NEW YORK CITY RACIAL EQUITY PLAN

2026

Mayor's Office
of Equity & Racial Justice

This first-ever New York City Racial Equity Plan is dedicated to New York City's resilient communities whose voices have often gone unheard and unanswered.

We honor the individuals and organizations, past and present, who have tirelessly advocated for justice and equity—whose experiences and insights have shaped our understanding of racism, illuminated our city's history of complicity, and pushed us to do better.

May this work serve as a catalyst for change, fostering a future where all individuals can thrive in an inclusive and equitable society. Together, we commit to listening, learning, and taking action.

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Statement from the New York City Mayor

New York is one of the wealthiest cities in the world. But too many working people still cannot afford rent, child care, food, transportation or even the time to spend with their families. Those pressures do not fall evenly. They reflect decades of disinvestment, exclusion and policy choices that have left some neighborhoods — especially Black, Brown and immigrant communities — with far less than others.

That's why, in 2022, New Yorkers overwhelmingly voted to make racial equity planning a core part of how city government works. They demanded that the City take a harder look at where inequities persist, how government contributes to them and what it will take to change course. Today, we are releasing the Final Citywide Racial Equity Plan — New York City's first — and delivering on that mandate.

This plan gives City government a framework to examine how decisions about housing, health, economic opportunity, community safety, infrastructure and public services shape outcomes across communities. It establishes eight citywide goals, strengthens commitments across 45 agency-specific plans and creates a clearer way to measure whether government action is actually closing the gaps it identifies.

We built this plan alongside New Yorkers. After releasing the preliminary plan in April, the Mayor's Office of Equity & Racial Justice (MOERJ) held 30 days of public feedback open to residents across all five boroughs, including 10 engagement sessions, written submissions, and conversations with community leaders. New Yorkers asked for measurable outcomes and a plan grounded in the conditions people actually live with. This plan reflects that.

The Commission on Racial Equity's (CORE) preliminary plan feedback and Community Equity Priorities have also continued to inform the planning process, with updated priorities incorporated in this final plan.

A plan is only as strong as its follow-through. City agencies are now expected to implement it, report on progress every two years and use it to guide policy, operations and accountability across government. Naming disparities was never the hard part. Eliminating them is.

New Yorkers called for a government that is more transparent, more accountable and more responsive to the communities it serves. We intend to deliver that — and build a city where every New Yorker has the opportunity to live with dignity and security.

Zohran K. Mamdani
Mayor

Statement from NYC Deputy Mayor for Economic Justice

There is no economic justice without racial equity. Too many families in our city cannot afford the basics. And when those burdens fall hardest on communities that have faced generations of disinvestment and exclusion, government has to do more than make broad commitments. It has to measure the problem clearly, identify the causes honestly, diagnose where systems are falling short or contributing to inequities and make better decisions.

The Final Citywide Racial Equity Plan is the product of that work. It recognizes that government is not a bystander or a monolith. City agencies now have a plan for addressing the ways public policy, public investment and agency practice affect New Yorkers differently across race, neighborhood, income, language, disability and immigration status — with eight citywide goals and 45 agency-specific commitments to track progress.

As the first Deputy Mayor for Economic Justice in our city's history, I know we must ask — whether the issue is jobs, small business support, housing stability, consumer protection, health, access to arts and culture or neighborhood investment — not just whether our city is working, but who it's working for, who is being left out and where we need to do better.

This plan is stronger because New Yorkers helped shape it. After the preliminary plan's release, New Yorkers weighed in through public feedback sessions across all five boroughs, asking for measurable outcomes and a plan built around the people most affected by these disparities. That input is reflected in the plan we are releasing today.

Now the work shifts to implementation — and to holding agencies accountable for results. Racial equity is not achieved by a document on a shelf. It is achieved when government changes how it makes decisions and delivers for New Yorkers.

Julie Su
Deputy Mayor for Economic Justice

Statement from NYC Chief Equity Officer & Commissioner

New Yorkers have always pushed progress forward by organizing, demanding more from their government, and challenging institutions to live up to the promise of our city. The creation of the Mayor's Office of Equity & Racial Justice and the Citywide Racial Equity Plan is a result of that organizing and advocacy. Through the Charter amendments approved by New York City voters in 2022, New Yorkers made clear that racial equity must be a responsibility of government, and that government must examine how its own systems shape opportunity and outcomes. The release of the Final Citywide Racial Equity Plan is an important step in fulfilling that mandate.

This plan reflects what is possible when government takes that responsibility seriously. Hundreds of employees across 45 city agencies contributed their expertise, examined how government systems affect New Yorkers, and identified where we must do better. I am deeply grateful to the equity practitioners and agency partners who brought their knowledge, commitment, and persistence to this work. This plan was also shaped by New Yorkers themselves. Following the release of the preliminary plan, New Yorkers across all five boroughs participated in public meetings, shared their experiences, submitted feedback, and offered their vision for a more equitable city. I want to thank everyone who engaged in that process. Your voices made this plan stronger and more grounded in the realities of the communities we serve.

The work is not done. In many ways, this is where the hard work begins. The inequities we face are rooted in decades of policies and systems that have shaped different opportunities and outcomes across our city. A plan alone cannot undo them, and progress will not always be easy or fast. But we cannot shy away from what is hard. This plan gives us a stronger foundation to act, learn, measure progress, and remain accountable to the communities we serve.

I am excited to continue this work alongside New Yorkers and every community that has pushed our city toward greater equity. We enter this next chapter with urgency, humility, and resolve.

Forward,

Afua Atta-Mensah, Esq.
New York City Chief Equity Officer
Commissioner, NYC Mayor's Office of Equity & Racial Justice

Vision: Path Towards Racial Equity (North Stars)

Imagine New York City helping every New Yorker reach their full potential. Its services uplifting and empowering each person, reinforcing their dignity.

The Final Citywide Racial Equity Plan include “North Stars” established in the Preliminary Plan to provide us with an aspirational long-term vision that serves to guide the City's racial equity work.

It is grounded in a long-term vision: every person who lives in New York City should have the opportunity to thrive, regardless of race, identity, or zip code. The Racial Equity North Stars provide an aspirational vision and a compass for each planning cycle. They represent where the City needs to go, independent of where it stands today, and may evolve as the City’s understanding of racial equity and community priorities develops.

The North Stars include:

- Children and youth receive a quality public education that prepares them for college and/or their career, regardless of zip code.
- The child welfare system is equitable, prevention-oriented, and supportive of all families.
- No child lives in poverty, and all residents have economic security.
- All residents live in safe, dignified, and affordable housing free of hazardous conditions.
- All residents have access to healthy air and a sustainable living environment in their communities.
- All residents can live a full and healthy life regardless of identity or zip code.
- Every resident has access to quality, reliable, and affordable connectivity – from transportation to broadband – to freely live, work, and play in their communities and across the city.
- Every resident feels safe and protected in their communities, regardless of their identity or zip code.
- Every resident impacted by the criminal justice system can reclaim their lives.
- All local government employees are paid equitably for service to their City.
- Minority-owned business enterprises are not underutilized in City contracting.
- Local government promotes and trains its employees and contractors on anti- racism principles to ensure its decisions do not sustain and grow historical inequities.
- Local government breaks down (or disaggregates) data by race, ethnicity, and other identities to understand and act on unaddressed needs and historical inequities impacting communities today.
- Local government seeks equity and accessibility across City agencies and

systems.

These North Stars provide the long-term direction for the City’s racial equity work, while each planning cycle translates that vision into concrete goals, strategies, and measures of progress.

Executive Summary

A First for New York City: Why this Plan Exists

New York City's first Citywide Racial Equity Plan is a historic milestone: the first time the City has set out, agency by agency, how it will identify and address the racial disparities embedded in government policies, practices, and institutions.

The Plan was mandated directly by voters. In 2022, New Yorkers passed racial justice ballot measures creating the Office of Racial Equity and requiring a citywide racial equity plan. Today's disparities in housing, education, economic security, health, safety, transportation, and civic participation are long-standing and have deep historical roots. They are the product of 400 years of city history, and generations of New Yorkers have pushed their City to close the gap between its stated values and its actions. This first-ever Racial Equity Plan places us on a path to answer that mandate together.

We intentionally call this the first Racial Equity Plan: it marks the City's first sustained effort to organize 45 agencies around a shared commitment, grounded in data and community input available today. It is not a final answer or perfect solution to racial inequity in New York City. It is a foundation for the work ahead. The Plan is designed as a living document: it will continue to evolve in each cycle as we measure progress, learn from implementation, and continue to incorporate ongoing community input. This living process is part of our City's commitment to accountability and continuous improvement.

This plan is grounded in three foundational values from the New York City Charter's preamble: that our government justly values all talents and contributions; that our government ensures the conditions of thriving for every person; and that our government embraces vigilance, remedy, and reconstruction. In practice that means that across City agencies and systems we must examine who is reached by policies and services, direct or redirect resources and attention to disparities that persist, and confront the historical harm that produced those disparities, not just the symptoms visible today. The following sections outline how we will move in this direction together.

All of Government, Moving Together

This is the largest coordinated equity planning effort in City history:

- Forty-five City agencies, more than 200 staff involved in development
- Seven areas of City government: Children, Youth, Older Adults & Families; Economy; Housing and Preservation; Infrastructure and Environment; Health and Wellbeing; Community Safety, Rights, and Accountability; and Good Governance and Inclusive Decision-Making

- 200+ agency goals and outcomes
- 800+ implementation strategies
- 600+ indicators that will be used to track progress

These commitments span across every core lever of government: service delivery, staffing, contracting, budgeting, and land use.

Shaped by New Yorkers: What Changed from Preliminary to Final

On April 6, 2026, the Mayor's Office released the Preliminary Racial Equity Plan for public review, the first citywide racial equity plan ever made public in draft form. Over the following 30 days, MOERJ led its first public engagement process, gathering input through an online survey, town halls, and virtual and in-person community conversations. In total, MOERJ received hundreds of survey responses and engaged hundreds of residents across 10 community conversations focused on health, education, culture, and other issue areas.

The NYC Commission on Racial Equity (CORE), an independent 15-member commission that serves as an accountability partner in the City's racial equity planning process, also contributed by gathering feedback from its commissioners and residents across the city, and offering recommendations for strengthening the Plan. Together, this input helped shape a plan designed to improve the lives of New Yorkers most affected by racial inequities.

Below are several key insights from New Yorkers on what the Preliminary Plan needed[1]:

- Clear, cross-cutting goals connecting priorities across agencies
- Stronger, more direct links between agency goals, outcomes, and indicators
- Greater data disaggregation to better identify and act on racial disparities
- Language that more accurately reflects communities' lived experience
- The final Community Equity Priorities, as promised in the Preliminary Plan

These key insights are reflected directly in the final Racial Equity Plan. The City added the first-ever set of Citywide goals described in this section, increased data disaggregation by race and ethnicity, gender identity, and/or neighborhood where possible throughout, strengthened the link between goals and outcome-connected indicators, refined language across the Plan, and incorporated the final Community Equity Priorities. The final Plan is both a substantially larger set of agency commitments than the preliminary version and the first iteration of a citywide framework built directly from what New Yorkers told us.

[1] This is not an exhaustive list.

What We're Building Towards

The final Plan operates at two levels. First, each of the 45 agencies has its own Racial Equity Plan, grounded in its mission, core business, and services, with indicators to measure progress. These plans use a shared planning framework with each agency assessing its work across core levers of government—service delivery, staffing, contracting, budgeting, and land use—crucial to advancing racial equity and structural change.

Second, the Plan establishes eight new Citywide Goals that bring the City together around disparities that cannot be addressed by any single agency on its own. These priorities focus collective attention on specific outcomes and provide a clear direction for measuring progress toward racial equity across the city. Agency plans include strategies that contribute to these goals, alongside Administration-wide strategies that may not be represented in individual plans, together establishing a shared commitment to racial equity in both breadth and depth. Achieving meaningful progress will require continued coordination across agencies, communities, and external partners, as well as new strategies and investments, and sustained action beyond a single planning cycle.

Equity in Action: Agency-Level Commitments

Agency-level commitments illustrate how racial equity is being embedded into the daily work of government, not treated as a separate initiative. Guided by our foundational values and a shared planning framework, agencies use short-, medium- and long-term goals to work towards reforming core services, targeting investments, addressing historical harms, and more. Full agency-level goals, strategies, and indicators are available in each agency's individual plan.

- **Advancing pay equity**
    - **Department of Citywide Administrative Services:** Conduct a citywide pay equity analysis of selected civil service job titles and develop recommendations to address identified disparities.
    - **Office of Management and Budget:** Advance pay equity across all roles to address the effects of occupational segregation and gender discrimination.
- **Building disaggregated data and analytics**
    - **Department of Correction:** Build and improve data pipelines to be disaggregated by various demographics, like race, age, and gender identity to identify disparities in service provision.
    - **Department of Sanitation:** Establish baseline datasets for diversion, containerization, and commercial waste reform to measure progress over time, better understand impacts across neighborhoods and historically underserved communities, and

support data-driven decision making and community response.

- **Dedicated commitment to language access & plain language:**
  - **Civic Engagement Commission:** Reduce language barriers for voters who prefer interpreter assistance in elections to increase voting participation.
  - **Mayor's Office of Contract Services:** Expand and standardize the use of plain language across NYC contracting and PASSPort resources so vendors can more easily understand how to do business with NYC and identify opportunities that align with the offerings they provide.
  - **Taxi Limousine Commission:** Address digital and language access barriers faced by TLC-licensed drivers and the public in navigating agency services.
- **Centering community voice and advancing equitable outcomes**
  - **Department of City Planning:** Support communities by advocating for community needs and capital investment in neighborhoods with concentrated poverty and historic segregation.
- **Centering innovation, prevention, and pilot programs**
  - **Department of Finance**: Through the newly formed Mayor's Office of Deed Theft Prevention, decrease incidents of deed theft and fraud.
  - **Mayor's Office of Criminal Justice:** Direct prevention and supportive-service strategies toward communities disproportionately affected by violence, enforcement, and chronic disinvestment.
- **Pursuing compliance and analyzing the impact of fees and fines**
  - **Department of Transportation:** Review the impact of NYC DOT's transportation-related fees, fines, and enforcement programs on different communities for any racial and ethnic disparities.
- **Guiding investment into historically underserved communities**
  - **Department of Youth and Community Development:** Prioritize investments in communities with the highest needs using a data driven approach, applying DYCD's equitable investment methodology to 100% of City Tax Levy (CTL) funded DYCD programs.
  - **Department of Environmental Protection:** Prioritize agency investment in resilience projects for communities disproportionately impacted by flooding to better protect them from becoming more vulnerable to climate change.
- **Pursuing structural and systemic reform**
  - **Fire Department for the City of New York:** Analyze Citywide medical emergency response times alongside neighborhood demographics to assess potential racial disparities and identify opportunities for resource allocation or reallocation to ensure equitable service delivery.
  - **Office of Technology and Innovation:** Build a coordinated citywide approach to advancing digital equity to better align investments and improve outcomes for New Yorkers.

    - **NYC Public Schools:** Ensure all students experience equitable, safe, and culturally responsive learning environments by reducing disproportionate disciplinary practices impacting students of color and fostering inclusive school communities.
- **Addressing historical harms and advancing equity**
    - **Administration for Children's Services**: Support reduction of disproportionate representation of Black and Latino children in foster care by protecting child and family rights during initial contact through Front Door Notification.[2]
    - **Small Business Services:** Reduce racial and gender wealth gaps/disparities that stem from the historical harms from cannabis prohibition through entrepreneurship opportunities.
- **Reducing affordability barriers and increasing economic stability**
    - **Housing and Preservation Department:** Increase share of affordable homes financed in Limited Affordability Areas (LAAs) in alignment with the goals of *Where We Live NYC*, relative to total new construction housing production.
    - **Department of Consumer and Worker Protection:** Increase access to Free Tax Prep and critical tax credits and refunds to keep money in the pockets of working families, lower filing costs, and support low-income communities in progressing towards meeting the city's True Cost of Living.
    - **Department of Social Services:** Advance equitable access to benefits, services, and employment opportunities that reduce economic instability, with a focus on closing employment disparities for clients from underserved communities including Black and Latino clients.

A Citywide Undertaking - How the Citywide Goals Were Developed

The first full set of Citywide cross-cutting goals were not the starting point in this first cycle. The first-ever Preliminary Plan started by establishing overarching North Stars as a preliminary citywide framework and agencies spent time developing individual plans and goals, based on a shared racial equity framework, as well as their core business and services. This provided the public with an important opportunity to engage with the preliminary citywide framework alongside agency plans and provide input to further shape more detailed citywide goals. Leveraging feedback from the Preliminary Racial Equity Plan, the Mayor's Office further articulated that citywide framework into a shared layer of cross-cutting priorities that connect agency-level work and focus attention on addressing disparities that no single agency can solve alone. The eight goals below are the product of that process.

The **Citywide goals are cross-cutting, aim to provide a shared direction, and**

serve as an initial set of priorities. They are not an exhaustive list of all disparities or all of the work ahead to advance towards our vision for racial equity. They complement agency plans; they do not replace them. Agencies remain fully accountable for every goal, outcome, strategy, and indicator in their own plans, including priorities the cross-cutting goals do not capture. Where an agency's work is relevant to and helps advance a cross-cutting goal, that connection is called out, creating two levels of accountability: agencies for their own commitments and the City overall for the eight shared goals in this section.

Progress for each of these goals will be monitored using available data by race, ethnicity, neighborhood, and/or other categories, where data are consistently available. Where needed, we will work to strengthen data systems and build capacity to disaggregate data more consistently.

Citywide Goals

1. Connectivity

Goal: By 2034, increase home broadband adoption in the most under-connected neighborhoods, with data disaggregated by neighborhood.

- Reliable, affordable internet is essential to employment, education, health care, and easier access to government services, yet close to 30% of households lack a home broadband subscription and the percentage is even higher in Black, Latino, low income, and older adult households. For some neighborhoods – many in the Bronx and high poverty areas – nearly 40% of households do not have high speed broadband subscription. Led by the Office of Technology and Innovation, with support from agencies including HPD and NYCHA and community institutions, this goal focuses resources on neighborhoods with the greatest home broadband adoption gaps so that where a New Yorker lives does not determine their access to opportunity.

2. Unemployment

Goal: By 2034, reduce unemployment rates for Black, Latino, and Asian American populations relative to 2026 rates, including but not limited to by improving workforce development program outcomes.

- Citywide economic growth does not benefit all New Yorkers equally. This goal aims to address documented racial disparities in unemployment through a range of strategies over time, including investments in economic mobility and workforce development, targeted supports for people facing elevated barriers to education and employment, as well as efforts to modernize outdated requirements for City jobs while

maintaining essential job qualifications. Key agencies include NYC EDC, SBS, DSS, NYCHA, and DCAS, among others.

Our city has an interest in addressing demonstrated disparities and an obligation to know where disparities are growing. We will work to ensure that economic growth that creates good jobs is widely shared and will work to use all available levers to address the myriad reasons for unequal unemployment outcomes, including discrimination, occupational segregation, and systemic exclusion from opportunity. At the same time, we know that broader economic conditions (e.g. recessions, labor-market shifts, changes in federal policy) impact the availability of jobs, the rise and fall of unemployment rates, and our ability to address disparities.

3. Housing

Goal: By 2034, address racial disparities in rent burden and homelessness by dramatically increasing the production of new affordable housing opportunities in New York City.

- Decades of policies and procedures have prevented the equitable development of affordable housing across the five boroughs, leading to an extreme shortage of available homes and some of the nation's highest housing prices. This crisis affects the daily lives of nearly all New Yorkers, but it has particularly strong impact on Black and Latino New Yorkers. Through the Mayor's *Block by Block* housing plan, the City is using an all-of-the-above approach to increase affordable housing opportunities for households seeking to move and for households seeking to stay in their neighborhoods. In addition to tracking growth in the production of affordable housing, the City will also continue to evaluate the racial and ethnic composition of applicants to the City's affordable housing lotteries and the dynamics of neighborhood change through its fair housing planning processes.

Ultimately, this goal expands the availability of affordable housing across the city and works to tackle disparities in rent burden and homelessness, so New Yorkers can live in housing they can afford and are better positioned to meet other essential needs. Key agencies include HPD and DCP, with supporting agencies such as DSS, among others.

4. Early Childhood Education

Goal: By 2034, reduce achievement gaps and racial disparities in literacy, numeracy, and social-emotional development for students by expanding and improving early childhood education and promoting job quality for childcare

workers.

5. K-12 Education

Goal: By 2034, increase the number of integrated NYC public schools with sufficient and stable enrollment, equitable access to academic programs and services, and culturally responsive and adaptive leadership that improve student belonging, engagement, and equitable academic outcomes for Black and Latino students, multi-lingual learners, students with disabilities, and other historically underserved communities.

Long-standing disparities in education have persisted in our city and they are heavily shaped by our city's history of residential and school segregation. Led by NYCPS, these goals aim to:

- Ensure every child accesses high-quality early learning and all the supports that embrace their uniqueness and allow them to thrive. This means stronger educational foundations, diverse learning experiences, and a well-supported early childhood workforce.
- Expand access to integrated schools while ensuring equitable access to strong academic programs, culturally responsive education, supportive student services, and opportunities to thrive.

6. Transportation

Goal: By 2034, reduce racial disparities in transportation access by prioritizing faster, more reliable and accessible bus service in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and communities experiencing the greatest transportation burdens.

- When New Yorkers don't have access to reliable transportation, it limits access to employment, education, health care, and other opportunities and influences economic mobility. This goal aims to reduce racial disparities in transportation by prioritizing faster, more reliable and accessible bus service in communities that have faced some of the greatest transportation and economic burdens. The Administration's *Fast Buses, Better Service* plan centers racial equity by directing investment toward 50 priority corridors where need is highest, many of which serve neighborhoods with limited transportation alternatives, and 34 of which serve TRIE neighborhoods.

7. Justice System Contact

Goal: By 2034, reduce the jail population, which is disproportionately comprised of New Yorkers of color, and operationalize smaller borough-based jail facilities.

- Black and Latino New Yorkers are disproportionately represented in the justice system, making up approximately 88% of the population in custody. This goal aims to reduce unnecessary incarceration and help those who are jailed remain connected to their children, families, and communities. This also allows people to receive other everyday support vital to their stability, including employment, housing and health care. The borough-based facilities and therapeutic hospital beds aim to strengthen community connections by keeping people closer to their homes, building bridges to local networks and improving access to services. Key agencies include DOC as well as supporting agencies like MOCJ and DOP, among others.

8. Health

Goal: By 2034, improve pregnancy-related health outcomes for Black New Yorkers, including but not limited to reducing Black maternal mortality, with progress monitored by race and ethnicity.

- Pregnancy and childbirth should be safe for everyone, yet Black New Yorkers experience substantially higher rates of maternal mortality, severe maternal morbidity, and other pregnancy-related complications than white New Yorkers. Led by DOHMH, and supported by City agency and community partners, this goal focuses on improving access to timely, respectful, and high-quality care before, during, and after pregnancy, while ensuring continuous pathways to affordable primary, preventative, and specialty care.

From Plan to Practice

This Plan is a foundation for sustained action, not an endpoint, and its success will be judged by what actually changes for New Yorkers, not by the existence of the Plan itself.

