow an applicant to go to one place to see the status of their various applications for help with paying back arrears.

### CREATE LIVE/WORK COMMUNITIES

Neighborhoods that have a healthier mix of residential, commercial and retail space have done better than single-use areas in the city during the pandemic because people are traveling less. Live/work communities also use City resources more consistently and efficiently, are more resilient to economic downturns, and can be safer because they are in constant use.

### ALLOW BUILDING INSPECTIONS BY DRONES

One of the most expensive regulatory costs and biggest potential slowdowns for any building developer is the inspections process—and those costs either stall growth or are eventually passed on to tenants. Drones can and should be used to cut costs by performing inspections much more efficiently and cheaply.

# USE CITY OFFICES AS ANCHOR TENANTS IN NEW OUTER-BOROUGH DEVELOPMENT

# ADOPT PET-FRIENDLY HOUSING POLICIES

According to a study by the ASPCA, housing-related issues are the number one reason renters give up their pets. NYC is a city of renters, and housing that is owned or operated by the City of New York should not displace the cost of caring for animals on yet another City system—our animal shelters. By adopting pet-friendly policies in our City-owned and operated housing systems, we can keep pets out of the animal shelter by keeping them where they belong—with the people who love them.

# CREATE A LIVABLE CITY FOR NEW YORKERS OF ALL ABILITIES

Every New Yorker has the right to enjoy our city and to have access to the same basic quality of life as their neighbors. Yet many of the approximately 1 million New Yorkers who live with a disability are prevented from easily using City buildings, streets, and even housing because their needs have not been prioritized. So we will conduct a citywide audit of City infrastructure and properties—including cultural institutions and other groups that lease City property—to determine where those needs are not being met, and then turn that into a plan for action.



# AN EDUCATED CITY

Education



# EDUCATION

## BIG STEP

### MOVE TO A FULL-YEAR SCHOOL YEAR

Three hundred years ago, when children worked alongside their families on an agrarian calendar, it made sense to take a few months off a year to tend to the crops. Those days are long over. By moving to a full-year school year, we can much better utilize our education infrastructure by creating more flexibility for parents in how—and when—their child receives their education. This calendar change will also ensure our school buildings stay open year-round and can be utilized for day-long activities, including childcare, soft skills instruction and local programming. Learning during the summer months also does not need to be limited to the school buildings; it can be a time when teachers and students are encouraged to see the city as their laboratory, their theater, and their museum.

### GIVE HOMELESS FAMILIES LOCAL PREFERENCE FOR SCHOOLS

One of the worst effects of homelessness is how it destabilizes the day-to-day lives of children. We will help prevent that by giving them priority at local schools, which can create needed constancy and normalcy.

## BIG STEP

# PROVIDE EVERY PARENT WHO NEEDS IT WITH CHILDCARE

Childcare in New York is outrageously expensive—and lack of affordable childcare is harming parents' ability to work and their children's futures. Children without adequate childcare—especially during the first 1,000 days of life—are much less likely to succeed, and are much more likely to be Black and Brown. It is a moral imperative that we provide childcare for every parent who cannot afford it, starting with children ages 0 to 3. This will close a massive gap in care for the youngest New Yorkers at the most critical point of their brain development, and free up parents—especially women of color—to power our economy and excel in their own careers.

We can start by removing the biggest cost to childcare providers of young children: space. We will do this by prioritizing space in City-owned buildings for childcare, offering density bonuses to residential building developers who guarantee permanently free or low rent to providers, and with a tax break to office building owners and other private building owners who create free space for providers—savings which will be required to be passed on to parents. But we must also get much more out of our federal government. And doing that on behalf of parents will be a top priority for the Adams Administration.



# INSTITUTE A ROBUST PROGRAM FOR CULTURALLY AWARE PROFESSIONAL DEVELOPMENT

Nearly one-half of all New Yorkers speak a language other than English at home, and new New Yorkers from hundreds of different countries move here every year. Their kids may have very different cultural norms that affect how they learn and their ability to succeed in an American classroom. We will create a professional development program for educators to ensure they are culturally responsive to those students.