Key requirements for implementation include the following:

- Continued coordination across all 45 agencies and with MOERJ
- Alignment of resources and budget decisions, including embedding equity in budgeting through appropriate processes, to support the goals in this Plan
- Stronger, more consistent, and more disaggregated data across systems
- Ongoing, meaningful community engagement, not a one-time input period
- Regular assessment of whether strategies are producing real results, with course correction where they are not

City agencies, with guidance and standards from MOERJ, will use their own goals, strategies, and indicators to track progress. MOERJ, through direct support of Equity Planning Managers as well as agency leadership vision, will provide support, tools, training, and technical assistance throughout implementation, including assisting

agencies in developing templates and approaches for data disaggregation as well as convening agencies and stakeholders to identify opportunities for coordination and collective action.

MOERJ will also work with agencies to recommend changes to existing policies and develop new policies that can fundamentally address and transform the systems and institutions in which racial disparities are embedded. In partnership with City agencies, MOERJ will be responsible for continuing to refine the plan every two years, reporting on City progress, incorporating new data, priorities, lessons learned, and continued input from New Yorkers into each planning cycle.

Ultimately, advancing racial equity requires the City to look beyond whether programs and initiatives exist and ask whether they are changing outcomes. The Citywide Racial Equity Plan establishes that expectation: to identify disparities, act on their underlying causes, measure progress transparently, and remain accountable to the communities the City serves each day.

Introduction

Over the course of its history, New York City has been at the forefront of advancing racial equity in the U.S. – shaping pivotal moments of progress while also facing backlash and setbacks along the way. It has been a historical and present battleground to a clash of ideas and a symbol of the arc of justice within United States history in confronting the contradictions of our declared values, creating a "values gap." A country that proclaims "all men are created equal…with inalienable rights…life, liberty, and the pursuit of happiness"[i] in its Declaration of Independence, is also a country which greatly profited off practices and systems of slavery, since the founding of settlements and colonies in the 17th century.

New York City's past is deeply intertwined with the structural racial inequities experienced by its communities of color. This first-ever Citywide Racial Equity Plan comes within this context and reflects an evolution of 400 years of history shaping how the City responds and meets the moment of ensuring New York City centers racial equity in every facet of life.

This report serves to contextualize the deep-rooted challenges that marginalized communities have experienced in their lived experience, both present and past. It provides a roadmap for the governing bodies of the City of New York to actively acknowledge and address historical harms, and through a unified plan, move our city in the direction of progress. Every preliminary City agency plan documented here works together to build a strong foundation within our municipal government and outline a path toward racial equity.

Racial Equity: A Mandate by the People, for the People, and of the People

Following the murder of George Floyd in 2020 and the ensuing racial reckoning and uprisings across the nation, New York City formed the NYC Racial Justice Commission (RJC).

A charter revision commission, the RJC was tasked with identifying and dismantling the structural barriers to racial equity that exist within the City's governance.[ii] Following an extensive public engagement process, the commission proposed significant changes to the City Charter, resulting in three historic ballot measures which overwhelmingly passed in November 2022.

These measures included:

- Adding a preamble to the City Charter that recognizes and commits to clearly outlined values and a vision for a just and equitable city for all;
- Forming an Office of Racial Equity, creating the City's first racial equity plan, and creating a Commission on Racial Equity to establish and sustain a new city

government infrastructure that advances and evaluates racial equity to ensure accountability; and
- Creating a True Cost of Living measure to track the cost of meeting essential needs and thriving in NYC.

These milestones and our new charter amendments represent foundational steps in the City's efforts to institutionalize racial equity across City services and systems.

New York City's history is one of both progress and profound injustice. The journey towards racial equity cannot be understood without acknowledging the pivotal moments and themes that have brought us to the present.

1624: Settler-Colonization and Establishment of Slavery

New York's history has been one of colonization, exploitation, and racial oppression. The land New York City stands on today once belonged to the Lenape people, who were forcibly displaced through settler colonialism. From the era of Dutch colonization to modern times, systemic racism has shaped the experiences of Black, Indigenous, Latino, Asian, Pacific Islander, Middle Eastern, and other communities of color.

The story of racial injustice in New York City begins with the arrival of Dutch colonists in 1624, who established New Amsterdam on Lenape land, part of a larger Indigenous territory known as Lenapehoking. The Lenape people, the original stewards of this land, were forcibly displaced by European settlers who claimed exclusive possession of the land, devastating the local environment and using military force to assert dominance.[iii,iv] Prior to Dutch settlements, the pre-colonization Lenape civilization was dense and populous, with as many as 15,000-20,000 people living in what became the five boroughs. The Lenape built travel and trade routes through this land, including roads that later became Broadway in Manhattan and Flatbush Avenue in Brooklyn. Due to its strategic location, Manhattan was a trading hub and seat of government in Lenapehoking.

As the colony expanded, the Dutch introduced slavery in 1626, using enslaved labor from Africa to build the colony's infrastructure. The establishment of Wall Street as a hub for trade included the buying and selling of enslaved people, solidifying the City's role in the Transatlantic Slave Trade and the development of the United States economy. When the British took control of New Amsterdam in 1664, renaming it New York, they further entrenched the system of slavery, making New York the largest slaveholding city in the North by the early 1700s.

The era of Dutch and British colonization entrenched a system of slavery that exploited Black labor to build much of the City's early infrastructure, including the wall associated with present-day Wall Street.[v] The slave market as we know it was deeply prominent on Wall Street. As New York transitioned into a commercial and economic

powerhouse, the exploitation of Black labor continued, and racial inequities were codified in law.

In 1703, about 42 percent of the city's households enslaved at least one person.[vi] By 1741, the city witnessed one of its first major uprisings of enslaved people known as the New York Slave Rebellion, a direct response to the harsh conditions of slavery and systemic violence. Despite the formal Wall Street slave trade ending in 1762, enslaved people were bought and sold informally throughout the City. Although New York formally abolished slavery in 1827, the legacy of slavery continued to shape the City's economy and social structures long after.

Wall Street and the Economic Legacy of Slavery in New York City (19th Century)

New York's economic rise in the 19th century was built on the backs of enslaved people and the exploitation of Black labor. Even after slavery was abolished in the state, Black New Yorkers continued to face systemic exclusion from economic opportunities. The legacy of slavery persisted through Jim Crow laws, segregation, and economic disenfranchisement.

However, during this period New York also became a hub for abolitionist activities and developing the movement. Frederick Douglass gave lectures and mobilized communities in New York City to call for an end to slavery permanently. The Underground Railroad had various routes and safe houses that protected enslaved people in New York, led by New Yorkers like Harriet Tubman.

Free, Black communities like Weeksville in Brooklyn established in 1838, and Seneca Village established in the 1820s in Manhattan, flourished as places of refuge and self- determination. However, these communities experienced violence from governing bodies of New York City. Seneca Village, for instance, was destroyed through eminent domain in the 1850s to make way for Central Park, displacing free Black communities in upper Manhattan.

Civil War: Emancipation and Draft Riots

While slavery was formally abolished in 1827, the City still played a role in facilitating slavery in the South up until the Civil War.

The Civil War deeply divided the City of New York. In the same year that the Emancipation Proclamation was issued, declaring enslaved people free, New York City witnessed one of the worst draft riots in the North. Eleven Black men were lynched and entire Black neighborhoods were destroyed, fundamentally changing how Black New Yorkers lived and functioned in the city.

After Emancipation, NYC continued to experience significant growth during the Reconstruction Era, developing and building out its infrastructure and expanding its industries. With great wealth coming from new industries, industrialization also brought great inequality, impacting who received what, how, and why. Reconstruction also led to progressive protections and organizing with the growth of labor unions. New York City itself hosted some of the largest labor union protests and demonstrations.

The Great Migration and Harlem Renaissance

The Great Migration starting in the 1910s and 1920s led to a large influx of Black migrants moving from the rural South, where Jim Crow systems dehumanized and continued to hold systems of slavery and exploitation against Black Americans. The mass migration altered Harlem and created the conditions for the Harlem Renaissance, a moment of great significance where Black artists, musicians, and community members produced some of the United States' defining work and shaped U.S. history and culture through music, arts, sciences, diplomacy and so much more. Despite these contributions and advancements, the Harlem Uprisings of 1935 and 1943 signify how economic exploitation and police brutality impeded Black liberation in New York City.

Segregation and Desegregation: The Struggle for Racial Equity

As New York City entered the 20th century, racial segregation was entrenched through policies such as redlining, which prevented Black and immigrant communities from accessing homeownership and financial stability. The Home Owners Loan Corporation (HOLC) and the Federal Housing Administration (FHA) systematically denied loans to neighborhoods with predominantly Black populations, contributing to cycles of poverty and disinvestment that have persisted to this day. HOLC provided maps that set guidelines for banks when deciding where to offer mortgages.

The consequences of these policies are evident today: median household net worth of white New Yorkers is roughly $276,900, nearly 15 times that of Black New Yorkers, at $18,870.[vii] Much of this stems from a housing policy meant to privilege and favor one set of New Yorkers over another.

The Civil Rights Movement of the 1960s saw significant victories, such as the desegregation of public spaces and schools, but the battle for racial equity in housing, education, and employment remained unfinished. The Civil Rights movement also ushered in advocacy for immigration protections, leading to the passage of the Immigration and Nationality Act of 1965 and fundamentally altering New York City's population.

While these civil rights advancements occurred, the City of New York and its governing

bodies also played a role in the mass displacement of Black and Latino New Yorkers in the Bronx, with the construction of the Cross Bronx Expressway, created by public builders. The construction of these new highways in the 1950s and 1960s led to the mass displacement of at least 40,000 Bronx residents, and the redlining of newly built environments.

And yet, New York City agencies and bodies also played a role in the creation of human rights laws in the 1960s, amid the broader civil rights-era movements. At the time, Black and Puerto Rican communities strategically organized for better services and Lincoln Hospital became an important focal point. In 1969 roughly 200 mental-health workers at the Hospital took control of its mental-health program, demanding greater community control and in 1970 the Young Lords and allies occupied the Hospital to protest inadequate health care and greater community control. During this period (1960s-1970s), NYC also reorganized and expanded social services and other institutions, including the Department of Social Services and Human Resources Administration. These developments reflect broader changes in the city's approach to services alongside growing pressure from communities for better services and accountability. The Black Panther Party – which influenced the Young Lords – also built models of mutual aid in New York City in the 1960s, including its Free Breakfast Program for Children. Decades later, such models demonstrated the feasibility and importance of universal free school meals and the principle that no child should go hungry.

The Modern Era: From Civil Rights to Black Lives Matter (1960s-present)

The latter half of the 20th century saw New York City become a battleground for racial justice.

The Civil Rights Movement brought about significant legal changes, but racial disparities persisted. The fiscal crisis of the 1970s hit communities of color hardest, and the introduction of punitive policing policies in the 1990s further marginalized Black and Latino communities. This led to mass incarceration and systemic over-policing, where Black and Latino men were stopped and frisked on average three to five times more than any other group.

More recently, the killings of Eric Garner in 2014 and George Floyd in 2020 reignited the fight for racial justice, leading to widespread protests and a renewed focus on systemic racism in policing, housing, education, and health care. The Black Lives Matter movement has galvanized a new generation of activists, who continue to demand not only the end of police violence, but also the dismantling of all forms of systemic racism that pervade every aspect of life in New York City.

This has all led us to the creation of this moment, right here, right now, to operationalize racial equity into every aspect of City life.

Building a Framework for Citywide Racial Equity Planning

Following the passage of the 2022 racial justice ballot measures—including the creation of the City's first-ever Citywide Racial Equity Plan—the City established the Mayor's Office of Equity & Racial Justice (MOERJ) in October 2023 to build the foundation for this work and advance a vision of government guided by racial justice.

In developing this framework, the City drew lessons from nearly a dozen localities that have undertaken racial equity planning, including Philadelphia, Dallas, and Chicago. New York City also recognized the unique opportunity and responsibility created by its Charter to establish, implement, and sustain a citywide process for addressing systemic inequities through concrete goals, strategies, and structural reforms.

To help guide this work, the City convened a Racial Equity Advisory Board of nonprofit leaders, civil rights advocates, and former government leaders with experience in community engagement and municipal operations. The Board helped shape the citywide planning process, which supported 45 City agencies and entities in developing their first preliminary racial equity plans.

The framework is grounded in the foundational values established in the Charter's preamble, which declares New York City a multiracial democracy and sets out three core values[viii]:

- Our government justly values all talents and contributions.
- Our government ensures the conditions of thriving for every person.
- Our government embraces vigilance, remedy, and reconstruction.

These values guide how City agencies understand their role in advancing racial equity and transforming government.

To put these values into practice, MOERJ worked with agencies to establish cross-divisional racial equity planning teams. More than 200 City agency leaders participated in full-day onboarding workshops covering the Charter amendments, structural racism and government transformation, disaggregated data, community equity priorities developed by the Commission on Racial Equity (CORE)[ix], and tools and technical assistance available to planning teams.

Across the plans, four elements are central to the framework: acknowledging the past, setting measurable goals, developing strategies, and measuring results. Agencies were guided to establish two-, four-, and ten-year goals, outcomes, strategies, and indicators designed to improve equity outcomes for New Yorkers and drive lasting

structural change. These efforts focus on core levers of government, including budgeting, staffing, service delivery, and contracting, to embed racial equity into how government operates.

Building a Shared Language Towards Racial Equity

Shared language is critical when we are working to acknowledge and act on long histories of exclusion and marginalization in relation to identity. While a full list of terms and concepts important to this Racial Equity Plan is described in the Glossary found in Appendix A, below are foundational definitions.

As you read in these pages, it is important to acknowledge and understand that there are different forms of **racism** frequently interacting and functioning at the same time. The term racism can describe the idea that a particular racial group is better than others and is commonly recognized as an individual or group's negative beliefs and/or behavior towards others motivated by such ideas (**interpersonal**). But, just as often, it refers to policies and practices that create unequal outcomes, whether or not those institutions intend to do so (**institutional**), existing inequities that spread within a system of various institutions (**systemic**), as well as different systems that interact to perpetuate widespread racial inequality (**structural**).

We define **racial equity** to refer to an outcome, the achievement of equity with a particular focus on race, or the intersection of race with other characteristics of identity.

Working toward **racial equity** means the intentional closing of gaps in policy, practice, and allocation of city resources through the prioritization of access, opportunities, and resources to those people and communities who, based on or at least in part due to race, have historically faced or currently face marginalization or oppression, underinvestment, disinvestment, or under-resourcing. The practice of racial equity strives to build a city in which outcomes for every group are just as strong as they are for white New Yorkers, so that all New Yorkers, including Black people, Latino people, Asian people, Indigenous people, and other people of color, can thrive.

The term **disparity** means a lack of equality and is used in this plan to refer to a disparity between the experiences, circumstances, or outcomes of white New Yorkers and New Yorkers of color except where the context indicates otherwise. For example, Black New Yorkers have the lowest life expectancy among racial/ethnic groups at 76.1 years, while white New Yorkers have the highest at 81.8 years.[x] Racial disparities can demonstrate unequal treatment and/or access for people of color, often rooted in historical discriminatory policies and practices within institutions, regardless of whether an institution and its actors intend to discriminate or not. These disparities are perpetuated – and in some cases, exacerbated – because they spread and are deeply embedded

within a single system (e.g. health care) and interact across systems (e.g. housing, education, health care).

Racial disparities can be found in virtually all facets of society, including government services and outcomes in various issue areas, including but not limited to health, education, public safety, environment, infrastructure, housing, and economic wellbeing. Disparities compound over time within and across systems. It takes significant, meaningful, and consistent work and resource allocation by various actors to undo and repair them.

When referencing a **diverse workforce**, we are referring to one that includes people with a broad variety of backgrounds and experiences, relating to a wide range of characteristics, such as (among other things) race, national origin, gender (including gender identity), economic status, education institutions attended, family circumstances, languages spoken, neighborhood(s) of residence, cultural awareness, challenges faced, and prior work experiences.

These terms are crucial to building a shared language together to actively and tangibly advance racial equity for the City and create an equity-based approach to our methodology.

Citywide Racial Equity Goals

The Preliminary Citywide Racial Equity Plan established a foundation for racial equity planning across New York City government. Forty-five City agencies developed more than 200 goals, along with more than 800 strategies and 600 indicators to track progress. Together, these agency-level commitments identify the many ways that City policies, programs, services, investments, and internal systems can affect racial disparities—either by reducing them or reinforcing them.

New Yorkers were clear in their feedback. They wanted an answer to a simple question: how will this work improve the conditions people experience in their daily lives, particularly in communities most affected by inequities and structural racism? The Final Plan responds with an initial set of Citywide Racial Equity Goals, built from the Plan's North Stars—a long-term vision for racial equity shared earlier in the plan—and shaped by New Yorkers' desire to see a plan that speaks to lived experience.

These goals do not replace agency-level goals, and no single agency can advance them alone. They are this first Racial Equity Plan's shared goals which speak to conditions we are collectively working to change.

These goals are intended to be directional. They identify an initial set of key areas where the City will work together to improve conditions, reduce disparities, and establish a measurable trajectory for progress. They also recognize that racial inequities are the result of complex and longstanding conditions that cannot be changed through the actions of a single agency or strategy. The goals therefore serve as a commitment to sustained action: to measure disparities, understand where government can make a difference, change policies and practices when they are not producing equitable outcomes, and hold ourselves accountable for whether conditions are improving over time. This approach reflects the central purpose of the Racial Equity Plan—to move beyond naming inequity and toward changing how government makes decisions, allocates resources, delivers services, and measures results.

The eight goals included in this section, spanning connectivity, employment, housing, justice system contact, education, transportation, and health, are intentionally cross-cutting: each draws on relevant work from multiple agency plans as well as other existing City strategies and requires coordination across government. They represent a starting point for action, investment, and adaptation over time, recognizing that meaningful progress will require sustained work beyond a single racial equity planning cycle.

Connectivity

Goal: By 2034, increase home broadband adoption in the most under-connected

neighborhoods, with data disaggregated by neighborhood.

By the Numbers:

- Close to 30% of NYC households, roughly 981,000, lack a home broadband subscription, with even higher rates among Black, Hispanic, low-income, and older adult households.
- For some neighborhoods – particularly in the Bronx and other high poverty communities – nearly 40% of households do not have high speed broadband subscription.
- Over one third of households headed by Black or Hispanic New Yorkers and nearly half of low income and older adult households are not fully connected (home broadband subscription and mobile broadband).
- Citywide, approximately 75% of households have full connectivity.

What This Means for New Yorkers

Reliable, affordable internet is essential for finding a job, attending school, seeing a doctor, and accessing government services more easily. Yet access often still depends heavily on where you live. This goal targets the specific neighborhoods with the lowest connectivity, so that no New Yorker's zip code determines their access to opportunity.

This goal and the work documented in this plan is a steppingstone, and we recognize that reaching and sustaining true digital equity in the most under-connected neighborhoods will require continued investment, support, and ongoing work.

REP highlighted strategies include, but are not limited to, the following:

- Office of Technology and Innovation (OTI): Publish a citywide Internet Access and Adoption Plan, connect 90%+ of NYCHA households to free home internet by 2028, and allocate $2.4 million in Public Computer Centers offering digital-skills and online-safety training.

Connectivity is anchored primarily in OTI's REP, but this goal's reach is supported by collaboration with partner agencies (HPD, NYCHA) and community institutions promoting uptake of these programs among residents.

Unemployment

Goal: By 2034, reduce unemployment rates for Black, Latino, and Asian American populations relative to 2026 rates, including but not limited to by improving workforce development program outcomes.

By the Numbers[2]:

- Citywide unemployment is 5.2%, but the racial disparity is profound: Black New Yorkers face 8.5% unemployment, more than three times the white unemployment rate of 2.5%.
- Latino unemployment is 6.8%, more than double the white unemployment rate.
- The unemployment rate for Asian New Yorkers is 4.9%, nearly double the white unemployment rate and trending upward.

What This Means for New Yorkers

A resilient citywide economy can mask gaps and obscure who benefits from it. The unemployment rate for Black, Latino, and Asian American New Yorkers is higher than that for white New Yorkers. This goal tackles that inequity head-on, so the City stays honest about whether economic opportunity is reaching Black, Latino, and Asian American New Yorkers in addition to white New Yorkers.

Our city has an interest in addressing demonstrated disparities and an obligation to know where disparities are changing. We will work to ensure that economic growth that creates good jobs is widely shared and use all available levers to address the myriad reasons for unequal unemployment outcomes, including discrimination, occupational segregation, and systemic exclusion from opportunity. At the same time, we know that broader economic conditions (e.g. recessions, labor-market shifts, changes in federal policy, etc.) impact the availability of jobs, the rise and fall of unemployment rates, and our ability as a City to address disparities.

REP highlighted strategies include, but are not limited to, the following:

- Small Business Services (SBS): Connect people from economically disadvantaged communities with high unemployment to quality workforce services, with a goal of registering 5,000 jobseekers in the Workforce1 system by 2028.
- NYC Housing Authority (NYCHA): Expand resident connection to high-quality employment and educational services to increase opportunities for underserved, low-income, primarily black and brown communities, including Childcare Business Pathways Program, NYCHA Residency Training Academy construction track, and more.
- NYC Economic Development Corporation (EDC): Expand access to career pipelines that lead to long-term economic mobility for underserved communities, including investing $2 million in economic mobility networks in Sunset Park and Hunts Point and grow financial investment in workforce and entrepreneurship programs to $7 million by 2028.

[2] Data reflects unemployment for the second quarter (Q2) of 2026.

- Department of Citywide Administrative Services (DCAS): Review approximately 150 civil service titles by 2028 to reform outdated minimum-qualification requirements that screen out qualified candidates.

Housing

Goal: By 2034, address racial disparities in rent burden and homelessness by dramatically increasing the production of new affordable housing opportunities in New York City.

By the Numbers:

- Approximately 70% of New Yorkers in low-income, renter households are Black or Latino.
- 36% of Black- or Latino-headed households are severely rent burdened, meaning they pay at least 50% of their income each month toward rent, compared with 28% of white-headed and 29% of Asian-headed households. Latino-headed households have the highest overall rent-burden rate, meaning they pay at least 30% of their income each month toward rent, at 59%.
- People of color, particularly Black and Latino New Yorkers, are overrepresented among people experiencing homelessness in our city, underscoring racial and economic inequities and disparities in access to affordable and supportive housing.
- In recent years, the vast majority (83%) of New Yorkers who have received City-financed, new construction homes have been people of color – approximately 35% Black, 32% Latino, 10% Asian, and 6% multi-racial.

What This Means for New Yorkers

Decades of policies and procedures have prevented the equitable development of affordable housing across the five boroughs, leading to an extreme shortage of available homes and some of the nation's highest housing prices. The most recent NYC Housing and Vacancy Survey found a rental vacancy rate of 1.4%, the lowest in half a century, and a mere 0.4% for the lowest-rent apartments were available. This crisis affects the daily lives of nearly all New Yorkers, but it has particularly strong impact on low-income households, who are disproportionately Black and Latino.

Through the Mayor's *Block by Block* housing plan, the City is using an all-of-the-above approach to increase affordable housing opportunities for households seeking to move and for households seeking to stay in their neighborhoods. In addition to tracking growth in the production of affordable housing, the City will also continue to evaluate the racial and ethnic composition of applicants to the City's affordable housing lotteries and the dynamics of neighborhood change through its fair housing planning processes. For example, when looking back at the decade from 2010 to

2020, the Department of City Planning found that the neighborhoods with the highest housing growth rates also experienced the highest population gains among Black and Latino New Yorkers, while the neighborhoods with the lowest housing growth rates experienced Black population loss.

REP highlighted strategies include, but are not limited to, the following:

- Department of City Planning (DCP): Advance fair housing growth by implementing the 2025 Charter Revision Commission amendments, which will permit the creation of affordable housing in community districts that historically excluded New Yorkers who have experienced economic or racial marginalization.
- Housing Preservation and Development (HPD): Increase the share of affordable homes financed in areas with limited affordable housing options by prioritizing affordable housing financing projects that combat segregation and foster inclusive communities.
- DCP: Implement the City of Yes for Housing Opportunity plan, which replaces outdated zoning laws with equitable policies that promote affordable housing, particularly in neighborhoods that have not produced significant new housing in recent decades, by creating additional zoned capacity for 82,000 homes.
- HPD: Publish the first Fair Housing Growth Strategy, in accordance with Local Law 167 of 2023, which will set housing production targets across the city and for each community district, with the greatest growth changes identified in the community districts that have grown the least over the past decade. The plan will also identify obstacles to achieving these targets and strategies to overcome them.
- Department of Social Services (DSS/HRA/DHS): Create 1,000 deeply affordable homes through the Affordable Housing Services program by the end of 2026, helping extremely low-income households afford permanent housing.

Early and K-12 Education

Goal: By 2034, reduce achievement gaps and racial disparities in literacy, numeracy, and social-emotional development for students by expanding and improving early childhood education and promoting job quality for childcare workers.

Goal: By 2034, increase the number of integrated NYC public schools with sufficient and stable enrollment, equitable access to academic programs and services, and culturally responsive and adaptive leadership that improve student belonging, engagement, and equitable academic outcomes for Black and Latino students, multi-lingual learners, students with disabilities, and other historically underserved communities.

By the Numbers:

- Approximately 80% of households in New York City cannot afford child care, and affording care is often more challenging for Black and Hispanic households who on average earn less than the median income.
- Racial and economic segregation across NYC schools exacerbates disparities in access to high-quality learning opportunities, with inequities intersecting across race, poverty, disability, and English learner status.
- In the 2025-26 school year, Citywide proficiency among students in grades 3-8 was 50.3% in ELA and 57% in math, but racial disparities persist.
    - ELA and math proficiency among Black and Latino students was substantially lower than among white and Asian students, with proficiency gaps of roughly 24-36 percentage points across the two subjects and racial and ethnic groups.

What This Means for New Yorkers

Long-standing disparities in education have persisted in our city and they are heavily shaped by our city's history of residential and school segregation. These goals aim to:

- Ensure that every child has access to high-quality early learning and all the supports that embrace their uniqueness and allow them to thrive. This means stronger educational foundations, diverse learning experiences, and a well-supported early childhood workforce.
- Advance educational equity by increasing access to integrated schools and equitable access to strong academic programs, supportive student services, and opportunities to thrive. In addition, emphasize culturally responsive education, student belonging, and leadership practices to recognize the value of students' racial, cultural, linguistic, and other identities.

Existing and future investments focused on these priorities can help address disparities before they widen, strengthen academic foundations, and improve a student's ability to succeed in school and life.

REP highlighted strategies include, but are not limited to, the following:

- NYC Public Schools (NYCPS):
    - Successfully launch 2-K programming to serve 2,000 students in five selected school districts, building the foundation for further expansion in SY 2027-28, and broadening 3-K capacity to elevate the number of families that have reasonable travel from home to school.
    - Implement an evidence-based curriculum and culturally responsive assessment systems and strengthen community-based partnerships, providing targeted support for new providers, and designing professional learning for diverse models and communities.

- Five school districts will hold superintendent-led working groups in fall of 2026, bringing together school leaders, educators, families, students, and community partners to examine enrollment, student demographic, program access, and academic data and develop locally driven proposals to better align school programs, enrollment, and resources to advance integration and equitable access to opportunity.
- All 32 school districts will have superintendent-led working groups by fall of 2028, implementing locally driven strategies to advance integrated, sustainably enrolled schools and equitable access to high-quality programming.
- Ensure that curriculum and materials reflect the diversity of the families and communities served in NYC, including integration of culturally relevant curriculum such as Black Studies, Latinidad in Schools, and Hidden Voices Resources into literacy and Social Studies instruction, accompanied by professional learning and district support to ensure systemic equitability across districts.

These goals are anchored in NYCPS's work; However, their success is heavily supported by collaboration with partner agencies and community providers.

Transportation

Goal: By 2034, reduce racial disparities in transportation access by prioritizing faster, more reliable and accessible bus service in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and communities experiencing the greatest transportation burdens.

By the Numbers:

- Approximately 75% of bus commuters are people of color, compared with 67% of overall New Yorkers.
- Lower income New Yorkers ride the bus most frequently but face slower and less reliable service. Additionally, the city's most bus-dependent neighborhoods have longer commutes, fewer bus lanes, and are disproportionately majority Black and Latino communities.
- The average white New Yorker can reach over 990,000 jobs within a 45-min transit commute, while Black, Latino, and Asian New Yorkers reach 44%, 22%, and 14% fewer jobs, respectively.
- Bus commuters also tend to have lower incomes, making reliable access to transportation essential to employment and economic opportunities.

What This Means for New Yorkers

When New Yorkers don't have access to reliable transportation, it limits access to employment, education, health care, and other opportunities that can influence economic mobility.

This goal focuses on reducing racial disparities in transportation access and requires prioritizing faster, more reliable and accessible bus service within communities that have faced some of the greatest transportation and economic burdens. By centering these neighborhoods, the City can help remove a structural barrier to opportunity and support pathways to greater economic stability and mobility.

The Administration's *Fast Buses, Better Service* plan will have profound impacts on New Yorkers of color by directing investment toward 50 priority corridors where need is highest, many of which serve neighborhoods with limited transportation alternatives, and 34 of which serve TRIE neighborhoods.

Highlighted strategies include, but are not limited to, the following:

- Increase access to fast and reliable bus service by prioritizing priority bus corridor infrastructure—including dedicated bus lanes, busways, transit signal priority, queue jumps, and other treatments—in TRIE neighborhoods and corridors that provide critical connections to those communities.
- Improve the bus-rider experience in TRIE communities by pairing priority bus corridor investments with accessible bus stops, shelters, seating, lighting, real-time passenger information, safe pedestrian connections, accessible boarding infrastructure, and more.
- Strengthen partnerships with CBOs and residents in TRIE neighborhoods by giving bus riders, youth, older adults, and other community stakeholders a meaningful role in identifying bus needs, shaping project proposals, and evaluating outcomes.
- Measure whether faster buses reduce racial and socioeconomic disparities in transportation access by tracking travel time, reliability, wait times, bus speeds, accessibility, and connections to jobs with data disaggregated by neighborhood and demographic characteristics.

This goal is anchored in DOT's work; However, their success is heavily supported by collaboration with City and community partners, including the Office of Mass Engagement (OME).

Justice System Contact

Goal: By 2034, reduce the jail population, which is disproportionately comprised of

New Yorkers of color, and operationalize smaller borough-based jail facilities.

By the Numbers:

- There are approximately 6,542 people in custody (6,767 on 1/1/26)
- 83% of people in custody are pre-trial.
- The median length of stay is approximately 138 days and the average length of stay is approximately 251 days.
- Approximately 88% of the population are Black/African American and Hispanic/Latino (55.9% and 32.1%, respectively)

What This Means for New Yorkers

This goal focuses on reducing the number of people who are jailed and how long they spend in jail, a change that would significantly impact Black and Brown communities given the disproportionate representation of Black and Latino people among those in custody, the negative impact it has on their employment, housing, and health, and the intergenerational trauma it causes. This goal aims to reduce unnecessary incarceration and help those who are jailed remain connected to their children, families, and communities, as well as everyday supports vital to their stability, including employment, housing and health care. For those who are held, the borough-based facilities and therapeutic hospital beds aim to strengthen community connections by keeping people closer to their homes, building bridges to local networks, and improving access to services.

Taken together, existing and future strategies can reduce the harm caused by unnecessary incarceration, strengthen the services and support that produce stability, and help prevent future contact with the justice system.

Progress will be tracked by race and ethnicity, including changes in the number of people of color in custody, disparities in length of stay, and other measures of justice-system involvement.

REP highlighted strategies include, but are not limited to, the following:

- Department of Correction (DOC): Center community voices to inform design, improvement of operations, and overall human experience in all borough-based jail facilities as well as operationalize all facilities, centering safety and well-being for those in custody and staff through space for quality education, health, and therapeutic programming.
- Mayor's Office of Criminal Justice (MOCJ): Work to ensure equitable access to outcomes from City-funded programs, including diversion and alternatives to incarceration, supporting the overall goal of expanding diversion opportunities and reducing racial disparities. A focus on measuring diversion program

utilization and disaggregated participant outcomes helps understand whether eligible young people are accessing and benefiting from opportunities equitably.

Health

Goal: By 2034, improve pregnancy-related health outcomes for Black New Yorkers, including, but not limited to, reducing Black maternal mortality, with progress monitored by race and ethnicity.

By the Numbers:

- In 2017, NYC DOHMH recorded 284 cases of severe maternal morbidity[3] for every 10,000 live births. Black women experienced the highest rate of severe maternal morbidity, at 457 cases per 10,000 births.
- Black New Yorkers were about five times more likely to die from pregnancy-associated causes than white women and pregnant people.
- The five-year pregnancy-associated mortality ratio for Black New Yorkers was 127.3 deaths per 100,000 live births in 2022, compared with 52.3 citywide—about 2.4 times the citywide rate.
- In 2022, 28 of the city's 66 pregnancy-associated deaths (42.4%) were among Black New Yorkers, despite Black New Yorkers accounting for 17.5% of live births.

What This Means for New Yorkers

Pregnancy and childbirth should be safe for everyone, yet persistent racial disparities demonstrate this is not the reality for Black people. Structural racism, longstanding inequities, and disparities in access to and quality of care contribute to inequitable outcomes. This includes maternal mortality, severe maternal morbidity, pregnancy and childbirth complications, and other serious health consequences.

This goal is about making sure Black New Yorkers get safe, timely, quality, and respectful care before, during, and after pregnancy, because no one should have to face preventable long-term health consequences or death as a result of pregnancy or childbirth. This includes continuous pathways to affordable primary, preventative, and specialty care.

Progress will be monitored by race and ethnicity across key pregnancy-related health outcomes, including maternal mortality and severe maternal morbidity. Data should help us understand whether interventions are working, where gaps in care persist, and if strategies need to be adjusted to improve outcomes for Black people.

[3] Defined as life-threatening complications of labor and delivery that result in significant short- or long-term consequences to a woman or pregnant person's health.

REP highlighted strategies include, but are not limited to, the following:

- Department of Health and Mental Hygiene (DOHMH): Invest in place-based approaches that reduce health care segregation and improve access to care, and to work directly with the communities most affected to improve the quality of pregnancy and postpartum care.
- NYC Health + Hospitals (H+H): Work to increase the number of uninsured New Yorkers connected to affordable, high-quality primary, preventative, and specialty care, regardless of their ability to pay, helping to ensure a continuous pathway to care.

Together, these eight goals begin to translate the Racial Equity Plan's North Stars into measurable standards of progress. They are cross-cutting and directional, providing a foundation that can evolve over time. Advancing them will take ongoing investment, support, as well as coordination and partnership inside and outside of government, but the City is accountable for monitoring whether conditions are improving over time and disparities are being addressed.

Snapshot: Areas of Focus and Common Themes

Background

In the City's first-ever Citywide Racial Equity Planning process, 45 city agencies worked with MOERJ and within their agency to build their first racial equity plan.

The core business of these 45 agencies includes one or more of the following:

- **Children, Youth, Older Adults, and Families**
- **Economy**
- **Housing and Preservation**
- **Infrastructure and Environment**
- **Health and Wellbeing**
- **Community Safety, Rights, and Accountability**
- **Good Governance and Inclusive Decision-Making**

Goals, strategies, outcomes, and indicators varied across racial equity plans, but common themes were established early on due to the framework that guided agencies to not only work towards improved equity outcomes for New Yorkers, but structural reforms that create lasting change and new norms in our city government.

Common Themes

- **Budget Reallocation** – Shifting existing resources to address equity priorities outlined in plans
- **Equitable Service Delivery** – Analysis and reform of core services to address racial disparities in access and/or outcomes
- **Targeted Investment** – Directing budget resources towards target neighborhoods and/or populations historically underserved
- **Reversing Past Harms** – Specific acknowledgment of past harms and strategies to reverse or mitigate community impact
- **Reducing Disproportionate Enforcement** – Promote preventative and alternative actions that avoid disproportionate enforcement
- **Supporting Business Diversity** – Administering M/WBE programs to meet City M/WBE goals identified in disparity studies in compliance with local, state, and federal law
- **Disaggregating Data** – Commitment to begin or expand data disaggregation by race and other characteristics to continually identify and address inequities

- **Building Organizational Capacity & Diversity** – Diverse workplace culture and training as well as equitable recruitment, retention, and promotion practices.
- **Advancing Pay Equity** – Analyzing and addressing equitable compensation as well as occupational segregation[4]

[4] Occupational segregation is the under-representation or over-representation of a group, identified on the basis of a shared characteristic protected by the employment related provisions of the City's human rights law, in a position or field of work to the detriment of that group's ability to obtain higher levels of pay, responsibility, flexibility, stability, or other indicators of job desirability.

Children, Youth, Older Adults, and Families



Children, Youth, Older Adults, and Families

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: **Quality and culturally relevant child and youth supports, including early childhood and pre-kindergarten through twelfth grade education**.

Structural racism has profoundly impacted the opportunities available to children, youth, older adults, and families of color across our city. Generations of discriminatory policies and practices in education and social support have created barriers that prevent many families from thriving. The resulting disparities leave many children, youth, older adults, and families disproportionately impacted by poverty, instability, and limited access to vital resources.

Inequities in Education

For children and youth in New York City, educational inequities have long been a defining issue. The roots of these disparities trace back to the origins of free public schooling in the early 19th century, where access was initially limited to white children. Over time, racism concentrated families of color in underfunded areas, resulting in stark contrasts in educational opportunities. Children of color continue to face barriers to accessing quality early education, disproportionate rates of inappropriate discipline, over-referral for special education, and lower levels of academic readiness, all of which have profound life-long effects on students of color, limiting their career options, earnings potential, and overall sense of well-being and happiness.

Today, over 70 years after the Supreme Court unanimously ruled in *Brown v. Board of Education* that “separate but equal” education is inherently unequal, that reality continues to be borne out. Disparities persist even after numerous ambitious attempts to remedy them, including court-ordered school desegregation orders, federal Title I funding aimed at narrowing school budget gaps, the bipartisan No Child Left Behind legislation early in this century, and innovations like school vouchers and charter schools. A McKinsey & Company analysis shows that, at the pre-pandemic pace, achieving educational parity would take between 60 to 160 years.[xi] The pandemic only exacerbated those gaps, with much larger declines for Black students in National Assessment of Education Progress math scores compared to their white peers.

Disparities in Child Welfare and Juvenile Justice

Additionally, systemic racism in the child welfare and juvenile justice systems have

disproportionately harmed Black and Hispanic[5] children and families. In the child welfare system, racism and biases against these communities influence the reports made to the Statewide Central Register (SCR), with racial disparities established at the earliest stages of child welfare contact. In fiscal year (FY) 2025, African American/Black non-Hispanic and Hispanic/Latinx children represented 36.1 percent and 46.2 percent of SCR intakes, respectively, compared with 6.3 percent of white and 3.6 percent of Asian/Pacific Islander children.[xii] Similar patterns appeared in FY 2023, when African American/Black non-Hispanic and Hispanic/Latinx children accounted for 36.8 percent and 46.3 percent of SCR intakes, respectively, compared to 6.8 percent of white and 5.1 percent of Asian/Pacific Islander children.[xiii] Despite these disparities at the intake stage, families of different racial and ethnic backgrounds were referred to prevention services at roughly equal rates. There are many instances where a family is reported to the SCR unnecessarily, causing the City to respond. When a child is not in danger of maltreatment, families would be better supported with services or concrete resources rather than a child protection response.

The result is undue stress for largely Black and Hispanic families. As a result of the high rates of reporting, African American/Black non-Hispanic and Hispanic/Latinx children and families are overrepresented at virtually every stage of the child welfare process. Although the disparity decreases once the City receives the report and begins a response, it is essential to eliminate disparate outcomes that can be traced to an individual's or family's race or ethnicity throughout systems. The impact is also visible in the juvenile justice system. From 2021 to 2024, the number of youth in detention rose dramatically, widening the disparity for youth of color.[xiv]

Barriers to Social Services

The pervasive impacts of poverty on families in New York City are exacerbated by systemic racial inequities, creating profound disparities in social services and support for families of color. For decades, welfare policies and systems systematically excluded people of color, often due to racial discrimination in employment practices and eligibility criteria. Programs such as work-based social insurance under the 1935 Social Security Act required formal employment with payroll contributions, excluding many Black Americans who often were employed informally and paid in cash.[xv] Additionally, public assistance programs such as the Aid to Dependent Children primarily benefitted white widows, further marginalizing people of color who needed support.

New York City is home to over 8.3 million residents with about two-thirds identifying as people of color, 18 percent living below the poverty threshold, and 23 percent reporting they don't speak English very well or at all.[xvi] Through anti-

[5] Data sources and historical documents may use different language to describe people, identities, and communities. When quoting, citing, or otherwise referring to these sources, we retain the terminology used in the original source to remain faithful to the data and context.

poverty programs and initiatives, the City serves low-income New Yorkers, a disproportionate number of whom are people of color, reflecting the ongoing impact of structural racism. For example, poverty rates among Black, Asian, and Latino, New Yorkers are significantly higher than for white New Yorkers, with 23 percent, 24 percent, and 26 percent respectively, compared to 13 percent.[xvii] These disparities reflect generations of discrimination including redlining that limited intergenerational wealth transfer and unequal access to education. Poverty is also a strong predictor of homelessness, coupled with higher incarceration rates, lack of affordable housing, and income inequality. In New York City and throughout the country, people of color, particularly Black Americans are over-represented among homeless populations, and Black families and individuals are more likely to experience deep poverty than their white counterparts.

People of color are also disproportionately represented among residents receiving certain forms of City assistance and social services, including shelter services for families and single adults. These patterns also carry over to specific programs such as Cash Assistance and Supplemental Nutrition Assistance Program (SNAP), highlighting the persistent racial and socioeconomic disparities in poverty and the need for social services.

Spotlight: Barriers for Youth

Through a competitive process with community-based organizations, the City offers organizations an opportunity to propose citywide services that support NYC youth and their families. However, youth and families often experience multiple barriers to services and remain underserved. Moreover, gaps in the diversity of nonprofit leadership further exacerbate existing disparities in service delivery for youth. Research has shown that youth-serving organizations with diverse leadership and staff are better positioned to understand and address the needs of young people of color,[xviii] who make up approximately 70 percent of NYC's youth population.[xix] Studies also indicate these youth often face greater barriers accessing culturally responsive programming and support services. More broadly, a 2023 analysis of nonprofit demographics in the New York City metropolitan area found that white CEOs and leadership teams represent 64 percent and 61 percent of nonprofit leadership, respectively, while making up only 39 percent of the region's population. Conversely, Black, Indigenous, and People of Color (BIPOC), who make up 61 percent of the population, are significantly underrepresented, accounting for only 36 percent of nonprofit CEOs.[xx] It remains vital to support organizations that have diverse experiences, cultural competency, local knowledge, and connections to foster the development of programs that meet the unique needs of NYC's communities.

xviii, xix, xx

Spotlight: Barriers for Veterans

Veterans of color and their families have also been affected by discriminatory policies. Veterans of color often face additional hurdles in accessing housing, health, and disability benefits due to systemic biases in military discharge statuses. According to a 2022 report from the Connecticut Veterans Legal Center, between 2014 and 2020, Black service members accounted for nearly 18 percent of separations while also accounting for over 25 percent of Other Than Honorable discharges and more than 30 percent of General discharges.[xxi] These non-honorable discharge statuses create a barrier to accessing VA healthcare as they prevent Veterans from accessing the full suite of benefits they could be entitled to. A Yale statistician's analysis of VA records revealed that, over a two-decade period, the VA denied Black Veterans disability compensation claims at an average rate of 29.5 percent, compared to 24.2 percent of white veterans.[xxii] VA officials often relied on discharge status for disability determination despite federal government studies concluding that Black service members were substantially more likely than their white counterparts to face military justice or disciplinary action due to racial bias. This disparity also limits the ability of Black Veterans to file and obtain VA disability claim compensation, which negatively impacts their income and economic stability.

Moreover, studies have shown that Black Veterans are overrepresented in the nation's homeless Veteran population, suggesting that race is an important risk factor for housing insecurity. Being Black is associated with a 1.5 times increased risk of homelessness among VA Health Administration service users. In addition, Black Veterans are four times more likely to be homeless than white Veterans.[xxiii] In urban centers, which are home to some of the country's largest communities of color, co-ops often serve as a "housing ladder" entry point for first-time home buyers, allowing middle class residents to own real estate that is more affordable. However, not being able to use the VA home loan to purchase co-ops significantly limits homeownership opportunities particularly for communities of color in dense urban centers where co-op stock is high.

In 2006, legislation introduced by Congress Member Carolyn Maloney and Senator Chuck Schumer allowed the U.S. Department of Veterans Affairs (VA) Home Loan Program to guarantee share loans for co-ops. However, a five-year sunset clause was placed in the U.S. Code, and the VA did not effectively notify the public that co-ops were only temporarily included in the VA Home Loan Program. Consequently, no transactions occurred during the five-year pilot period, leading to the lack of renewal of VA guarantees for co-ops after 2011 due to the lack of activity. This oversight effectively excluded affordable cooperative housing from the VA Home Loan Program, which is particularly significant since co-ops represent a critical pathway to homeownership in major urban centers where many veterans reside and where single-family homes are often financially out of reach.

xxi, xxii, xxiii

Spotlight: Older Adults

Racial disparities across education, support infrastructure, and other realms compound over time, leading to significant harm and poor outcomes for communities of color. According to the 2021 American Community Survey, from 2010 to 2021, New York City's ethnic and/or racial populations grew rapidly in comparison to the white non- Hispanic older population. The Black non-Hispanic population increased by 22.9 percent, the Hispanic population by 39.5 percent, and the Asian non-Hispanic population alone by 66.5 percent. By 2021, 61 percent of older New Yorkers belonged to non-white ethnic and/or racial groups, compared to 56 percent in 2010. Despite this demographic shift, older adults from these communities have historically experienced inadequate or imbalanced service delivery, resulting in negative consequences that must be urgently addressed.

The COVID-19 public health emergency further showcased these disparities, leading to the most significant drop in the average lifespan in the century, from 82.6 years in 2019 to 78 years in 2020. However, the decreases in life expectancy were not experienced equally among all New Yorkers, with Black and Hispanic/Latino New Yorkers bearing the brunt of this impact and underscoring the urgent need for coordinated, systemic change.[xxiv]

[xxiv]

Unified Commitment

The agencies in this section are committed to addressing these longstanding inequities across public systems and to ensuring that every child, youth, older adult, and family has equitable access to the resources needed to thrive.

Administration for Children's Services

Mission and Commitment

The Administration for Children's Services (ACS) protects and promotes the safety and well-being of New York City's children, young people, families, and communities by providing high-quality child welfare, juvenile justice, and childcare assistance.