## CREATE A COMPREHENSIVE

# MOVE FROM CRADLE-TO-CAREER TO PRENATAL-TO-CAREER

It is true that early childhood development is critical and that attention on the 0-3 ages must increase significantly, including much greater options for childcare, healthcare and education. But we need to go even further and recognize that an expectant mother's health and environment during pregnancy can be just as critical to the health and ability of a child. That is why we will become the global leader in the prenatal-to-career approach, with a much more comprehensive citywide program for expecting moms and families that links them to vital resources such as healthy foods, prenatal classes and doulas.

# OPEN UP SCHOOL BUILDINGS TO THE COMMUNITY

Many useful school spaces lie dormant before and after school hours, as well as on the weekends because extended use permit fees are a barrier to entry for those serving the underserved. After years of advocacy, we launched a \$2 million pilot program through the DOE to provide community-based organizations with greater access to the use of school facilities, without incurring the cost of space usage. We will expand this effort to reach a greater number of CBOs that provide cultural, sports, or enrichment programming for youth.



# A CITY OF THE FUTURE

Transportation &  
The Environment



# TRANSPORTATION

BUILD OUT A STATE OF THE  
ART BUS TRANSIT SYSTEM

# CREATE A “ SAFE ROUTES TO PARKS ” PROGRAM

Build out protected bike and pedestrian infrastructure to safely connect neighborhoods far from large open spaces to destination parks.

# MAKE NEW YORK MORE INVITING AND LIVABLE BY MAKING IT MORE WALKABLE

We will pedestrianize more of the city where there are multiple transit options and where we can discourage car use to attract visitors with more open space and open markets, while improving public safety and making the city more livable for its residents.

# RECAPTURE LAND LOST TO ROBERT MOSES-ERA HIGHWAY PROJECTS

New York City can't grow more land so we must recapture lost land. That means jumpstarting projects like the BQ Green and PX Forward, and map and analyze opportunities across the five boroughs to recapture lost land to reconnect our communities.

# IMPLEMENT MUNICIPAL CAR SHARE

We will implement a municipal car share system so that we can reduce our municipal fleet, and find efficiencies while sharing resources across agencies. This will reduce congestion in our central business districts where many of our agencies are located and create more livable communities.

# CLOSE “ MISSED CONNECTIONS ”

In an era of scarcity we must do more with our existing assets and increase mobility for residents, including:

- Free transfers for unconnected subway stations within a half-mile of one another.
- Reopening closed subway entrances to improve access and mobility for riders.
- Making permanent and expanding the Freedom Ticket program.
- Mapping and connecting disconnected bike infrastructure.



# THE ENVIRONMENT

## BIG STEP

### LEAD BY EXAMPLE ON CLIMATE CHANGE

The City has placed a number of regulations on industries to meet necessary climate goals. But the City remains behind on achieving its goals for itself, particularly goals related to renewable energy use and emissions. Climate change requires the transformation of multiple sectors, including energy, transportation and food—and these sectors will be tracked and included in further measures to reduce greenhouse gas emissions. But we will also invest significantly in leading by example as a City government, generating our own green energy at wastewater treatment plants and placing solar panels on City buildings. And we will invest in our ability to store energy and use it more efficiently, retrofitting City buildings to reduce greenhouse gas emissions.

### PAY FOR A CITYWIDE ORGANICS PROGRAM BY PARTNERING WITH PRIVATE PROCESSORS

The City cut its organics collection program as part of its deficit reduction measures for the current fiscal year. That was a mistake. The methane released from organic waste in landfills is destroying our environment and speeding climate change. And the cost of sending that waste to states far away increases in cost every year. To offset the cost of the collection program now while we face a budget crunch, we will guarantee private processors long-term contracts in exchange for picking up the cost of picking up the waste now.

### PREPARE THE NEXT GENERATION OF GREEN WORKERS

The green revolution is not just about saving our planet—it's about creating new, good-paying jobs. We will create a green economy curriculum for our high school students, connect them to internships in this industry, and build a new Career and Technical Education (CTE) school that will focus solely on green technologies and training for the jobs of the future.

# INVEST IN ELECTRIC BUSES

To both protect the environment and make an investment that will save the City money on fuel and maintenance savings, we will significantly speed up our conversion to an entirely electric bus fleet. This can be achieved by raising money through the City's capital program to pay for the higher up-front cost of the vehicles against the long-term benefits.