ACS acknowledges the complex and difficult history of the child welfare and juvenile justice systems, which have contributed to systemic harm for Black and Latino children and families in New York City. Fulfilling our protective mission requires an equitable system where an individual's or family's race or ethnicity does not impact their experience, path, or outcomes. In the child welfare system, we see the greatest disproportionality and disparity at the "front door," meaning systemic racism and biases against African American/Black and Hispanic/Latino people may influence the reports made to Statewide Central Register of Child Abuse and Maltreatment (SCR). There are many instances where a family is reported to the state unnecessarily—reports that ACS must respond to by law—as a child is not in danger of maltreatment, and the family would be better served by supportive services or concrete resources rather than a child protection response.

ACS is committed to addressing this disparity at the front door by collaborating with system partners and communities to eliminate bias in the reporting of child abuse and neglect, while also educating mandated reporters to better understand when a report is and isn't required.

ACS understands that reducing racial disparities in child welfare and juvenile justice requires addressing the structural conditions—including economic insecurity, inadequate access to housing, and historically underfunded community supports—that too often bring families to the attention of the child welfare system. Our prevention and diversion strategies are designed to support efforts across City government and the nonprofit sector to strengthen the community infrastructure that helps families thrive.

ACS is dedicated to equitable services by embedding linguistic accessibility across all of its programs. ACS provides professional interpretation and translates vital materials for all families navigating prevention, child protection, foster care, and the juvenile justice system.

ACS extends our deepest gratitude to the late Tyler James, Director of Race Equity Strategies. Tyler's leadership and vital contributions during the development of this report were instrumental to its completion. He is greatly missed by his colleagues at ACS.

Racial Equity Goals

The broader indicators below serve as key measures of progress toward reducing racial disparities across all goals and strategies, supplementing the specific metrics tracked under each individual goal.

- Percent of children involved in investigations disaggregated by race and ethnicity compared to their proportion in the NYC child population
- Percent of children in indicated investigations that have Article 10[6] placements disaggregated by race and ethnicity
- Percent of children in indicated investigations that have Court Ordered Supervision (COS) case openings disaggregated by race and ethnicity
- Percent of children in care for two or more years with permanency within a year disaggregated by race and ethnicity
- Family Services case openings during or within 60 days of an indicated investigation disaggregated by race and ethnicity
- Detention and Close to Home admissions disaggregated by race and ethnicity

In addition to what is found in this plan, ACS publishes disaggregated data indicating racial disparities on the EquityNYC website, which is updated on an annual basis.[7]

Short-Term

1. **Goal**: Launch school-based early support prevention services to help reduce racial disproportionality at the "front door" by minimizing the risk of involvement with child protection. Through school-based early support prevention services ACS partners closely with schools to connect families to supports and services well before concerns warrant a call to the SCR. The partnering schools are concentrated in the Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and other areas of need
    a. **Outcome**: By FY 2027, serve at least 800 families annually through these upstream, non-investigative services, focusing heavily on historically over-reported communities.
    b. **Strategies**:
        - Monitor and support the development and implementation of this program model for the 11 community providers who received a total of 16 programs

[6] Under Article 10 of the Family Court Act, ACS may file a petition in Family Court on behalf of a child who is alleged to be abused or neglected. This allows ACS to seek child protective orders that may include Court Ordered Supervision, which means the child remains at home with their parent or in the care of another safe adult, with court oversight and orders in place to address the risks of harm to the child. ACS may also seek temporary placement into foster care, which involves placement with a kinship foster parent or placement in another appropriate foster care setting to meet the child's needs, while ACS works with the family to plan for reunification or another appropriate permanency goal.
[7] https://equity.nyc.gov/all-indicators

- Collect and analyze data systematically to identify trends and make informed recommendations for expanding this model, if appropriate
- Continue to train staff in ACS's "you can support a family without having to report a family" approach to connecting families to resources before child welfare involvement (detail provided in medium-term goal #3)

c. **Indicators:**
- Number of families supported with prevention services, disaggregated by race and ethnicity
- Number of community-based referrals to prevention
- Percent of referred families from school-based early support prevention services connected to services

2. **Goal**: Increase community-based referrals to prevention services to help reduce racial disproportionality at the "front door" by minimizing the risk of involvement with child protection
   a. **Outcome**: By the end of 2027, increase referrals from community-based pathways.
   b. **Strategies**:
      - Collaborate with Health & Hospitals to train social workers, physicians, and staff at select hospitals to best identify and connect patients to beneficial family support services
      - Increase awareness amongst families of the Prevention Support Line (212-676-7667) via community tabling, localized media, and inter-agency events to allow parents, caregivers and youth to directly self-refer for concrete items (food, clothing, and household items) without need of a child welfare investigation
   c. **Indicators**:
      - Number of families supported with prevention services disaggregated by race and ethnicity
      - Number of community-based referrals to prevention
      - Percent of community-based referred families connected to services

Medium-Term

1. **Goal:** Advance workforce operational capacity, equity literacy and psychological safety to provide quality services to the communities most impacted by ACS
   a. **Outcome**: By 2029, increase in staff participating in ACS Leadership Institute programming ensuring equity principles and psychological safety are integrated into supervision and casework.
   b. **Strategies**:
      - ACS's Workforce Institute provides motivational interviewing training to direct service staff, leadership, and providers to listen to the perspectives of families and accurately identify their needs

- ACS's Workforce Institute offers Building Coaching Competency training for all direct service staff to support critical thinking. The Workforce Institute will continue to assess the impact of this training on practice and retention.
- Strengthen the organizational and leadership culture to support open discussions without fear of retaliation, facilitate learning, and increase engagement
- Continue development of programs under the ACS Leadership Institute including Executive Coaching (6-hour coaching sessions for senior leaders), Leading and Exploring Through Accountability and Development (LEAD, an 11-month program for mid-level leaders), and Learning, Evolving and Advancing Professionally (LEAP, a program for supervisors in child protection)
- Continue providing Understanding and Undoing Implicit Bias learning curriculum to ACS staff and provider agency staff to improve bias-mitigated critical thinking

c. **Indicators**:
- Number of applications to ACS Leadership Institute
- Number of participants in ACS Leadership Institute
- Percent of Leadership Institute participants reporting increased confidence in applying equity principles and supportive supervision practices

2. **Goal:** Prioritize City investment into community-driven strategies and spaces that contribute to healthy child development and family strengthening, including but not limited to priority neighborhoods identified by TRIE
   a. **Outcomes**:
      - By 2028,
        - Ensure all 30 contracted Family Enrichment Centers (FECs) are operating.
        - Commence 11 new Community Partnership contracts to deepen coalition-based work to refer families to community resources, implement well-being programming, and inform City policy and practice.[8]
   b. **Strategies**:
      - Support the launch of 27 new Family Enrichment Centers (for a total of 30 citywide).[9] Family Enrichment Centers are walk-in centers that are co-designed with and for local families and community members with the goal of strengthening family protective factors, including

[8] ACS's Annual Community District Snapshots (CY 2024) provide data on SCR intakes and investigations, enabling the agency to identify overlaps between high-need areas and TRIE neighborhoods.
[9] More information on FECs can be found at https://www.nyc.gov/site/acs/about/fec.page.

social connection, access to concrete resources, and parental resilience.[10]
- Support implementation of new contracts for 11 community partnerships. Community Partnerships create inclusive spaces for residents, organizations, and government partners (including ACS) to collaborate to improve service connections, design and carry out community engagement initiatives (like clothing drives, resource fairs, holiday giveaways) to help families learn about resources in their neighborhoods, and let families know who they can reach out to for housing, food, childcare, mental health care, and other services.

c. **Indicators**:
- Number of operational FECs
- Number of FEC offerings
- Registration of 11 new Community Partnership contracts
- Number of organizations and agencies participating in Community Partnership coalitions

3. **Goal:** Continue to decrease unnecessary reports to the State Central Register (SCR) child abuse hotline, including those based in racial bias, by promoting a citywide culture shift among mandated reporters from "when in doubt, call the SCR" to "you can support a family without having to report a family," when a child is not in danger of maltreatment
   a. **Outcome**: By 2029, partner with City and State agencies to ensure that both the legal requirements about what must be reported to the SCR, and how mandated reporters can support families who need help, are included in trainings for mandated reporters across public schools, health and mental health providers, and social service providers.
   b. **Strategies**:
      - Continue to partner with City and State agencies to expand ACS training for mandated reporters on "The Evolving Focus of Child Welfare: Addressing Over-Reporting and Providing Family-Centered Supports" across public schools, health and mental health providers, and social services, including those contracted with ACS
   c. **Indicators**:
      - Number of presentations or training sessions provided to mandated reporters
      - SCR reports disaggregated by type of mandated reporter
      - Percent changes of SCR reports by these reporter types over time[11]

4. **Goal:** Strengthen restorative approaches to addressing conflict in juvenile justice settings

[10] The city utilized the Center for the Study of Social Policy's Strengthening Families framework, which identifies protective factors that build family resilience and community well-being.
[11] "Reporter types" means the various types of mandated reporters such as public schools, health and mental health providers, etc.

a. **Outcome**: By 2028, ensure restorative justice practices are embedded within secure detention.
b. **Strategies**:
    - Continue recruiting, training, and developing restorative justice facilitators within the Division of Youth and Family Justice
    - Convene restorative justice circles to collectively repair harm between youth, family members, and employees
c. **Indicators**:
    - Number of actively trained restorative justice facilitators
    - Description of restorative practices in the secure facilities
    - Youth-on-youth assaults and altercations with injury rate in detention (per 100 average daily population)
    - Youth-on-staff assaults and altercations with injury rate in detention (per 100 average daily population)

5. **Goal:** Maintain a fully staffed workforce, prioritizing recruitment of critical frontline titles and essential support staff, to facilitate high-quality service delivery and prevent high caseloads from leading to inequitable outcomes for families
    a. **Outcome:** By 2029, on a continuous basis, hire critical frontline staff ahead of attrition so that actual headcount is not below 85% of budgeted headcount.
    b. **Strategies:**
        - Expand and implement recruitment strategies to support efficient hiring and onboarding for critical frontline titles ahead of attrition
        - Continue to hire operational support staff in key positions to support critical frontline staff
        - Ensure the onboarding of Youth Development Specialists (YDS) and Child Protective Specialists (CPS) continuously reflects the demographic diversity of the families served by attending neighborhood-centered career fairs and localized outreach
    c. **Indicators:**
        - Attrition rates for critical frontline and support titles
        - Hiring rates for critical frontline and support titles
        - Headcounts for critical frontline and support titles
        - Percent of actual headcount compared to budgeted headcount

Long-Term

1. **Goal:** Support young people in preventing contact with the juvenile justice system, strengthen re-entry for those in the juvenile justice system, and provide support in their communities
    a. **Outcome**: By 2034, ensure that 100% of juvenile justice strategies have a focus on prevention, rehabilitation, and expansion of community-based programs.

b. **Strategies**:
    - Assess the efficacy of existing juvenile justice prevention and early intervention strategies
    - Explore the expansion of community-based programs to serve young people before they come to the attention of the Family Court
    - Expand Fair Futures to provide youth with coaches, and housing and educational specialists to put them on a path to success and independent living
c. **Indicators**:
    - Number of youth participating in Alternatives to Detention
    - Enrollment in Fair Futures
    - Percentage of youth admitted to detention with previous admission(s) to detention
    - Utilization of Family Assessment Program (FAP)

2. **Goal:** Support reduction of disproportionate representation of Black and Latino children in foster care by protecting child and family rights during initial contact through Front Door Notification[12]
    a. **Outcome**: By 2032, 100% of active and onboarding Division of Child Protection (DCP) staff consistently and equitably distribute Front Door Notification information, ensuring families understand their rights at the onset of an investigation.
    b. **Strategies**:
        - Continue training Child Protective Specialists (CPS) in providing families with Front Door Notification information about their rights and requests to enter homes to assess the safety of children, as well as resources available within their community
        - Institutionalize semi-annual virtual refreshers to sustain the practice
    c. **Indicators:**
        - 100% of newly hired CPS complete Front Door Notification training during onboarding and 90% of active staff complete semi-annual refreshers
        - An increase in the percentage of case files showing documented Front Door Notification was provided to the family during initial contact

3. **Goal:** Advance equitable foster care practices that maximize kinship placements and expedite safe and permanent placements
    a. **Outcome**: By 2030, ensure that 100% of foster care practices and strategies prioritize timely permanency, safety, and stability and enhanced wellbeing.

[12] Front Door Notification provides families with written information about their rights and supportive services regarding ACS requests to enter and assess the safety of the children.

b. **Strategies**:
    - Expand kinship foster care placement to support successful reunification of children to their families
    - Continue to work with Foster Care Providers to advance respectful and effective practices with families that lead to timely, safe, and stable placements
    - Continue to leverage initiatives such as Fair Futures, College Choice, and Career Choice to bolster youth well-being
c. **Indicators**:
    - Proportion of all children in foster care placed with kin
    - Moves in foster care per 1,000 care days
    - Children maltreated during family foster care placement per 100,000 care days

4. **Goal:** Continued development of Collaborative Assessment, Response, Engagement and Support (CARES) which is a non-investigative response for low-to-moderate risk reported concerns of child abuse and maltreatment. CARES is a core strategy for combating racial disparity and promoting social justice in NYC's child welfare system by shifting low-to-moderate risk cases away from a traditional investigation to a collaborative and less intrusive response for families with service needs which enables families to drive solutions for themselves.
    a. **Outcome**: By 2034, ensure that more than 30% of cases are diverted to the CARES program.
    b. **Strategies**:
        - Continued promotion of increased percentage of cases assigned to CARES track. ACS has implemented practices and case assignment supports for intake teams to assist with identification of cases that are eligible for CARES upon assignment. Practice supports include guidance to assist staff to identify cases initially assigned to investigations to identify when cases can be re-tracked to CARES. A growing percentage of new reports forwarded to ACS from the NY State Central Register are being assigned to the CARES track. ACS launched the program in 2013 as a pilot and has steadily expanded it since 2018. With CARES, there is no court involvement or determination (which can impact employment for confirmed subjects). Instead, specially trained child protective staff assess the safety of the children; partner with the family to identify their needs; empower the family to make decisions about their needs and their children's needs and connect families to appropriate services. The CARES approach is family-centered, family-driven, and solution-focused.
    c. **Indicators:**
        - Number of CARES cases
        - Percent of new child protection cases that are CARES

5. **Goal:** Strive to ensure that first-hand experiences of families and youth impacted by child welfare and juvenile justice guide our work
    a. **Outcome**: By 2034, ensure robust infrastructure and processes for working with parent advocates and parents/youth involved or formerly involved with our systems and continue to use youth experience and family experience surveys to guide decision-making.
    b. **Strategies**:
        - Continued development of Parents Empowering Parents, which embeds parent advocates in all Enhanced Family Foster Care (EFFC) case planning units
        - Continued development of ACS Youth Leadership Council and support of Parent Advocacy Council which provides platforms for young people and parents formerly involved with the child welfare and juvenile justice system to participate in planning, policy development, and decision-making within the agency
        - Continued use of annual *Prevention Services: Family Experience Survey*, asking families receiving prevention services about their experiences, and the biannual *Foster Care Youth Experience Survey*, asking youth about their experiences in care, to provide feedback guiding policy planning and program development
        - Collaborate with Commission on Racial Equity (CORE) to engage stakeholders with lived experience around systems improvement and accountability
    c. **Indicators**:
        - Number of meetings and events held with parent and youth advisory bodies
        - Percent of family survey participants who reported prevention services are helping them achieve their goals
        - Percent of youth survey participants who reported receiving various types of support from their foster care agencies (support can include the following: education, job readiness, independent living workshops, housing support, and connecting with attorneys)

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.

Spotlight Wins

- School Based Early Support request for proposal (RFP) resulted in 16 awards for programs that began at the start of FY25, which is part of ACS' efforts to increase community-based supports. ACS re-envisioned the model for our programs formerly known as ACS Beacon Prevention to partner closely with schools and connect families to supports and services well before concerns warrant a call to the SCR. Providers will connect families to community resources that can meet concrete needs, assist with case management, support caregivers, and avoid unnecessary child welfare investigations. The partnering schools are concentrated in TRIE neighborhoods and other areas of need.

- Successful RFP resulting in 27 new contracts for FECs, which is part of ACS' efforts to increase community-based supports.[13] FECs, which are in TRIE neighborhoods, are walk-in centers co-designed with and for local families and community members with the goal of strengthening family protective factors, including social connectivity, access to concrete resources, and economic mobility.

- Expanded Parents Empowering Parents (PEP) citywide. As of November 30, 2025, over 90 parent advocates have been hired across 20 foster care agencies. The Parents Empowering Parents strategy embeds parent advocates in all Enhanced Family Foster Care (EFFC) case planning units. Parent Advocates work closely with parents to engage and support their partnership in service and permanency planning. ACS sees PEP as a race equity strategy because parents who are better engaged can reach service planning milestones and address the issues that brought the family to the child welfare system sooner, creating opportunities for safe reunification in a timely manner.

- Since January 2023, ACS has conducted or co-led 450 presentations reaching more than 29,000+ mandated reporters in New York City. Titled "The Evolving Focus of Child Welfare: Addressing Over-Reporting and Providing Family-Centered Supports," these sessions provide information about new training requirements for mandated reporters in New York State and guidance on how to assess when a report to the State Central Register for Child Abuse and Maltreatment (SCR) is and is not necessary. We explain a shift underway within child welfare in New York, which is moving the messaging to mandated reporters from "when in doubt, call the SCR" to "you can support a family without having to report a family." The sessions provide detailed information on ACS-funded and other supports and services available for families in New York City and ways to build towards a culture shift from reporting to supporting families with successful engagement, relationship-building, and service referrals. ACS has conducted over 230 sessions reaching

[13] A list of FECs and their locations is available at https://airtable.com/appWIEPGTQbHDihnX/shrwPOWtGcZPBUHqS/tblwKiw56M1296Ugf

16,000+ school and childcare staff; over 110 sessions reaching 6,000+ social services staff; and over 70 sessions reaching 3,000+ health and mental health staff. As a result of this work, SCR reports from these three sectors declined by 14 percent between 2023 and 2025 and the Support Line now receives over 4,000 inquiries per year.

Department for the Aging

Mission and Commitment

The NYC Department for the Aging (NYC Aging) promotes and supports inclusive, safe, affordable, healthy aging. NYC Aging remains steadfast in its role and responsibility to preserve the dignity and quality of life for approximately 1.8 million diverse older New Yorkers by eliminating food insecurity, providing access to affordable, stable housing, enhancing access to quality healthcare services and protecting older New Yorkers from harm and abuse with the ultimate goal of a more age-friendly city in which older adults can age gracefully with respect.

Research shows that older New Yorkers live longer and are happier when they age in a city without barriers to services such as healthcare, housing, food, and employment. NYC Aging recognizes its role in addressing these inequities and is proud to have provided services to 3,336 Caregivers, secured employment for 345 older adults, served 6,340,477 meals at Older Adult Centers (OAC) and 4,068,777 meals through the Home Delivered Meals (HDM) programming totaling 10,409,254 meals (in City Fiscal Year 2026).

NYC Aging remains committed to addressing the impacts of structural racism on older adults and advancing an equitable New York City where everyone can thrive and age in place with dignity.

Racial Equity Goals

Short-Term

1. **Goal:** Prioritize training staff on inclusive program delivery that enhance productivity, support career advancement; and fosters a culture of belonging. Training will equip staff with the knowledge and skills needed to effectively serve the rapidly growing and increasingly diverse older adult community
    a. **Outcome**: By the end of 2027, strengthen workforce capability by ensuring at least 85% of selected staff complete required professional development, increase their knowledge and confidence in inclusive service delivery, and are satisfied with the quality and relevance of the training.
    b. **Strategies**:
        - Implement a multi-month Learning Academy for non-supervisors and new frontline supervisors, with a curriculum that includes communication, technical, leadership, and self-improvement skills
        - Deliver required personnel compliance training to all selected staff
        - Incorporate pre- and post-training assessments to measure learning and identify opportunities for continuous improvement

c. **Indicators**:
    - Percentage of selected staff who complete required training
    - Training completion rate by program
    - Pre- and post-training assessment score improvements
    - Participant satisfaction ratings
    - Percentage of staff reporting increased confidence in applying inclusive practices in their work

Medium-Term

1. **Goal**: Prioritize agency resources to address historical inequities in underserved neighborhoods
    a. **Outcome**: By 2028, ensure that the demographic served by agency-funded Older Adult Centers (OACs) mirrors each community district's racial and ethnic demographics.
    b. **Strategies**:
        - Establish new contracts with Providers that require programming that aligns with the cultural interests of the population being served
        - Develop targeted outreach and engagement efforts to historically underserved neighborhoods by partnering with trusted community organizations, faith-based groups and local leaders to recruit participants whose demographics reflect the community
        - Establish demographic participation benchmarks based on community population data, regularly monitor participant demographics, and adjust outreach, program locations, scheduling, language access, and other resources as needed to ensure equitable representation and participation
    c. **Indicators:**
        - Number of average daily participants at Older Adult Centers
        - Demographics of OAC populations and community districts, including race, gender identity, and ethnicity

2. **Goal:** Ensure that diverse communities feel a sense of inclusion and belonging at Older Adult Centers and through home delivered meal (HDM) programs by prioritizing cultural competency standards, especially through meals served
    a. **Outcome**: By 2028, OACs and HDM programs verify via surveys that older adults are satisfied with the meals served at OACs and through the HDM program.
    b. **Strategies:**
        - Ensure that meals at OAC and those that are home delivered are appropriate to the older adult participants' cultural and religious backgrounds

- Continue gathering data through a five-year research grant from the Administration for Community Living (ACL) to implement 18 pop-up cafes, which serve culturally appropriate meals to the older adults
- Utilize assessment and survey results to inform future meal programming

c. **Indicators**:
- Number of OAC total meals
- Percent of older adults stating “always” or “often” that the menu at their OAC “has enough food or dishes that represent my culture”
- Increase in Client and neighborhood demographic data, including race and ethnicity

3. **Goal:** Expand the NYC Aging workforce to meet the needs of the growing older adult population through equitable recruitment and standardized, bias-aware hiring practices
   a. **Outcome**: By 2028, ensure 100% of agency vacancies include an equitable recruitment plan and are filled using a standardized, structured interview process designed to reduce bias.
   b. **Strategies**:
      - Maintain diverse recruitment pipelines to increase the pool of qualified candidates
      - Use structured interviews for 100% of hiring processes
      - Monitor recruitment and hiring practices to ensure consistent implementation of equitable hiring standards
   c. **Indicators**:
      - Percentage of vacancies that include an equitable recruitment plan
      - Percentage of hiring processes that use structured interviews
      - Annual workforce demographic profile (race, ethnicity, and gender identity) tracked to monitor workforce composition and trends[14]

4. **Goal:** Ensure that older adults with limited English proficiency (LEP) and those who communicate in languages other than English have equitable access to high-quality, culturally and linguistically appropriate services that support their health, independence, and well-being
   a. **Outcome**: By 2028, improvements made in older adults’ understanding of available services, effective communication of their needs, informed decision-making, and access to programs without language barriers, resulting in improved service utilization, satisfaction, and outcomes.
   b. **Strategies**:
      - Strengthen Language Access Policies and Procedures
      - Expand Interpretation and Translation Services
      - Develop and implement a comprehensive language access plan
      - Establish clear protocols for identifying language preferences

[14] For informational and communications purpose only.

- Ensure compliance with federal, state, and local language access requirements

c. **Indicators**:
   - Status of language access plan implementation
   - Percentage of language access policies reviewed and updated annually and percentage of staff completing language access training
   - Percentage of clients with language access needs who receive interpretation or translation services
   - Number of multilingual outreach and community engagement activities conducted
   - Number of languages supported through interpretation services
   - Percentage of vital documents translated
   - Reduction in missed appointments or service delays related to language barriers
   - Number of bilingual or multilingual staff hired or retained
   - Number of outreach events conducted in multiple languages
   - Increased participation by older adults from linguistically diverse communities
   - Client satisfaction scores related to language access
   - Increased utilization of services by older adults with limited English proficiency

Long-Term

1. **Goal**: Increase the participation of underserved older adults in NYC Aging services to build an age inclusive city for all New Yorkers
   a. **Outcome**: By 2035, expand NYC Aging's reach from the current 12% to 15% of the older adult population, ensuring that interested clients from communities of color are proportionally represented.
   b. **Strategies**:
      - Implement programming that matches neighborhood demographics and addresses age and racial disparities in service delivery
      - Prioritize public engagement and ensure that older adults and providers have an accessible and efficient feedback loop with the agency
      - Continue to identify grant opportunities within our existing network and pursue public-private cross-sector partnerships to reach new and isolated populations
   c. **Indicators:**
      - Percentage of older adults residing in New York City who receive NYC Aging service(s), by race, ethnicity, and gender identity
      - Percentage of program participants whose demographics reflect the communities served

- Percentage of underserved older adults who report that NYC Aging services are accessible, welcoming, and responsive to their needs

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.

Spotlight Wins

- NYC Aging has published and continues to build upon its Community Care Plan ("the Plan") which is a guide or blueprint to help eliminate silos and ensure older adults age-in-place in their community. Additionally, the Plan provides useful data on NYC demographics, partner organizations, and national statistics. The Plan seeks to ensure the following elements in NYC Aging operations:
    - More multi-cultural programming to appeal to the interests of varied groups, including immigrants;
    - Services that better reflect demographic changes in the older adult population, specifically requiring providers to consider language and cultural competencies; and
    - Fairly, but intentionally award OAC contracts in neighborhoods that are underserved and needing an infusion of resources to promote greater equity for low income, ethnically diverse, immigrant and other groups with particular needs.

- NYC Aging has developed language, specifically citing racial and cultural needs, to be used in nearly all NYC Aging solicitations. For example, proposers for solicitations are asked to explain how they will be "sensitive and responsive to issues relating to culture, religion, socioeconomic status, gender equity, sexual orientation and immigrant adjustment."

- The Cabinet for Older New Yorkers (Cabinet) was established in September 2022, which is an interagency collaborative established to realize and institutionalize an age-inclusive New York City through structural, legislative and systemic solutions. The Cabinet includes over 30 New York City government agencies covering health, housing, public safety, social services, transportation, and more. The New York City Council passed legislation in 2024 to codify the Cabinet and expand agency membership to include five additional Mayoral offices, including the Mayor's Office of Equity & Racial Justice, and the three library systems. The Cabinet's age-inclusive inter-agency work helps to ensure that City government as a whole is responsive to the needs of older New Yorkers, who are diverse, more likely to

speak a language other than English, live alone, experience frailty, and live below the poverty line.[15]

[15] According to the 2021 American Community Survey 5-year Estimate, 61% of older adults in NYC identify as Asian or Pacific Islander, Black, Hispanic, or Other or Multiracial, in comparison to 26% nationally. In addition, 48% of older adults in NYC primarily speak languages other than English at home, compared to 16% nationally. It is also known that older adults in NYC are more likely to live below the poverty line at 17% of older adults ages 60+ living at 100% below the poverty level compared to 10% of older adults nationally.

Department of Social Services – Human Resources Administration and Department of Homeless Services

Mission and Commitment

The Department of Social Services (DSS) enhances the quality of life for all New Yorkers by providing temporary help to eligible individuals and families with social service and economic needs to assist them in leading independent lives. These goals are accomplished by effectively administering a broad range of social welfare programs and services.

DSS is comprised of the administrative units of the NYC Human Resources Administration (HRA) and the Department of Homeless Services (DHS). Through integrated management of HRA and DHS, client services can be provided more seamlessly and effectively. The city leverages shared services functions across agencies, which results in better day-to-day management and building an integrated mission across agencies. HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness, and promote employment. DHS addresses homelessness that is driven by social and structural factors such as income inequality, lack of affordable and supportive housing, stagnant wages, eviction, domestic violence, and lack of community services for mentally ill and formerly incarcerated persons.

DSS recognizes the need for a deeper understanding of the underlying causes and potential solutions to address these disparities. Established by Executive Order No. 28 in 1966, DSS is responsible for addressing homelessness, food insecurity, and poverty in the city. The agency is committed to addressing disparities across the city and in our systems by reforming how we deliver services to better center clients and modernize access to benefits, as well as expanding legal and program services for vulnerable populations such as those facing eviction and immigration challenges. Our ongoing work to rectify systemic inequalities through programs and resources reflects our role in addressing historical disinvestment and supporting individuals to have access to the resources and opportunities they need to thrive.

Racial Equity Goals

Short-Term

1. **Goal**: Advance equitable access to benefits, services, and employment opportunities that reduce economic instability, with a focus on closing employment disparities for clients from underserved communities including Black and Latino clients

a. **Outcome**: By 2027, increase the number of clients in unsubsidized employment by 5% from the current caseload in FY28.
b. **Strategies:**
    - Monitor and facilitate the compliance of agency subcontractors through the HireNYC initiative and that requires organizations that enter contracts with the City of New York to hire one Public Assistance (PA) recipient for every $250,000 of annualized contract value
    - Oversee contractor compliance with Community Hiring workforce goals by monitoring hiring and apprenticeship commitments, coordinating with referral partners, and supporting the placement of low-income New Yorkers and local residents into employment opportunities generated through City procurement contracts
    - Conduct targeted outreach to individuals who appear eligible for benefits, including SNAP, Cash Assistance, and childcare subsidies, but are not currently enrolled, to reduce gaps in benefit uptake and improve equitable access to essential supports
    - Analyze benefit application approval and denial rates, including reasons for denial, disaggregated by race and ethnicity, to identify potential barriers in eligibility determination, application processing, or program access and inform continuous improvement efforts
    - Strengthen partnerships with community-based organizations serving historically underserved communities, including Black and Latino New Yorkers, to expand trusted referral pathways into HireNYC, Community Hiring, and other workforce development opportunities
c. **Indicators:**
    - Percent increase in HireNYC participants
    - Percentage of clients employed for at least one-year post-placement through HireNYC, disaggregated by race and ethnicity
    - Increase in at-risk individuals entering the workforce within a year of support
    - Percentage of employers participating in job fairs for clients who receive services
    - Number and percentage of clients placed into employment, disaggregated by race and ethnicity

2. **Goal**: Promote inclusive and equitable access to stable housing by empowering individuals and families, strengthening connections from shelter to permanent housing, and expanding engagement with community-based homelessness prevention services to reduce racial inequities
    a. **Outcome:** By the end of 2026, reduce the number of long-term stayers and repeat homelessness instances among clients who accessed support services across 100% of facilities.

b. **Strategies:**
    - Expand Affordable Housing Services contracts to add 1,000 more units
c. **Indicators:**
    - Number of new units contracted
    - Number of individuals in shelter connected to new units, disaggregated by race and ethnicity
    - Average time from submission to approval and checks
    - Clients receiving preventive services who did not enter the shelter system, disaggregated by race and ethnicity

3. **Goal:** Strengthen a culture of equity, belonging, and well-being by advancing a trauma-informed, culturally responsive, inclusive workforce equipped to recognize and address individual and structural bias, secondary traumatic stress, and the disparate impacts of trauma on staff and clients
    a. **Outcome:** By the end of 2026, create stress reduction plans and programs that are available to 100% of client-facing and non-client-facing staff.
    b. **Strategies**:
        - Build on existing initiatives including Anti-Bias Trauma-Informed (ABTI) trauma and bias trainings, microaggression workshops, gender identity and inclusion trainings
        - Expand wellness resources through the Wellness Office and Employee Assistance Program (EAP)
        - Invest in ongoing learning, staff wellness, and resilience-building opportunities
        - Continue to partner with public and private sector agencies to provide a series of health and wellness programs throughout the year to reduce traumatic stress that all staff face in our client-facing and non-client-facing offices
    c. **Indicators:**
        - Percent of employee participation in health and wellness programs
        - Percent of employees reporting reduced stress levels
        - Percent of employees reporting greater productivity levels
        - Percentage of frontline staff accessing wellness, counseling, peer-support, or trauma-informed supervision resources
        - Annual retention rate for frontline staff working in shelters, public assistance centers, domestic violence programs, and other high-trauma environments
        - Average overtime hours worked by frontline staff (housing placement staff, case management staff, street outreach staff, laborers, and fleet staff)

4. **Goal:** Advance food equity and reduce racial and geographic disparities in food insecurity by expanding access to nutritious, culturally responsive food options for New Yorkers experiencing economic hardship
    a. **Outcome:** By FY27, launch the Pantry Link pilot, an innovative voucher- or credit-based model designed to reduce food insecurity among participating families in targeted critical neighborhoods who are not receiving SNAP benefits and rely on emergency food assistance, while increasing choice, dignity, and accessibility.
    b. **Strategies:**
        - Identify barriers to food pantry access, including physical, logistical, geographic, dietary, religious, and food preparation limitations
        - Invest in anti-hunger initiatives in historically underserved communities and implement participant-centered strategies that promote equitable access to food resources
    c. **Indicators**:
        - Rate of voucher redemption by participants (with a goal of 90%+)
        - Rate of household food security among participants
        - Rate of economic stress among participants
        - Percentage of participants reporting improved access to foods that meet their household's cultural, dietary, or nutritional needs
        - Participant-reported grocery purchasing patterns, food preferences, and barriers to food access used to inform future program design

Medium-Term

1. **Goal**: Advance housing equity by providing tailored, person-centered support to individuals and families transitioning from shelter to permanent housing, promoting community integration and reducing time spent in shelter
    a. **Outcome**: By 2028, increase the percentage of clients transitioned from hotels to permanent living arrangements up to 35%.
    b. **Strategies**:
        - Offer tailored support to vulnerable clients to transition from shelter to permanent placement
        - Equitably distribute borough-based shelters near schools, healthcare, and other community services and resources that provide specific accommodations, such as legal services and interpretation or translation capabilities outside of the shelter
    c. **Indicators**:
        - Percent of clients in new shelters connected to services
        - Percent of clients transitioning to permanent living arrangements
        - Percentage of shelter clients remaining in shelter longer than 2 years, disaggregated by race and ethnicity
        - Subsidized housing retention rate 12 months after placement for DHS exits, disaggregated by race and ethnicity

2. **Goal**: Connect clients to Pathways for Access to Careers and Employment (PACE) and other workforce development programs to expand access to career pathways, family-supporting wages, and opportunities for economic mobility
    a. **Outcome:** By 2028, increase the number of clients who experience income stability or growth through PACE by 25%.
    b. **Strategies:**
        - Conduct a needs assessment to identify specific workforce development needs in underserved populations
        - Develop and customize career pathway plans and industry-recognized training programs based on the assessment
        - Collaborate with agency partners to align resources and expertise
        - Launch pilot programs in select underserved communities
        - Monitor and evaluate the impact of the programs
    c. **Indicators**:
        - Percent of clients reporting satisfaction with career pathway programs
        - Percent of clients connected with employment that increases or stabilizes their income
        - Number of pilot programs launched in underserved communities
        - Percentage of clients who secure employment with wages that meet the definition of “good jobs” as defined by the U.S. Economic Development Administration, disaggregated by race and ethnicity

3. **Goal**: Leverage agency recruitment efforts to expand equitable access to career pathways and inclusive employment opportunities
    a. **Outcome:** By 2028, ensure that robust recruitment plans are developed for 80% of vacancies to increase the percentage of new agency hires that are from the communities we serve.
    b. **Strategies**:
        - Build stronger communication channels to notify existing clients of agency job vacancies
        - Increase our flexibility in hiring and compensation through working to offer additional civil service exams for key titles, ensure job qualifications are relevant and up to date, convert some multiple-choice exams to an “experience and education” format, and designate several frontline positions as “hard to recruit”
        - Leverage partnerships with community-based organizations, faith-based organizations, and local universities, as well as programs such as the Summer Youth Employment Program, to build diverse recruitment pipelines
        - Increase agency participation in local career fairs and targeted recruitment initiatives, with agency staff providing candidate recruitment, resume screening, and referral support in collaboration with DCAS and Business Link to fill essential frontline positions

- Encourage employment of people with disabilities through the DSS Office of Disabilities Affairs and HRA's We CARE program

c. **Indicators**:
   - Number of community events, career fairs, and workshops attended to promote DSS vacancies
   - Number of newly developed community partners and stakeholders in workforce development
   - Demographics of the workforce and new staff
   - Number of community events, career fairs, and workshops attended
   - Number of newly developed community partners and stakeholders
   - New hire demographics by race and ethnicity, compared against DSS client caseload demographics[16]
   - Number of civil service titles converted to experience-and-education format, and change in pass/hire rates for those titles disaggregated by race and ethnicity
   - One-year retention rate for new hires from underrepresented communities, disaggregated by race and ethnicity

4. **Goal**: Strengthen equitable pathways to accessible and affordable housing by proactively identifying and connecting individuals in the DHS system with mobility and sensory disabilities who require reasonable accommodations
   a. **Outcome:** By 2028, successfully place at least 70% of people with mobility and/or sensory disabilities in the DHS system in affordable housing with reasonable accommodations.
   b. **Strategies**:
      - Identify the number of individuals in the DHS system requiring reasonable accommodations for mobility and sensory disabilities
      - Develop a system for identifying and flagging individuals in the system who require these accommodations
      - Coordinate with HPD to identify affordable housing buildings with available disability set-asides
      - Train staff on how to use the identification system and ensure that individuals are appropriately matched with supportive housing
      - Regularly monitor and evaluate the effectiveness of the system and adjust as necessary
   c. **Indicators:**
      - Number of DHS clients with an approved supportive housing application, mobility and/or sensory disabilities and a reasonable accommodation granted by DHS placed in supportive housing

[16] This information is used for informational and communications purposes only.

Long-Term

1. **Goal**: In collaboration with New York State, modernize public assistance policies, benefit levels, and administrative processes that contribute to household poverty and racial disparities in economic security
    a. **Outcome**: By 2034, decrease the number of households living below the poverty line due to antiquated public assistance benefit by 25%.
    b. **Strategies**:
        - Develop key list of priorities to increase antiquated benefit levels
        - Create multi-year stakeholder engagement plan and legislative and state agency strategy
        - Leverage other poverty reduction efforts to coordinate strategy to increase public benefit levels to adequate levels to support households' self-sufficiency
    c. **Indicators**:
        - Percent of clients receiving public assistance who have more access to benefits
        - Percent reduction in number of people entering shelter in NYC
        - Percent unemployment in NYC
        - Average call center wait times and service access measures

2. **Goal:** Enhance homelessness prevention by refining Homebase's risk assessment and targeting processes to identify households at greatest risk of housing instability, improve access to prevention services, and expand equitable outcomes for historically underserved and disproportionately impacted communities
    a. **Outcome**: By 2034, increase the early intervention rate for households identified as being at risk of housing instability.
    b. **Strategies**:
        - Conduct a needs assessment of the target population for Homebase program Prevent chronic homelessness among multisystem-involved single adults
        - Continuously evaluate and adjust the targeting and delivery of services based on feedback and outcomes
        - Develop intervention plans for individuals at risk of chronic homelessness, focusing on early intervention and support
    c. **Indicators**:
        - Percent decrease in emergency shelter usage
        - Clients receiving preventive services who did not enter the shelter system, disaggregated by race and ethnicity

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #7: Expand access to safe, stable housing for those at risk of homelessness, eviction, and deed theft without delay. Access should be available to individuals and families.
- #13: Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing.

Spotlight Wins

- **Protecting SNAP Access Amid Federal Policy Changes:** In response to expanded federal SNAP work requirements that threatened eligible New Yorkers' access to food assistance, DSS and the Mayor's Office of Mass Engagement led a citywide outreach effort to help residents maintain their benefits. Working with community organizations and City partners, the initiative connected New Yorkers with resources, documented eligible exemptions, and reduced by 65 percent the number of people projected to lose SNAP benefits.

- **Expanding Safe, Affirming Housing for Transgender New Yorkers:** Amid increasing attacks on transgender rights nationwide and longstanding disparities in homelessness, DSS partnered with Destination Tomorrow to open the nation's first city-funded shelter for transgender and gender non-conforming New Yorkers. The program provides affirming transitional housing alongside trauma-informed services, mental health support, workforce development, and housing assistance to help residents achieve long-term stability.

- **Improving Access to Public Benefits:** DSS streamlined benefit application and recertification processes to make it easier for eligible New Yorkers to access and maintain public benefits. Process improvements, staff training, and technology investments increased the timeliness of SNAP applications to nearly 90 percent and Cash Assistance applications to 67 percent, reducing administrative barriers and improving client experience.

- **Strengthening Housing Stability Through CityFHEPS:** DSS expanded access to the CityFHEPS rental assistance program, helping more New Yorkers secure and maintain permanent housing. As the nation's largest municipally-funded rental subsidy, CityFHEPS supported more than 64,000 households in October 2025, a 31 percent increase from the previous year.

- **Supporting Community Food Access:** Through the Community Food Connection program, DSS funded more than 700 community kitchens and food pantries that distributed 14.5 million pounds of food during the first four months of Fiscal Year 2026, helping address food insecurity across New York City.

Department of Veterans' Services

Mission and Commitment

The NYC Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for US Military Service Members – past and present – in addition to their caregivers, survivors, and families.

DVS has a crucial role to play in advancing racial equity among Veterans in New York City by addressing systemic disparities that affect marginalized Service Members. By ensuring equitable access to benefits, information, and opportunities, the agency can actively combat historical injustices and promote inclusive policies that recognize the unique challenges faced by Veterans of color. Through outreach, education, and targeted support services, the agency is committed to fostering an environment where all Veterans can live a life with purpose and stability.

Racial Equity Goals

Short-Term

1. **Goal**: Support Veterans in gaining greater awareness of affordable and supportive housing opportunities, in a manner informed by agency disparity analysis
    a. **Outcome**: By the end of 2026, operationalize 100% of affordable housing outreach strategies.
    b. **Strategies**:
        - Expand outreach capacity through onboarding an Affordable Housing Specialist staff member
        - Devise inclusive and effective outreach and education strategies that expand our agency's work in historically underserved and underinvested neighborhoods
        - Connect Veterans and their families to affordable housing counseling, presentations, and marketing materials, with a focus on those of underrepresented backgrounds
    c. **Indicators**:
        - Number of Veterans and their families who live in historically underserved and underinvested, council districts that accessed housing services from DVS, disaggregated by race, gender identity, and ethnicity
        - Number of outreach engagements conducted in underserved and underinvested council districts

Medium-Term

1. **Goal:** Pursue structural reform to rectify policies that have consistently been harmful to the socio-economic mobility of Veterans, including Veterans of color
    a. **Outcome**: By 2030, inform and support Veterans, particularly those who live in historically underserved and underinvested neighborhoods, with all changes in laws and policies related to the VA Home Loan and co-op ownership.
    b. **Strategies**:
        - Partner with Congressional Legislators to advocate for a rule change that would allow the VA Home Loan to be used for purchasing co-op apartments in an effort to create more opportunity for first time homebuying particularly for Veterans of color
        - Inform Veterans in New York City with information about changes to the VA Home Loan and other financing resources
    c. **Indicators**:
        - Number of Veterans and their families who access VA home loans to purchase co-ops in historically underserved and underinvested ZIP codes in New York City, with participant data disaggregated by race, ethnicity, and gender identity

Long-Term

1. **Goal**: Enhance the city's capacity to assist Veterans who seek to have their discharge status upgraded and identify and address any systemic harms contributing to the rates of homelessness for Veterans, who often face housing insecurity due to ineligibility for VA care and housing support because of their discharge status
    a. **Outcome**: By 2034, expand the number of legal service providers that offer free legal services to Veterans living in underserved and underinvested zip codes, including those living in shelter and supportive housing, for the purposes of upgrading their discharge status.
    b. **Strategies**:
        - Advocate for more legal service providers to offer discharge upgrade services to expand the DVS Discharge Upgrade Assistance Legal Services (DUALS) program
        - Increase the number of veterans' benefits claims and housing claims filed in a manner informed by agency disparity analysis
    c. **Indicators:**
        - Number of legal services providers providing free legal services to Veterans living in underserved and underinvested zip codes, including those living in shelter and supportive housing, for the purposes of upgrading their discharge status

- VetStat data of claims filed for Veterans disaggregated by race, gender identity, and ethnicity

Community Equity Priorities Referenced

- #7: Expand access to safe, stable housing for those at risk of homelessness, eviction, and deed theft without delay. Access should be available to individuals and families.
- #15: Remove barriers and increase access for people harmed by racial and social injustice to learn about buy and keep ownership of property.

Spotlight Win

- Since 2016, the New York City Department of Veterans' Service has placed more than 1,400 Veterans in supportive and permanent housing.

Department of Youth and Community Development

Mission and Commitment

The New York City Department of Youth and Community Development (DYCD) invests in a network of community-based organizations (CBOs) and programs to alleviate the effects of poverty. DYCD's programs provide opportunities for New Yorkers and communities to flourish. DYCD supports New York City youth, families, and communities by funding a wide range of high-quality youth and community development programs. These include after-school and summer programs in schools and community centers, as well as workforce development, health and safety initiatives, family support and literacy services. This network also includes Beacon and Cornerstone Community Centers, which provide year-round spaces where youth, families, and community members can access educational, recreational, workforce, and other supportive services in neighborhoods across New York City.

DYCD advances this work through partnerships with community-based organizations across the five boroughs, connecting New Yorkers to programs, employment opportunities, and neighborhood resources while expanding access through tools such as Discover DYCD and Community Connect. Complementing these efforts, Workforce Connect supports workforce development by connecting youth and adults to paid work experiences, career exploration opportunities, and information about available employer tax credits that encourage businesses to hire eligible individuals within the local workforce. As the City's largest investor in capacity building for human services providers, DYCD also strengthens nonprofit organizations by providing technical assistance, training, and organizational development support so they can better serve communities and successfully manage sister agency contracts.

DYCD is committed to ensuring all New Yorkers have opportunities to reach their full potential. This includes expanding opportunities for individuals, communities, minority and women small business owners, and emerging nonprofits led by leaders with deep cultural community knowledge and experience. Through this plan, DYCD will strengthen equity in its programs, outreach, contracting, and investments by focusing on three priorities: helping emerging nonprofits compete for and manage City contracts, expanding meaningful public engagement, and using data to guide resource allocation to communities with the highest needs.

Racial Equity Goals

Short-Term

1. **Goal**: Increase capacity building of emerging nonprofit organizations[17] to compete for opportunities and effectively manage contracts
    a. **Outcome**: By the end of 2026, create and promote knowledge and skill-based opportunities to nonprofit organizations in DYCD's contracting process.
    b. **Strategies:**
        - Establish an internal workgroup to identify barriers in contracting for nonprofit organizations
        - Establish a training program that addresses the needs of these organizations
        - Provide technical assistance to these organizations
    c. **Indicators**:
        - Number of capacity building offerings and interventions
        - Percent of participants who report increased skills or readiness
        - Number of organizations that received interventions and felt prepared to apply for a DYCD or NYC agency solicitation

Medium-Term

1. **Goal:** Increase awareness and understanding of DYCD's programs and strengthen community voice by expanding opportunities for input that informs decision-making
    a. **Outcome**: By 2028, increase awareness of DYCD programs among underserved communities. DYCD has established clear, accessible ways for community members to share feedback and that feedback is tracked and used to guide outreach, planning, and programmatic decisions.
    b. **Strategies:**
        - Create an inventory of current public engagement practices across the organization to understand who is being reached, how feedback is collected, and where gaps exist, and use this information to improve outreach and decision-making
        - Perform targeted outreach to communities with the highest need for DYCD's programming and ensure outreach is accessible to those who do not speak English well or at all
        - Leverage DYCD networks (such as coalitions, councils, and boards) to build awareness and receive community feedback
        - Establish public engagement tracker and feedback loops for new outreach efforts

[17] Emerging nonprofits are defined as those with a revenue of under $3 million.

- Establish a language bank program of multilingual staff who can provide input from a language and cultural competency perspective on outreach strategies and participate in content development

c. **Indicators**:
   - Number of engagement touchpoints and participant mix by geography, language, and target populations
   - Percent of outreach that reaches high-need geographies/communities
   - Number of partner events with DYCD networks as outreach multipliers

2. **Goal**: Improve public understanding of DYCD's role in contracting, procurement, and reimbursement by providing accessible information about agency processes, expectations and responsibilities
   a. **Outcome**: By 2028, CBOs have a greater understanding of DYCD's contracting, procurement and reimbursement processes, and available opportunities for engagement and support.
   b. **Strategies**:
      - Leverage data collected from providers and community members to identify recurring knowledge gaps for CBOs
      - Analyze and improve existing educational materials on contracting, procurement, and reimbursement processes. Ensure materials are written in plain language, understandable and comprehensive
      - Expand informational sessions for CBOs
   c. **Indicators**:
      - Number of organizations/community members participating in contracting education sessions
      - Percent of participants reporting increased understanding after trainings or informational sessions
      - Number of educational resources that are evaluated and updated

Long-Term

1. **Goal**: Prioritize DYCD’s investments in communities with the highest needs using a data driven approach
   a. **Outcome**: By 2034, apply DYCD’s equitable investment methodology to 100% of City Tax Levy (CTL) funded DYCD programs.
   b. **Strategies**:
      - Calculate needs based on poverty data and program specific data
      - Conduct outreach and engagement to solicit input on refining the methodology for the applicable solicitations
   c. **Indicators**:
      - Number and percent of participants slots allocated to top 10% of neighborhoods with the highest levels of poverty

- Number, percent, and demographics of participants enrolled in our programs

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.

Spotlight Wins

- **Transformative Social Emotional Learning (SEL):** Social and emotional learning (SEL) is the process through which people apply knowledge and skills to develop healthy identities. It is also a process where they learn to manage emotions and set and achieve goals. Individuals also learn to feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions. DYCD expects all programs to help participants develop the core SEL competencies that they need to thrive and grow. DYCD revised the SEL framework to include an equity lens. This revised approach is Transformative SEL. Transformative SEL includes developing a sense of identity, agency, belonging, curiosity, and problem-solving. This can empower individuals to address inequities and build safe and healthy communities. DYCD is currently working on applying this framework to DYCD program areas.

- **Equitable Investment Methodology:** DYCD contracts with nonprofit organizations to deliver programs and services. Organizations are selected through a competitive process. In 2021, DYCD began developing an equitable investment methodology. This approach prioritized places with the highest concentration of people living in poverty. This approach aligns with DYCD's mission as an anti-poverty agency. This method also takes into account the targeted population for program goals. DYCD is currently working on applying this methodology to program solicitations. DYCD expects that this approach will bring programs closer to communities with the highest need.

- **Summer Youth Employment Program Expanded Initiatives:** DYCD’s Summer Youth Employment Program (SYEP) is the nation’s largest youth employment program. In 2025, it provided 100,000 NYC youth between the ages of 14 and 24 with career exploration opportunities and paid work experience. DYCD ensures that SYEP serves young people who need this experience the most, by doing targeted outreach. SYEP prioritizes residents who live in New York City Housing Authority (NYCHA). It also prioritizes youth who live in the six precincts with the highest levels of gun violence. After the application was released in January 2025, DYCD conducted recruitment events in these precincts. DYCD also targeted youth with barriers to employment. Through these specialized programs, over 14,000

youth participated in tailored SYEP experiences designed for participants with specific needs, including young people with disabilities and those experiencing homelessness. Approximately 20,000 were from communities at risk of gun violence and 15,000 were from NYCHA developments, the highest number served to date. More than 22,000 participated in the CareerReady program, which works with the New York Public Schools to identify schools that have youth at highest risk of dropping out. After the online application closed, DYCD continued targeted recruitment to allow those experiencing barriers to employment the opportunity to apply until all designated slots were filled.

NYC Public Schools

Mission and Commitment

New York City Public Schools (NYCPS) are committed to the ongoing development of safe, academically rigorous, and truly integrated schools. During his first 100 days, Chancellor Kamar H. Samuels conducted ten in-depth Community Conversations across the five boroughs; individual visits to all 45 superintendent districts; and continued public feedback sessions with the community to shape the mission and commitment towards equity and integration of our public schools.

The overarching goal of this plan is to ensure academic success for all NYCPS students, with a deliberate focus on eliminating long-standing racial disparities that disproportionately impact Black and Brown scholars. As we continue forward, every action, investment, and policy must be designed in a thoughtful and community-centric framework that creates learning environments where every student—regardless of race or socioeconomic status—has equitable access to rigorous instruction, safe and supportive schools, and meaningful opportunities to thrive in a truly integrated environment.

This work has already begun, and NYCPS will never stop turning policy into practice. That includes launching targeted 2-K, expanding 3-K, broadening access to academically rigorous and culturally responsive curriculums (e.g., NYC Reads, NYC Solves, Hidden Voices, and Black Studies), strengthening restorative practices, and inaugurating district working groups. NYCPS serves a diverse student body with 19.3 percent identifying as Black, 18.7 percent as Asian and Pacific Islander, 42.3 percent as Hispanic, 16.1 percent as White, and 3.6 percent as Multiracial or Native American. Our students and communities encompass over 180 distinct languages with deeply diverse cultural backgrounds and ethnicities. Among NYCPS students, English Language Learners (ELLs) comprise 16.8 percent, students with disabilities (SWDs) 22.4 percent, and economically disadvantaged 75.3 percent. NYCPS is a truly rich environment that reflects and invites all New Yorkers.

Community feedback and data continuously highlight the importance of every student attending a school that is safe, academically rigorous, and truly integrated. NYCPS is committed to aligning its words and actions to break down systemic barriers, confront historic inequities, and authentically partner with the community to build upon the Racial Equity Plan (REP) to meet these goals.

Racial Equity Goals

Short-Term

1. **Goal**: Ensure timely payments and address systemic inequities in the fiscal processes for early childhood Community Based Organizations (CBOs), Family Child Care Networks, and other partners who play a pivotal role in serving historically under-resourced communities
    a. **Outcome**: By FY2027, increase the percentage of early childhood providers with fully registered contracts and correctly submitted invoices paid within two weeks from the baseline of 78% to 88%, specifically reducing disparities in payment timelines across provider types and communities.
    b. **Strategies:**
        - Operationalize performance management using tracking systems:
            - Generate routine reports to create bi-monthly exception lists for programs not meeting expectations pertaining to invoicing and budget submission
            - Create a targeted support and tiered escalation pathway with defined response and engagement timelines to prioritize providers with historically late or incorrect budget and/or invoice submissions
            - Release an enhanced tool that supports tracking, analyzing, and organizing resources for communications
        - Incorporate provider voice and feedback: engage providers in at least one structured feedback loop within FY2027 and integrate that feedback into ongoing process improvements
        - Increase internal capacity by hiring Operations Analysts in order to lower individual caseloads and improve response time support and assistance
        - Launch the Early Childhood Management System (ECMS) to increase fiscal process transparency for providers across various care settings
    c. **Indicators:**
        - Average number of days between invoice submission and provider payment
        - Percent of monthly payments processed
        - Total number and percentage of targeted providers showing improved performance

2. **Goal**: Reduce racial disparities in access to the full continuum of special education services by expanding access to high-quality specialized and inclusive programs in

community schools closer to students' homes, while preserving District 75 as an essential option for students whose needs are best served there[18]

a. **Outcome:** Expand access to inclusive and specialized program options for Black students with disabilities in their home districts through the Kindergarten IEP Process (KIP), increasing the percentage of students with access to inclusive programs from approximately 76% in SY 2025–26 to 78% in SY 2026–27.
b. **Strategies:**
    - Ensure that all students participating in the Kindergarten IEP Process (KIP) are considered for the full continuum of special education program options, including specialized neighborhood-based programs and, when appropriate, District 75
    - Expand specialized programs, particularly AIMS, in historically under-resourced communities and communities of color, with sufficient planning time, staffing, space, related services, behavioral supports, resources, and school-based implementation support to increase equitable access to high-quality program options closer to home
    - Enhance district-level monitoring and accountability structures to track student recommendations, enrollment, and access across the continuum of special education program options that allows ongoing assessment and adjustment of practices, with a particular focus on KIP
    - Deepen sustained professional learning and coaching for educators and school leaders to address implicit bias and strengthen culturally responsive assessment practices, fair referral processes, and culturally responsive supports
    - Sequence implementation so specialized programs are built, staffed, and supported before making changes intended to reduce reliance on District 75 or other distant placements
    - Engage families and communities in the referral process to ensure transparency, awareness, and cultural relevance
c. **Indicators**:
    - Number and percentage of Black students with equitable access to the full continuum of specialized program options, including neighborhood-based specialized programs and District 75, as appropriate
    - Number and percentage of Black students recommended to receive supportive and necessary Assistive Technology devices at KIP

[18] Each year, approximately 2,500 students enter kindergarten through the Kindergarten IEP Process (KIP) with recommendations for highly specialized services. In the 2024–25 school year, 17% of students participating in KIP were recommended for District 75, compared with more than 23% of Black students, highlighting racial disparities in access to the full continuum of special education program options.

3. **Goal**: Reduce barriers to the participation of Minority- and Women-Owned Business Enterprises (M/WBEs) in procurement by implementing targeted policy reforms, strengthening accountability structures, and expanding vendor access to contracting opportunities, consistent with federal, state, and local law
    a. **Outcome**: By FY27, 85% of NYCPS Small Businesses that are M/WBE vendors certified by the Department of Small Business Services (SBS) will be incorporated into the Customer Relationship Management (CRM) tool.
    b. **Strategies**:
        - Develop a CRM tool that will support tracking, analyzing, storing, and organizing small businesses by M/WBE status, engagement, and communication with NYCPS
        - Improve timely payments for M/WBE vendors (and all NYCPS vendors) by pursuing changes in the Polaris Invoicing System to streamline the payment and invoicing process, as well as providing immediate support for troubleshooting novel challenges
        - Launch an Opportunity Advisory Council by December 2026 that will guide NYCPS on the identification of barriers that prevent M/WBEs from successfully competing in the contracting process; develop policies and strategies that increase M/WBE participation; and recommend solutions that help foster collaboration between NYCPS, the business community, and M/WBE advocates
        - Develop and implement pre-qualified lists (PQLs) in NYCPS procurement by December 2026
    c. **Indicators**:
        - Total number of M/WBE vendors receiving purchase orders and contract awards within a fiscal year

Medium-Term

1. **Goal:** Ensure all students experience equitable, safe, and culturally responsive learning environments by reducing disciplinary practices that disproportionately impact students of color and fostering inclusive school communities
    a. **Outcome:** By 2028, increase the number of schools and programs that have access to high-quality, culturally responsive training sessions and resources that support students' social-emotional growth and restorative practices.
    b. **Strategies:**
        - Early Childhood settings
            - Provide high-quality professional learning focused on social-emotional learning (SEL) to early childhood program leaders and staff across all NYCPS early care and education settings, equipping educators with evidence-based strategies that foster positive relationships, supportive learning environments, and children's social-emotional development

    - Provide additional support to early childhood program staff, such as practice-based coaching, with an emphasis on equity and culturally sustaining practices to ensure successful implementation
    - Provide differentiated implementation support, including practice-based coaching and technical assistance, with an emphasis on equity and culturally sustaining practices to strengthen educators' capacity to implement high-quality social-emotional learning practices
- K-12 settings
    - Implement equitable, clear, and consistent discipline policies by educating students, families, and educators in the *DisciplineCode* and increase the use of restorative practices in addressing student behavior
    - Increase education and awareness to ensure school communities understand discipline through an educational, growth mindset rather than as punishment
    - Re-design restorative practices to increase access for all NYCPS communities
    - Propose amendments to the Discipline Code that promote supportive responses to behavior and address areas of disproportionality
    - Create training modules for principals on the development and implementation of best practices that improve school environments, increase student voice, and heighten student belonging
    - Strengthen monitoring systems to ensure schools are in full compliance with the training of designated liaisons responsible for supporting students
- Develop and facilitate targeted professional learning to selected partners (district and school leadership and their teams) to build upon and deepen their leadership practice around culturally responsive and adaptive leadership

c. **Indicators**:
- Number and percentage of early childhood leadership coaches (LCs), social workers (SWs), and instructional coordinators (ICs) who have become master cadre teachers and will have completed Pyramid Model Equity Coaching training
- Number and percentage of early childhood LCs, ICs, and SWs offering ongoing professional learning to support curriculum implementation
- Percentage of positive responses to students' perception of safety surveys for continued and ongoing development
- Number and percentage of staff participating in both required and optional training sessions

- Number and percentage of schools with clear, visual presence of welcoming environments during school visits by central staff
- Number and percentage of safety incidents and suspensions for students of color, disaggregated by race, ethnicity, and gender identity
- Number and percentage of families facing a superintendent's suspension who choose to waive the hearing rather than exercising their due process right to contest the suspension

2. **Goal**: Close achievement gaps and racial disparities in literacy, numeracy, and social-emotional development for students by expanding and improving early childhood education
    a. **Outcome**: By the end of SY 2026-27, launch 2-K programming to serve 2,000 students in five selected school districts,[19] building the foundation for further expansion in SY 2027-28, and broadening 3-K capacity to elevate the number of families that have reasonable travel from home to school.
    b. **Strategies**:
        - Increase access to early childhood programming by growing seat availability for 2-K and 3-K in targeted communities, using an evidence-based approach to demographic, economic, enrollment, and waitlist data
        - Implement an evidence-based curriculum and authentic, culturally responsive assessment systems that embrace children's uniqueness and offer differentiated instructional supports
        - Strengthen and expand partnerships with community-based providers through NYCPS, the Mayor's Office, and the Office of the Governor by prioritizing early childhood growth through CBOs and FCC networks rooted in the communities they serve
        - Provide targeted support for new providers to participate in and succeed as part of the 2-K and 3-K expansions
        - Design professional learning for diverse models and communities while coaching staff engage with teaching teams and leaders in interventions, learning walks, and on-site debriefs to share and strengthen systems, structures, and practices that promote racial equity and cultural responsiveness across programs
    c. **Indicators**:
        - Number of 2-K seats launched, operationalized, and filled by FY28, laying the foundation for Universal 2-K access citywide by fall 2029
        - Number and percentage of 3-K families with shorter travel times from home to school
        - 3-K seats filled in high-need communities
        - Racial disparities in achievement for students entering Kindergarten

[19] https://www.schools.nyc.gov/enrollment/enroll-grade-by-grade/2-k

- The number of students who enroll with NYCPS both at kindergarten and the end of their elementary school experience

3. **Goal**: Expand equitable access to high-quality specialized programs in community schools, particularly in districts with high rates of District 75 recommendations, so that more students can receive specialized supports closer to home and in the setting that best meets their individual needs, while preserving District 75 as an essential part of the continuum of services[20]
    a. **Outcome**: Increase the percentage of Black students with disabilities who have access to high-quality program options in their home districts as they transition to kindergarten by 8% in SY 2029-30.
    b. **Strategies**:
        - Seek funding models and financial investment strategies, in partnership with the Office of the Mayor, that creates a long-term specialized program pathway for Black students with disabilities
        - Launch preschool specialized programs in communities across New York City
        - Include space for AIMS, Nest, and Horizon programs in new schools, ensuring students needing specialized programs have access to a broader continuum of high-quality program options in new school communities
        - Expand high-quality specialized and inclusive programs throughout NYCPS through a sequenced, capacity-building approach that ensures schools have the staffing, services, resources, leadership support, and implementation readiness necessary to provide students and families with equitable access to the full continuum of program options across communities
        - Increase coaching and implementation support provided by the Division of Inclusive and Accessible Learning (DIAL) while expanding the use of evidence-based practices from specialized programs across NYCPS
    c. **Indicators**:
        - Number of specialized coaches employed by NYCPS
        - Number of pedagogical staff serving in Applied Behavior Analysis (ABA) positions to support specialized programs and other developmental disabilities
        - Number of specialized program seats available citywide

[20] During the 2024–25 school year, 86.5% of students recommended to District 75 through the Kindergarten IEP Process were identified as autistic, underscoring the need to expand high-quality specialized program options across students' home districts.

Long-Term

1. **Goal**: Build culturally responsive, sustaining, and truly integrated schools that address both composition and instructional practices by reducing the number of schools with higher concentration of needs and creating more robustly enrolled, fiscally sustainable schools. Simultaneously, spearhead system-wide leadership and instructional practices by building inclusive and affirming learning environments where student engagement, belonging, and equitable outcomes are consistently strong for all students
    a. **Outcome**: By 2034, all schools will be sustainably enrolled and truly integrated to support student achievement and access to high-quality programming and services. Programs, schools, districts, and central leaders will demonstrate a growing proficiency in culturally responsive and adaptive leadership practices that advance racial equity.
    b. **Strategies**:
        - By 2028, *all* community school districts (CSDs) will have superintendent-led Working Groups, to develop locally driven strategies that expand equitable access to high-quality academic opportunities and sustainably enrolled, integrated schools
        - Develop district-based, community-developed strategies for school utilization proposals that foster holistic integration and high-quality schools
        - Ensure that curriculum and materials reflect the diversity of the families and communities served in NYC
        - Integrate culturally relevant curriculum such as Black Studies, Latinidad in Schools, and Hidden Voices Resources into literacy and Social Studies instruction through curriculum crosswalks, leadership development, implementation supports, and sample lessons developed in partnership with educators. Curriculum implementation accompanied by professional learning and district support to ensure systemic equitability across districts
        - Facilitate tailored professional learning opportunities—such as job-embedded coaching cycles, leadership coaching and collaborative planning with grade-level teams to district and school leadership and their teams—building upon and deepening leadership practices to advance equity and facilitate courageous conversations
    c. **Indicators**:
        - Number of high-enrolled and sustainable schools with diverse student populations overlapped with student proficiency in key subject disciplines
        - Increased school enrollment data across each district
        - Number of students with access to advanced coursework, arts programs, and strong teachers available through sustainably enrolled and integrated school communities

- Percentage of school and district leaders who complete professional learning around culturally responsive and adaptive leadership and demonstrate the use of adaptive leadership strategies through coaching notes, reflections, and artifacts
- Reflection and survey data that establishes an increase in leadership confidence and skill for the facilitation of difficult conversations
- Schools and district partners who consistently utilize planning and monitoring systems as well as engage in structured walkthrough and reflection cycles
- New York City School Survey data for measurable, statistical progress in belonging, safety, and inclusion

2. **Goal**: Prioritize evidence-based, culturally responsive, literacy, and mathematics instruction for elementary, middle, and high school students with a focus on addressing racial disparities in academic achievement that develops students as thriving readers, writers, and mathematicians
    a. **Outcome:** By 2035, 100% of students in grades 3-8 demonstrate English Language Arts (ELA) and math proficiency.
    b. **Strategies:**
        - Integrate Black Studies, Latinidad in Schools, and Hidden Voices Resources into Literacy and Social Studies instruction through curriculum coherence, crosswalks, implementation support, and sample lessons developed in partnership with educators, that coincides with professional learning and district support
        - Institute instructional shifts through the implementation of high-quality instructional materials
        - Provide teachers and leaders with professional learning and culturally responsive job-embedded support
        - Build system-wide coherence of core curriculums, supplemental programs, academic resources, interventions, and assessments to support high-quality literacy and mathematics instruction
        - Spearhead professional learning and support for all districts on how to use multi-tiered systems of support to address literacy and numeracy gaps
        - Provide citywide training to school and district leaders, as well as academic (math and literacy teams) on how to review and synthesize assessment data to identify students who need support
    c. **Indicators**:
        - Percentage of students in grades 3-8 achieving ELA and math proficiency overall and by race
        - Percentage of students scoring at the lowest performance level on New York State ELA and math assessments, disaggregated by race, gender identity, and ethnicity, and the resulting racial achievement gaps

- The percentage of classroom teachers who have attended NYC Reads and Solves curriculum training
- Total number of community school districts that have adopted NYC Reads and Solves
- Percentage of teachers, parents, and school leaders who perceive increased academic rigor and student progress
- Survey and feedback results showing school leader and teacher satisfaction with NYC Reads and Solves coaching, specific to its impact on instructional quality

3. **Goal**: NYCPS has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
    a. **Outcome:** By 2034, support participation of M/WBEs in compliance with city, state, and federal laws while maintaining and tracking consistent implementation and assessment of M/WBE utilization.
    b. **Strategies:**
        - Create formal M/WBE mentorship programs across prioritized industries, beyond construction, that will support and build the capacity of small businesses by industry: facilities, transportation, food, educational resources, professional development, etc.
        - Build vendor and employee relationships through intentional, structured matchmaking, including pitch sessions for large, contracted opportunities
        - Devise and refine sets of policies that synthesize M/WBE into all procurement programs and Panel for Educational Policy activities, integrating M/WBEs as active participants in all business processes, workflows, and systems
        - Launch the “Get the Word Out” campaign to increase vendor participation in trainings and pre-bid, proposal conferences.
        - Identify and retain M/WBE legal expert consultants to support the implementation and evaluation of goals to ensure consistency and compliance with federal, state, and local laws
    c. **Indicators:**
        - Number and percentage of M/WBE participating in the procurement solicitation process and awarded contracts, disaggregated by race, ethnicity, and gender identity
        - Total percentage increase of contracts awarded to M/WBE vendors
        - Number of M/WBE Small Purchase Contracts disaggregated by race, ethnicity gender identity
        - Total dollar amounts awarded to M/WBE contractors disaggregated by race, ethnicity, and gender identity

4. **Goal**: Close achievement gaps and racial disparities in literacy, numeracy, and social-emotional development to strengthen student outcomes and career pathways for English Language Learners (ELLs)
    a. **Outcome**: By 2035, ELLs in grades 3–8 who are at the Transitioning or Expanding levels of English language proficiency will demonstrate 63% English language proficiency, 61% math proficiency, an 89% five-year graduation rate, and an increase in students graduating with the New York State Seal of Biliteracy (NYSSB).
    b. **Strategies**:
        - Establish high-quality pathways to multilingualism from Preschool to graduation
        - Strengthen language and literacy across grades and subjects for multilingual learners
        - Build a culturally and linguistically responsive workforce that appropriately reflects the students of NYCPS
        - Recognize multilingualism as a core competency for college, career, and civic readiness
        - Increase provision of English as a New Language (ENL) per New York State (NYS) Commissioners Regulation Part 154
    c. **Indicators**:
        - Annual progress of English Language Proficiency (ELP) for ELLs as measured by NYSESLAT (until 2026) and WIDA (post 2026)
        - Total number of ELLs participating in bilingual education programs
        - Number of ELLs with postsecondary readiness plans
        - Year-over-year (YoY) test score proficiency rates in math and ELA for ELLs
        - YoY increase of ELLs graduating from NYCPS with a high school diploma

5. **Goal**: Disrupt historical inequities in college and career success by ensuring all NYCPS students graduate with a pathway to a rewarding career and long-term economic security
    a. **Outcome**: By 2030, ensure that 100% of NYCPS graduates have foundational skills for career readiness, computer science, and financial literacy, as well as a plan to gain early college credits and/or career credentials.
    b. **Strategies**:
        - Scale FutureReadyNYC to increase access to early college credits, Pathways-aligned advising, financial literacy, and career-readiness courses
        - Increase the number of apprenticeships and internships available through FutureReadyNYC, Career Readiness, and Modern Youth Apprenticeships

c. **Indicators**:
    - Percentage of high schoolers with paid work-based learning experiences such as internships or apprenticeships in high-growth, high opportunity fields
    - Percentage of students who have received 1:1 advising across grades 9-12, including Individualized Progress Reviews
    - Percentage of students completing courses in financial literacy, career readiness, and digital fluency
    - Percentage of students with access to early college credit opportunities
    - Percent of students enrolled in market-aligned pathways

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #10: Reduce racial and economic segregation and education gap by increasing support to schools. Help every student and family with education and other health-related social needs.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- **Expanding Black Studies Across NYC Public Schools (NYCPS)**
  In the 2025–26 school year, the Division of Inclusive and Accessible Learning (DIAL) expanded implementation of the NYCPS Black Studies Curriculum (BSC) across 35 of 45 community school districts and nearly 475 schools and programs.

  Through supporting resources, leadership development, curriculum crosswalks, and professional learning, more than 6000 educators integrated the BSC into their core curricula citywide.

- **Inclusive History Through the Hidden Voices Project**
  The NYCPS Social Studies and Civics Department advances culturally responsive-sustaining education through The Hidden Voices Project, a collaboration with educational and cultural institutions, artists, and scholars.

  Hidden Voices helps students learn about the many people often overlooked in traditional historical narratives who have shaped and continue to shape our history and identity. Through these resources, students analyze the past and make meaningful connections to the present.

Aligned to the Passport to Social Studies curriculum, Hidden Voices supports inclusive learning across content areas. The project encourages educators to teach from multiple perspectives and ensure instructional materials reflect diverse racial, ethnic, and cultural backgrounds.

During the 2025-26 school year, approximately 2,200 educators participated in citywide professional learning on the Hidden Voices Project, expanding access to inclusive and culturally responsive instruction across NYC Public Schools.

- **Math and ELA proficiency rates increased from the previous school year across key student groups.**

  Math Proficiency Gains:
  - Black students: +4.6 percentage points
  - Hispanic students: +3.4 percentage points
  - Asian students: +1.1 percentage points
  - Students with disabilities: +1.7 percentage points

  English Language Arts (ELA) Proficiency Gains:
  - Black students: +8.3 percentage points
  - Hispanic students: +7.1 percentage points
  - Asian students: +4.9 percentage points
  - Students with disabilities: +5.6 percentage points

For more Spotlight Wins visit [schools.nyc.gov/racialequityspotlights.](schools.nyc.gov/racialequityspotlights)

Economy



Economy

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: ***Resources necessary to prosper economically and build wealth***.

Systemic racism has created profound and lasting economic disparities that continue to affect New Yorkers' economic well-being today.

Disparities in Employment and Benefits

The history of labor exploitation in the United States, including the enslavement of African people from whom trillions of dollars in unpaid labor were extracted, followed by Jim Crow laws that restricted Black workers to specific occupations, has created deep- rooted inequities in economic opportunity.[xxv] Even transformative worker-protection legislation like the New Deal deliberately excluded occupations predominantly held by Black individuals, such as domestic and agricultural work, from crucial wage and labor protections.

These historical injustices laid the foundation for persistent racial disparities in employment, wages, benefits, and wealth accumulation that we see today. Black workers continue to face systematically higher unemployment rates than white workers, with Black women in particular experiencing persistently higher unemployment rates than white women.[xxvi] This burden is especially significant given that 84 percent of Black mothers serve as breadwinners for their families.[xxvii] Latino and Asian American workers also face substantial wage gaps and barriers to advancement, while immigrant workers are disproportionately vulnerable to workplace exploitation and wage theft.

Spotlight: Innovation Industries

Black, Indigenous, and People of Color (BIPOC) communities are underrepresented in innovation industries, including life sciences, technology, and the green economy (i.e., the jobs and activities that reduce emissions and protect against climate change), among others. For example, although in 2021 BIPOC workers made up 60 percent of the total NYC workforce, white workers accounted for approximately 46.5 percent of the technology and technical workforce (computer, mathematical, architecture, and engineering occupations).[xxviii]

Spotlight: Entertainment and Media Industries

In the entertainment and media industries, systemic racism continues to shape both representation and opportunities. People of color remain underrepresented in entry-level and leadership roles both on-screen and behind the scenes, comprising only 17 percent of theatrical film directors and 12 percent of film writers, according to

the 2023 Hollywood Diversity Report.[xxix] On-screen representation is similarly limited, with Asians characters comprising just 5.9 percent of speaking characters in 1300 popular films from 2007 to 2019.[xxx] Similarly, Latinos account for only 4 to 7 percent of on-screen talent in U.S. television and streaming, according to a 2024 report by McKinsey & Company, [xxxi] and Native Americans were nearly invisible in top-grossing films from 2007 to 2022.[xxxii] On Broadway, the Black Theatre Coalition reports that professionals of color make up less than 1 percent of offstage talent.

In the music industry, according to a 2021 report by USC Annenberg, only 13.9 percent of executives at 70 major and independent companies were people of color,[xxxiii] and, according to a 2024 USC Annenberg report, in 2023 only six women of color were producers.[xxxiv] The inequalities in representation extend to the gaming industry; among respondents to a 2023 survey from the International Game Developers Association, 79 percent were white, suggesting a significant racial gap.[xxxv] In journalism, a 2023 Pew Research study found that 76 percent of reporting journalists were white, while only 8 percent were Hispanic, 6 percent were Black, and 3 percent were Asian.[xxxvi]

These disparities not only harm individuals but also contribute to stereotypical and harmful depictions of people of color in entertainment. For example, the underrepresentation in journalism shapes how stories are told, and 63 percent of Black Americans say news about Black people is more negative than news about other groups.[xxxvii] The digital divide also limits access to critical information with broadband access continuing to vary significantly by race and ethnicity in New York City. With less access to information, as well as financing, mentorship, networking, and training, people of color have limited opportunities for growth in the entertainment industry.

Beyond employment, communities of color face systemic barriers in accessing financial services and building intergenerational wealth. They are more likely to be unbanked or underbanked, face predatory lending practices, and carry disproportionate debt burdens. Medical debt, the leading cause of bankruptcy in the United States, falls most heavily on Black, Latino, and immigrant communities who are more likely to be uninsured or underinsured. These communities also face higher rates of consumer fraud and deceptive business practices, compounding the economic challenges they face.

xxxviii, xxix, xxx, xxxi, xxxii, xxxiii, xxxiv, xxxv, xxxvi

Obstacles to Small Business Ownership, Entrepreneurship, and Partnership Opportunities

These barriers have also hindered those in historically underserved communities from accessing opportunities for economic growth, such as support for small businesses, entrepreneurship, manufacturing, and City contracting. NYC has one of

the strongest small business ecosystems in the world, with over 200,000 small businesses employing more than half of the City's private sector workforce. Small business owners strengthen the City's economy, create jobs in the communities they serve, and reflect the diverse population that makes up NYC.

Since 1992, NYC government has hired consultants to perform disparity studies on the utilization of minority and women-owned businesses (M/WBE) in the relevant market relative to their availability. From the 2018 Disparity Study, which analyzed data from July 1, 2006, through June 30, 2015, total M/WBE utilization was 10.4 percent of all NYC contracts. When compared to an availability estimate of 50.7 percent of businesses that met the racial, ethnic, and gender ownership classes within the five general procurement categories, this yields a disparity index of 20.4.[xxxviii]

NYC has over 11,000 certified M/WBEs benefiting from the City's M/WBE Program through focused procurement training, capacity building training, and access to capital. While progress has been made, in FY23 M/WBEs accounted for only 5.3 percent of the estimated $40 billion in annual contract spending in new City contracts and purchase orders. The City is committed to addressing historic disparities in City contracting, and in FY24, awarded $6.4 billion in M/WBE contracts through a multi-agency effort. An M/WBE Advisory Council was also announced to support the City's OneNYC goal of awarding $25 billion in M/WBE contracts by the end of FY26.

However, small business owners of color encounter significant obstacles in establishing and growing their enterprises, including limited access to capital, higher denial rates for business loans, and complex regulatory requirements that can be particularly burdensome for immigrant entrepreneurs who speak a language other than English. Moreover, despite Black New Yorkers making up 22 percent of NYC's population, only 3.5 percent of businesses are owned by Black entrepreneurs[xxxix] and BIPOC entrepreneurs are still largely concentrated in lower-wage sectors.[xl]

Spotlight: Manufacturing Sector

Within the manufacturing sector, Black-owned and Hispanic-owned manufacturers only account for a small percentage (0.5 percent and 0.8 percent respectively) of supply chains supported by three key pieces of federal legislation enacted in 2021 and 2022: the Infrastructure Investment and Jobs Act (IIJA), CHIPS and Science Act (CHIPS Act), and Inflation Reduction Act (IRA).

While the City has made efforts to streamline procurement processes and make it easier to do business with the City, many providers, particularly small businesses

and M/WBEs, continue to face challenges navigating the procurement process. Delays at various stages can create cash-flow pressures for smaller providers and affect their ability to sustain operations and pursue growth. Continued efforts to improve efficiency, transparency, and provider experience remain important to ensuring that City contracting works effectively for all participants.

Spotlight: Partnerships with Arts and Culture Organizations

New York City leads the nation in arts and culture investment, supporting over 1,000 nonprofit organizations annually. However, there are gaps in resource distribution that have generated inequities in access for all New Yorkers to benefit from the transformative power of the arts. Specific neighborhoods and communities, often those with larger populations of people of color, have long received less arts and cultural funding, mirroring broader systemic inequities.

Arts organizations often face obstacles in securing consistent, unrestricted funding. Despite their critical local impact and cultural relevance, smaller community-rooted organizations frequently struggle to meet funding criteria that favor "scale" and "reach". This affects organizational growth and hinders community development, as studies show that access to cultural resources is linked to improved outcomes in education, health, and social cohesion. Moreover, systemic barriers limit the growth of culturally specific organizations, crucial for preserving and promoting marginalized communities' heritage and stories. Organizations rooted in communities of color often lack the resources to secure larger grants, resulting in a cycle of under-resourcing that curtails innovation and engagement.

Building a representative, diverse cultural workforce is critical to achieving equitable arts access. People of color are underrepresented in arts leadership, limiting opportunities for individuals from diverse backgrounds to lead, influence, and participate fully in shaping New York City's cultural landscape. Barriers to entry, like low or unpaid entry- level positions and inequitable hiring practices including those that do not consciously and effectively consider talent from all communities, restrict career paths for people with less privileged backgrounds and perpetuate disparities in the arts workforce.

Unified Commitment

The agencies in this section recognize the critical need to address these systemic barriers and are committed to creating an inclusive, equitable economy where all New Yorkers can thrive.

Brooklyn Navy Yard Development Corporation

Mission and Commitment

The Brooklyn Navy Yard Development Corporation's (BNYDC) mission is to fuel New York City's economic vitality by creating and preserving quality jobs, growing the City's modern industrial sector and its businesses, and connecting the local community with the economic opportunity and resources of the Yard.

Through our work managing the Brooklyn Navy Yard industrial campus on the City of New York's behalf, we are committed to building new, inclusive paths to economic opportunity that result in greater access and improved economic outcomes for business owners and workers, including other diverse business owners and workers.

To accomplish these responsibilities, BNYDC is implementing targeted efforts to ensure that our organizational practices are shaped through the lens of equity.

We are committed to leveraging the Yard for creating and preserving accessible opportunities through industrial and manufacturing jobs, growing the City's modern industrial sector and its businesses, and connecting diverse communities with the economic opportunity and resources of the Yard.

Racial Equity Goals

Short-Term

1. **Goal:** Implement new training and professional development opportunities for staff, tenant employees, and BNY's community, with a focus on participation and access for those underrepresented in BNYDC's programming
    a. **Outcome**: By the end of 2026, offer training and professional development opportunities for staff, tenant employees, and BNY's community, in a manner that is reflective of the diversity of NYC.
    b. **Strategies**:
        - Develop an internal professional development policy and offer new programs to best meet staff needs
        - Launch new external training to support additional New Yorkers in receiving the skills needed to obtain "green jobs"
    c. **Indicators**:
        - Number of staff trained, disaggregated by demographic information available, including race, ethnicity, and gender identity, and compare to total staff population
        - Number of training programs offered externally, number of

program participants.

Medium-Term

1. **Goal:** Support M/WBE participation in agency procurements while continuing to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
    a. **Outcome**: By 2028, maintain consistent implementation and assessment for M/WBE utilization.
    b. **Strategies**:
        - Collaborate with SBS to support outreach and engagement with certified M/WBE vendors in connection with BNYDC procurements
        - Utilize procurement tools that facilitate participation by certified M/WBE vendors in agency contracting opportunities
    c. **Indicators**:
        - Number of M/WBE vendors responding to BNYDC procurements, disaggregated by race, ethnicity, and gender identity

2. **Goal:** Increase the number of first-generation college students from local New York City Housing Authority (NYCHA) developments participating in workforce and education programs, to support elimination of disparities in employment and education
    a. **Outcome**: By 2028, increase the number of first-generation college students from local NYCHA developments participation in workforce and/or education programs by 20%.
    b. **Strategies**:
        - Initiate targeted outreach to the four surrounding NYCHA developments and local school partners to increase the youth and community resident engagement at BNYDC events and public programs
    c. **Indicators**:
        - Number of first-generation college students from local NYCHA developments participating in workforce and education programs

Long-Term

1. **Goal:** Support new and growing businesses in advanced manufacturing, clean technology, and emerging industries' ecosystems by increasing awareness of opportunities for tenancy among potential small business tenants and positioning BNYDC to be a centralized and coordinating hub for small businesses, including M/WBEs
    a. **Outcome**: By 2034, achieve a tenanting strategy that attracts diverse tenants underrepresented to the Yard.
    b. **Strategies**:

- Develop a small-space program where we match small businesses with smaller spaces (>1,000 sf) to create new pathways for business growth at the Yard
- Develop a small business Tenant Improvement Fund to support renovation of spaces to meet business needs, starting with a pilot using $3 million of City capital earmarked for tenant improvements for incoming small business tenants

c. **Indicators**:
   - Tenant data, disaggregated by identity of owners, including race, ethnicity, and gender identity; analyzed with job density, job creation, and other mission-aligned metrics

Community Equity Priority Referenced

- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- As part of New York City's Climate Week in September 2024, the Brooklyn Navy Yard partnered with the Eunoia Group on the *Bold Eco Solutions: Diverse Minds Forum at Climate Week*. With the aim to address the disparities for visibility and funding for entrepreneurs in the climate space, this event convened a panel of industry influencers to explore how technologies and strategies led by diverse leaders are redefining and expanding the landscape of climate technology. The audience was filled with investors, innovators and ecosystem builders primed to learn from industry experts and to delve into a transformative discussion. The event closed with a robust networking session with 60+ attendees.

- In September 2024, the Brooklyn Navy Yard hosted its first-ever Green Skills Summit, bringing together workforce development leaders to shape the future of green-collar jobs training, including increasing access to job opportunities for underrepresented groups in the tech and innovation sectors. The event included 150 attendees representing 40+ different organizations and featured a diverse set of speakers addressing talent development and training issues in renewable wind power, electrification, and building decarbonization. This summit was designed to support the City's commitment of building NYC's green-collar workforce to 400,000 employees by 2040 and connecting New Yorkers to family- sustaining jobs through the industries that help combat climate change.

Department of Consumer and Worker Protection

Mission and Commitment

The NYC Department of Consumer and Worker Protection (DCWP) is the nation's leading municipal enforcement agency, charged with delivering economic justice. We bring New Yorkers real economic relief and protect them from predatory, deceptive, and unfair practices that violate their rights as consumers and workers. This includes pioneering cutting-edge protections for New Yorkers, such as the City's Consumer Protection Law, Protected Time Off Law, Fair Workweek Law, and Delivery Worker Laws. Across New York City, DCWP levels the economic playing field by licensing more than 45,000 businesses in over 45 industries and providing essential services including free tax preparation and financial counseling to ensure New Yorkers Keep more of what they earn and can plan for their futures. This work ensures that New York City is a fairer, more affordable place to live for all.

DCWP embraces our role in advancing economic justice through our work in consumer protection, worker rights, licensing and business support, and financial empowerment. We recognize the challenges ahead, including resource constraints, evolving economic conditions, and the need to build trust with communities that have historically been underserved by government institutions. DCWP has continued to champion New Yorkers in every phase of their daily lives, and we will continue this legacy of restoring fairness, dignity, and opportunity for New Yorkers. In a U.S. Congress Joint Economic Committee report, people of color, specifically Black and Latino consumers, are more likely to face barriers to mainstream banking and financing, with fewer options to find affordable credit and build wealth, making them more vulnerable to predatory and expensive lending practices.[xli]

Despite these challenges, we remain committed to centering racial equity in our work to ensure that all New Yorkers, particularly those from historically marginalized communities, can access economic opportunity and protection under the law.

Racial Equity Goals

Short-Term

1. **Goal**: Expand equitable access to financial empowerment resources to youth under 18 to build generational wealth and economic stability
    a. **Outcome**: By the end of 2026, establish comprehensive youth financial empowerment and consumer protection programming reaching students and their families across NYC in 15 NYC Public School districts. Programming will focus on financial empowerment and consumer protection education for students and their families. Through this pilot phase, New

Yorkers in these 15 districts will have access to workshops and safe and affordable financial products for savings and banking.

b. **Strategies**:
    - Develop age-appropriate financial empowerment interventions for youth under 18, including foundational financial concepts, consumer protection concepts, and hands-on experience with banking and savings
    - Partner with schools and youth programs to deliver financial empowerment education
    - Create targeted programs to reduce Summer Youth Employment (SYEP) participants' reliance on non-bank fintech for direct deposit
    - Collaborate with financial institutions to increase youth banking access to safe and affordable financial products
c. **Indicators**:
    - Number of students receiving financial empowerment and consumer protection education
    - Number of families participating in financial and consumer education workshops
    - Number of schools/programs participating in financial empowerment and consumer protection education initiatives provided by DCWP

2. **Goal**: Reduce barriers to medical debt relief and increase access to financial assistance and financial counseling for New Yorkers so they can reduce expenses and better afford living in the city
    a. **Outcome**: By the end of 2026, medical debt counseling is accessible through Financial Empowerment Centers at key H+H locations and provided at all NYC Financial Empowerment Centers.
    b. **Strategies**:
        - Train and place financial counselors at H+H locations
        - Develop specialized counseling protocols for medical debt
        - Create partnerships with healthcare providers for referrals
    c. **Indicators**:
        - Number of New Yorkers served through NYC Financial Empowerment Centers citing medical debt as a presenting issue, disaggregated by neighborhood or zip code
        - Number of financial counselors trained to assist with medical debt concerns
        - Number of referrals to medical debt assistance
        - Percentage of clients successfully connected to medical debt resources

Medium-Term

1. **Goal**: Streamline business licensing processes to reduce barriers for small business owners
    a. **Outcome**: By 2028, reduce administrative burdens for small business owners by reforming licensing requirements including removal of unnecessary fingerprinting requirements while maintaining consumer protections.
    b. **Strategies**:
        - Review and propose revisions to current licensing requirements
        - Work with City Council to eliminate unnecessary fingerprinting requirements
        - Create streamlined application processes centering the needs of our regulated community
        - Develop clear guidance materials in multiple languages
        - Refine feedback loop to improve processes for small business owners
    c. **Indicators**:
        - Number of requirements eliminated or simplified

2. **Goal:** Increase access to NYC Free Tax Prep program and critical tax credits and refunds to keep more money in the pockets of working families, lower filing costs, and support low-income communities in progressing towards meeting NYC True Cost of Living standards
    a. **Outcome**: By 2028, increase the number of Earned Income Tax Credit (EITC)-eligible New Yorkers served through NYC Free Tax Prep by 25%.
    b. **Strategies:**
        - Strengthen service locations in underserved communities by increasing diverse language access
        - Enhance culturally responsive outreach about available tax credits
        - Partner with community organizations for referrals
        - Strengthen referral pathways between NYC Free Tax Prep, Financial Empowerment Centers, NYC Benefits, and workforce development programs
        - Expand virtual and facilitated self-assistance filing options to reduce barriers to access
    c. **Indicators:**
        - Number of tax returns filed through program
        - Dollar amount saved in tax preparation fees
        - Estimated dollar amount of tax credits claimed
        - Number of returns claiming EITC
        - Number of self-employed filers served

Long-Term

1. **Goal**: Reduce the rate of unbanked and underbanked New Yorkers to build financial stability
    a. **Outcome**: By 2034, the number of unbanked households will reduce by 7% across New York City, with a special focus for the persistently high unbanked neighborhoods of communities of color in the Bronx and Brooklyn.
    b. **Strategies**:
        - Expand Financial Empowerment Centers' locations in underserved communities
        - Expand or strengthen investments in Financial Empowerment Centers marketing
        - Partner with community organizations serving unbanked and underbanked communities for referrals
        - Partner with financial institutions to develop accessible, safe and affordable financial products that recognize the challenges of financial inclusion technology, innovative and low-cost models, and embedded with culturally relevant approaches
        - Utilize NYC Free Tax Prep and Financial Empowerment Centers to screen for banking status and provide referrals to NYC SafeStart accounts, Bank On-certified accounts, and other safe and affordable financial products and services
    c. **Indicators**:
        - Percent reduction in citywide unbanked/underbanked rates
        - Number of clients receiving financial counseling
        - Percentage of Financial Empowerment Center clients who open a safe, affordable bank account
        - Disaggregated data on banking outcomes at the Financial Empowerment Centers by population

2. **Goal**: Support the City workforce’s financial health and address the disproportionate impact of student loan debt by working with a city-contracted vendor and DCAS to leverage the Public Service Loan Forgiveness (PSLF) program
    a. **Outcome**: By 2034, increase the number of City Employees who participate in the PSLF program by 300%.
    b. **Strategies**:
        - Expand access to student loan debt assistance through additional supports to city agencies and at the Financial Empowerment Centers
        - Provide targeted outreach to eligible employees working with Department of Citywide Administrative Services and Agency Personnel Officers

- Track and support successful NYC employee loan forgiveness completion working with Department of Citywide Administrative Services and Agency Personnel Officers
- Identify and address barriers to PSLF enrollment through participant feedback

c. **Indicators**:
- Percent of eligible NYC employees enrolled in PSLF
- Number of eligible employees receiving PSLF counseling or assistance
- Dollar amount of student loan debt relieved
- Number of NYC employees using free debt relief services
- Number of employees successfully receiving PSLF loan forgiveness

Community Equity Priorities Referenced

- #8: Evaluate and remove fines and fees to reduce the impact on low-income people of all ages.
- #13: Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing.

Spotlight Wins

- Over the first two years, the enhanced NYC EITC provided a total of $712.2 million in benefits, reaching more than 760,000 filers each year, following its expansion for the first time in nearly 20 years in 2022.

- In 2026, DCWP and its partners celebrated the fourth year of NYC Free Tax Prep for Self-Employed Filers, one of the nation's first dedicated free tax preparation programs for freelancers, gig workers, independent contractors, and small business owners. The program provides free annual and quarterly tax preparation assistance, workshops, and one-on-one consultations to help self-employed New Yorkers navigate complex tax obligations, improve financial recordkeeping, and access critical tax benefits to build financial health. Since its launch in 2023, the program has expanded access to tax preparation services for workers who have historically faced barriers to affordable tax assistance. The program has also contributed to increased utilization of the Earned Income Tax Credit (EITC) among eligible self-employed workers, helping connect historically underserved New Yorkers to valuable tax benefits that support household financial stability, asset building, and economic mobility.

- In 2024, DCWP expanded its partnership with NYC Health + Hospitals to bring NYC Free Tax Prep services directly into the City's public healthcare system. By integrating free tax preparation services into trusted healthcare settings and offering both in-person and virtual filing options, the partnership helped connect

historically underserved New Yorkers to critical tax credits, refunds, and other financial resources that support household financial stability and economic mobility. This partnership expanded again in 2025 when eight Financial Empowerment Centers were opened at Health + Hospital locations to help New Yorkers better plan and avoid going into medical debt in the future. This collaboration ensures that more New Yorkers can access the financial care they need to improve their lives and achieve their goals. In June 2025, DCWP, in partnership with NYC Public Schools, announced the Financial Literacy for Youth Initiative with the goal to expand financial empowerment resources to youth under 18 and their families to build generational wealth and economic stability. With a focus on Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods, the Initiative embeds financial educators in school districts to provide financial counseling, lead workshops, and help educators and families foster a financially healthy environment for all school children. The Initiative also brings an innovative In-School Banking program to increase access to safe, affordable banking directly to high school students by partnering with more than 15 local financial institutions including credit unions.

- DCWP released its third research brief on the Unbanked in NYC in Fall 2025. The research brief, which is updated biennially based on FDIC survey data, describes geographic and demographic characteristics of the city's unbanked population, spotlighting systemic barriers to banking access. Although the City's unbanked rates have fallen, it is still significantly higher than national averages. The data highlights persistent unbanked rates by boroughs and neighborhoods, primarily in the Bronx and Brooklyn.

- DCWP released the update to our Neighborhood Financial Health (NFH) Digital Mapping and Data Tool. This data tool is a framework for understanding neighborhood financial health, based on direct input from residents, consisting of a definition of neighborhood financial health and five goals for a financially healthy neighborhood. The NFH Index provides an easy reference tool for comparing neighborhoods and establishes patterns in the relationship of NFH indicators to economic and demographic factors, such as race and income. Understanding these connections is potentially useful for identifying racial equity patterns and uncovering systems that perpetuate the racial wealth gap which has helped DCWP's program targeting and site setting plans.

Department of Cultural Affairs

Mission and Commitment

The Department of Cultural Affairs (DCLA) is the largest municipal funder of arts and culture in the United States and works to ensure that every New Yorker can participate in the cultural life of the city as artists, cultural workers, and audiences. DCLA advances this mission through grantmaking from the Cultural Development Fund (CDF), capital funding, support for the Cultural Institutions Group (CIG), Materials for the Arts (MFTA), workforce development initiatives, policy leadership, public art, and partnerships that strengthen New York City's cultural sector.

New York's cultural landscape has been shaped not only by extraordinary artists and communities who have carried traditions to our city from around the world, but by generations of advocates who fought to ensure public support reached those too often excluded from it. Their work helped establish landmark public investments and programs that have reshaped and immeasurably enriched our city's cultural life. These victories affirmed that public support is essential to ensuring artists, cultural workers, organizations, and audiences of color - especially as they intersect with the LGBTQ+ and disabled communities - can fully participate in the cultural life of our city.

Yet despite that progress, public funding and resources have remained uneven, inconsistent, and insufficient for the organizations and neighborhoods that have experienced generations of underinvestment.

A plan for racial equity in our city must be grounded in the understanding that cultural equity, racial equity, and economic justice are inseparable.

This plan advances racial equity not as a standalone initiative, but as an overarching approach to strengthen how DCLA invests public resources, designs programs, and measures success.

Racial Equity Goals

Short-Term

1. **Goal**: Eliminate barriers and give people back their time by reducing administrative burdens and improving access
    a. **Outcome**: By the end of 2027, conduct a comprehensive review of all DCLA application and reporting requirements to simplify processes, improve accessibility, and reduce unnecessary paperwork needed to complete reports and applications.

- Inequities are shaped not only by where public resources flow, but also often by government processes themselves. Administrative complexity and limited transparency create confusion and roadblocks to access public funding for arts and culture, especially for smaller organizations, many of which are culturally specific. This goal will give staff of organizations back their time and will enable more organizations to participate more fully in the agency's programs.

b. **Strategies**: Based on existing agency information and knowledge, which the comprehensive review will build on, the following strategies are expected, and additional strategies will be added following the review:
    - Expand multilingual outreach, workshops, and technical assistance for first-time and returning applicants across all DCLA funding opportunities
    - Expand DCLA's direct engagement efforts by engaging in at least six community outreach events in historically underinvested communities by end of 2027
    - Strengthen partnerships with local arts councils and community-based organizations to expand awareness of DCLA funding opportunities and available resources in communities that have experienced historic under investment
    - Solicit community feedback from organizations in historically underinvested communities to identify additional ways to improve access to DCLA funding opportunities and agency resources
    - Expand the role of the CDF Panel Advisory Group to provide ongoing guidance on program design, eligibility criteria, funding structures, and program definitions
    - Increase outreach by MFTA to organizations serving historically underinvested communities
    - Expand MFTA residencies to additional Title One schools without arts programming
    - Continue to expand open call outreach to artists of color and artists based in historically under resourced neighborhoods for Percent for Art commissions
    - Grow the agency's engagement with Deaf and disabled artists to help ensure these communities can fully participate fully in the city's cultural life

c. **Indicators**:
    - Reduced administrative burden for applicants and grantees based on reduced amount of time needed to complete application
    - Applicant satisfaction and accessibility measures, based on applicant feedback
    - Participation rates in technical assistance and outreach activities
    - Application rates among organizations and artists from historically underinvested communities

2. **Goal:** Demystify the process and empower advocates by providing data, transparency, and accountability
    a. **Outcome**: By the end of 2027, collect, analyze and share data in order to fully understand the current distribution, impact, and gaps in DCLA's funding and programs, enabling more transparent decision-making and ongoing improvement.
        - DCLA will measure success not only by the breadth of organizations served, but through the depth, consistency, and duration of public support. Providing more robust and complete data sets on agency funding to strengthen accountability and give researchers and advocates the tools they need to analyze impact and build public trust. Ultimately, this will lead to better equity-based policy decisions.
    b. **Strategies**:
        - Establish a baseline study of Cultural Development Fund (CDF) support that analyzes:
            - Primary community served
            - Borough
            - Organizational budget size
            - Arts discipline
            - Organizational age
            - Funding amount
        - Where feasible, collect data on DCLA funding serving Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods
        - Where feasible and legally permissible, analyze CDF and capital funding patterns affecting organizations from historically marginalized communities, including culturally specific organizations and organizations founded, led, or governed by people of color, immigrants, disabled people, and LGBTQ+ New Yorkers
        - Measure depth of public investment in addition to overall distribution, including:
            - Average grant size by budget tier
            - Percentage of multi-year versus single-year awards
            - Grantee retention rates over three- and five-year periods
            - Continuous funding patterns
            - Organizational funding stability over time.
        - Hire a dedicated DCLA data specialist to support data analysis, transparency, and public reporting
        - Publish baseline racial equity funding data beginning in FY28 and update it biennially
        - Where feasible and legally permissible, expand data collection and public reporting for capital funding, public art, MFTA, and CIG programs
    c. **Indicators**:
        - Baseline equity data completed

- Public reporting framework published
- Biennial racial equity data published
- Expanded reporting on capital, public art, MFTA, and CIG investments
- Funding stability and organizational retention measures established

3. **Goal:** Align our values with our practice by integrating racial equity as a governing approach[21]
    a. **Outcome**: By 2027, apply a racial equity lens[22] to review agency policies, practices, and processes including identifying any potential bias in decision-making, staff development, public resource allocation processes, and evaluation of work at all agency levels.
        - DCLA can strengthen its ability to serve all New Yorkers while ensuring that advancing racial equity is a shared responsibility across every division of the agency.
    b. **Strategies**:
        - Re-establish an internal Diversity, Equity, Inclusion, and Accessibility Staff Culture Committee with voluntary participation from staff across the agency, led by the DCLA Deputy Commissioner
        - Support ongoing staff learning, collaboration, and accountability through expert-led training, current best practices, and the integration of racial equity principles into agency policies and procedures that lead to equity-driven decision-making and evaluation strategies
        - Engage the internal Staff Culture Committee and the external Cultural Affairs Advisory Commission in providing ongoing guidance on agency programs, initiatives, policies, workplace culture, and opportunities to strengthen racially equitable practices across the agency and to influence racial equity within the cultural field
        - Provide unconscious bias training for all staff and panelists
    c. **Indicators**:
        - Participation across agency divisions
        - Recommendations from Staff Culture Committee developed and implemented
        - Active staff engagement, feedback, and buy-in as measured by staff and panelist learning and participation rates
        - Integration of racial equity considerations into agency operations, policies, and decision-making processes
        - One Hundred percent of DCLA staff and external decision-makers (e.g., CDF panelists) complete unconscious bias training

[21] Racial equity as a governing approach is defined here as applying a racial equity framework for improving decision making, accountability, and service delivery.
[22] A data-driven analytical process created and used to identify how policy, decisions, and programs might create intentional and unintentional disparate impacts or reinforce historical inequities.

- Development and adoption of a racial equity prime - a framework, list of questions, or visual reminder to consciously center racial equity in daily decision-making processes

Medium-Term

1. **Goal**: Create economic opportunity for cultural workers by ensuring we advance workforce equity and leadership development
    a. **Outcome**: By 2029, through supporting leadership development through a racial equity lens, DCLA seeks to build leadership pipelines and engage the sector to shape a cultural workforce that is more just and better equipped to build New York City's cultural future.
        - A thriving cultural sector depends on artists, cultural workers, educators, administrators, fabricators, technicians, union workers, nonprofit leaders, and other cultural professionals who reflect the diversity of New York City and have meaningful opportunities to grow, lead, and remain in the field.
    b. **Strategies**:
        - Proactively partner with and reenergize the CUNY Cultural Corps program to ensure it continues to build an equitable pipeline for the cultural workforce
        - Continue requiring ongoing CIG workforce diversity, equity, inclusion, and accessibility plans while expanding assessment to include organizational partnerships, artist participation and compensation, union collaboration, institutional financial investments, and continued progress toward equitable workplace practices
        - Create, bolster, or amplify five to ten pipeline programs for cultural workers
        - Support professional development opportunities for mid-career cultural workers and emerging leaders through executive leadership training, board governance education, fellowship opportunities, and other career advancement initiatives
        - Support and encourage equitable and worker-centered human resources practices across the cultural sector by promoting technical assistance, peer learning, and other approaches related to anti-racist hiring practices, disability-centered accessibility, trans-inclusive workplace policies, pay equity, employee retention, and high-quality workplaces
        - Convene cultural organizations, artists, labor representatives, philanthropy, and other sector partners to advance dialogue and shared action around compensation, workforce sustainability, and pay equity across the cultural sector
    c. **Indicators**:
        - Participation in workforce development programs

- Leadership pipeline opportunities created or supported
- Utilization of workplace equity resources
- Sector engagement on compensation, workforce sustainability, and workforce equity through a published report and/or a series of workshops or convenings for organizations based on discipline and budget size

2. **Goal**: With culture as a public good, build stronger neighborhood cultural infrastructure and expand access to New York City's cultural life
    a. **Outcome**: By 2029, increase access to local assets, integrate culture into neighborhood planning, and ensure residents are connected to free and affordable cultural opportunities available to them at institutions across the city, helping all New Yorkers recognize that the cumulative cultural identity of New York City is built by and for them.
        - A city where New Yorkers can afford to live, work, and create is also a city where culture remains within reach in every neighborhood, treated as the civic infrastructure and public good that it represents. Every New Yorker—regardless of race, income, language, disability, or ZIP code—should be able to experience the full breadth of New York City's cultural life: from neighborhood cultural organizations that sustain community identity to the city's world-renowned cultural institutions.
    b. **Strategies**:
        - Through interagency and external partnerships, integrate arts and cultural infrastructure into neighborhood planning, housing, economic development, and public investment initiatives, particularly in communities that have historically experienced racial and economic disinvestment – delivering local, community-oriented cultural assets in neighborhoods across the city and recognizing culture as essential to the city's life and social wellbeing
        - Expand City-supported marketing of arts and culture to connect residents of all backgrounds with cultural opportunities in partnership with the Mayor's Office of Mass Engagement, NYC Tourism + Conventions, Department of Citywide Administrative Services, and the Mayor's Office of Media and Entertainment
        - Reduce financial and other barriers to cultural access for New Yorkers by supporting cultural organizations in their work to foster greater participation in arts, strengthen meaningful community partnerships, and broaden participation among New Yorkers who have historically faced barriers to engaging with the city's cultural institutions, programs, and resources
        - Through Materials for the Arts, increase the amount of free supplies, education opportunities, and other resources delivered directly to schools and nonprofit organizations located in TRIE neighborhoods

c. **Indicators**:
    - Strengthened, routine, and established interagency collaboration to advance the integration of arts, culture, and cultural infrastructure into neighborhood planning and public investment initiatives
    - Geographic distribution of cultural infrastructure investments made possible through neighborhood planning, rezoning, and city capital funding
    - One or more new initiatives launched by FY29 that meaningfully integrates arts and culture into civic infrastructure
    - Participation rates in free and low-cost cultural programming.
    - Diversity of organizations represented in City-supported cultural marketing, including demographic, geographic, disciplinary, and organizational diversity
    - Increased participation and attendance rates in New York City's arts and cultural life across communities and neighborhoods

Long-Term

1. **Goal:** Building community power and strengthening long-term stability through sustained public investment
    a. **Outcome**: By the end of 2035, conduct extensive research to support the development of workable proposals for sustainable long-term public investment.
        - Lasting racial equity requires sustained public investment that allows culturally specific organizations, organizations founded by led by, and serving people of color, and neighborhood anchor organizations to plan beyond a single fiscal year, retain staff, steward cultural spaces, deepen their relationships with the communities they serve, and ultimately repair the cumulative effects of historic underinvestment.
    b. **Strategies**:
        - Research opportunities to introduce general operating support within CDF
        - Assess opportunities for increasing the share of CDF funding awarded through multi-year support
        - Develop strategies to prioritize organizations located in, or primarily serving, communities that have historically experienced racial and economic disinvestment[23], including culturally specific organizations and organizations founded by and led by people of color, where feasible and consistent with applicable law and program requirements
        - Explore development of a Sector Stability Index to assess the long-term health of New York City's cultural ecosystem, including the

[23] Racial disinvestment refers to the systematic reduction or withholding of resources, investment, and/or opportunities from specific geographical areas, driven by and reinforcing racial segregation.

stability of cultural spaces, workforce retention, financial sustainability, organizational capacity, and continuity of public investment over time

c. **Indicators:**
    - Completion of research and development of proposals related to multi-year general operating support
    - Assessment of opportunities to expand multi-year sustained funding approaches within CDF
    - Completion of developed framework for measuring sector-wide stability, continuity, and organizational resilience

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- **Grantmaking**: Since 2018, we have embarked on a holistic evaluation of our Cultural Development Fund (CDF) award process to introduce a range of new reforms that promote equity. We are committed to increasing access to DCLA's competitive grantmaking process. For example, our minimum funding level increased from $5,000 to $10,000, and we introduced multi-year grants to enhance financial stability for our partners. This plan builds on this progress and strengthens our mission to reach and support organizations in communities that previously received limited funding.

- **Capital Spending**: We are committed to leveraging our capital spending to preserve, renovate, and celebrate arts and cultural spaces to ensure that all New Yorkers can see their stories represented in our cultural sector. For one recent example, on February 27, 2026, DCLA joined Mayor Mamdani to announce the completion of a $3.9 million restoration project for the historic Hunterfly Road Houses in the Weeksville Heritage Center in Brooklyn, which educates and preserves the history of Weeksville, one of the largest pre-Civil War free Black communities in the United States.

- **Public Art**: DCLA's Percent for Art program commissions permanent, site-specific artworks for publicly funded infrastructure and capital projects across the city, working with communities and artists to tell stories that reflect the full breadth of our city's past, present, and future. In April 2026, DCLA joined the Parks Department and Washington Street Historical Society to unveil "Al Qalam: Poets in the Park," a

new monument in Lower Manhattan by artist Sara Ouhaddou that pays tribute to the writers and poets of Little Syria, New York's first Arabic-speaking community which thrived in Lower Manhattan from the 1880s to the 1940s.

- **The CUNY Cultural Corps –** a program funded by DCLA - provides paid internships to CUNY's diverse and talented student body at dozens of the city's most renowned cultural institutions. Since launching in 2016, hundreds of CUNY students have gained work experience at institutions like the Bronx Council on the Arts, Brooklyn Museum, the American Museum of Natural History, Primary Stages Company, Museum of the Moving Image, and more. Cultural organizations get access to the next generation of leaders in our city, and students get paid experience at iconic cultural institutions.

- **Cultural Institutions Group Diversity, Equity, and Inclusion plans**: Starting in 2017, DCLA required all members of the city's Cultural Institutions Group – 39 organizations on city-owned property – to develop and implement strategic plans to foster more diverse audiences, artists, and cultural workers at their institutions. In New York City, having staff and programming that reflect the diversity of the city is critical for organizations to fully connect with the city they serve. Cultural institutions, for their part, have embraced the opportunity to grow, expand, and accelerate a range of programs and initiatives aimed at welcoming people in as leaders and audiences who reflect the full diversity of New York City.

Department of Small Business Services

Mission and Commitment

The NYC Department of Small Business Services (SBS) helps unlock economic potential and create economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

SBS is dedicated to promoting equitable economic development and enhancing economic mobility. SBS acknowledges that there are historically underserved and underrepresented populations within the three targets of our work: jobseekers, businesses, and neighborhoods.

To achieve our mission, creating economic security for all New Yorkers, SBS places a strong emphasis on tailoring employment and business services for low-to-moderate income (LMI) individuals and underserved small businesses. As evidenced through the NYC True Cost of Living Report, those from underserved neighborhoods and outer boroughs face significant barriers in meeting cost of living standards. SBS recognizes that providing resources for economic mobility can enhance the lives of individuals and grant them greater access to a dignified life.

SBS draws inspiration in our approach to equity of opportunity from a speech given by Congresswoman Shirley Chisholm to the House of Representatives (May 1969). Congresswoman Chisholm outlines the interconnectedness of economic justice and nondiscrimination, saying: "Unless *we … defeat the enemies of poverty and racism in our own country and make our talk of equality and opportunity ring true, we are exposed as hypocrites in the eyes of the world when we talk about making other people free."*

SBS is committed to pursuing these goals of reducing barriers for underserved businesses, jobseekers, and neighborhoods because we believe the vast power of government should be deployed to address and reduce longstanding disparities, thus creating greater opportunities for success and economic growth for individuals, their households and the broader economy of New York City.

Racial Equity Goals

Short-Term

1. **Goal**: Reduce barriers to capital for underserved businesses

a. **Outcome**: By the end of 2026, expand equitable access to capital for underserved businesses by launching at least two new programs designed to address barriers to financing.
b. **Strategies**:
    - Increase awareness and usage of Funds Finder tool amongst underserved businesses and add additional local Community Development Financial Institution (CDFI) partners
    - In partnership with the NYC Economic Development Corporation (EDC), launch NYC Future Fund and Cannabis NYC Loan Fund programs to provide access to capital to underserved small businesses that have historically faced barriers to accessing traditional lending
c. **Indicators**:
    - Number of new capital access programs launched that are focused on underserved businesses
    - Percent of financial awards to underserved businesses

2. **Goal**: Expand the Jobs NYC initiative through a community-centered approach to advance employment opportunities for historically underserved communities
    a. **Outcome**: By the end of 2026, reduce barriers to employment for priority populations by partnering with five Community-Based Organizations (CBOs) to co-develop hiring halls that connect jobseekers to quality employment in growth sectors.
    b. **Strategies**:
        - Increase community-based engagement with jobseekers to understand gaps in experience and other challenges in finding employment
        - Host hiring events in designated Jobs NYC zip codes
    c. **Indicators**:
        - Number of Jobs NYC events conducted in designated Jobs NYC zip codes
        - Number of direct services delivered through Jobs NYC
        - Percent of target Jobs NYC zip codes engaged

3. **Goal**: Build equitable recruitment pathways within SBS's talent pipeline
    a. **Outcome**: By the end of 2026, establish partnerships with at least five institutions of higher education to expand equitable recruitment pathways.
    b. **Strategies**:
        - Strengthen recruitment and outreach efforts with institutions that serve diverse student populations including The City University of New York (CUNY), Historically Black Colleges and Universities (HBCUs), and Hispanic-Serving Institutions (HSIs)
        - Host interns from local institutions that serve diverse student populations, including CUNY, HBCUs, and HSIs

c. **Indicators**:
    - Number of interns hosted from local institutions that serve diverse student populations, including CUNY, HBCUs, and HSIs
    - Number of partnered local institutions that serve diverse student populations, including CUNY, HBCUs, and HSIs

Medium-Term

1. **Goal**: Expand access to financial assistance for underserved businesses to address historical disparities in financing and growth opportunities
    a. **Outcome**: By 2028, expand access to financial assistance for underserved businesses by providing 4,000 financial consultations that connect businesses to capital and growth opportunities.
    b. **Strategies:**
        - Conduct research to identify financial challenges among underserved businesses
        - Inform underserved businesses of responsible financial habits and the risks of predatory lending
        - Expand notification of capital access opportunities through press releases, social media, and partnerships with local CBOs and community development financial institutions
    c. **Indicators**:
        - Number of financial consultations with underserved businesses

2. **Goal:** Connect individuals from economically disadvantaged communities facing high unemployment to quality workforce services through the Jobs NYC initiative
    a. **Outcome**: By 2028, increase access to workforce services for individuals from economically disadvantaged communities by registering 5,000 jobseekers in the Workforce1 system.
    b. **Strategies**:
        - Leverage hiring halls in disadvantaged communities to engage jobseekers
        - Engage local employers from Jobs NYC communities
        - Tailor outreach and engagement to meet the needs of individual communities to increase registration and connect individuals to jobs and trainings
    c. **Indicators**:
        - Number of New Yorkers from Jobs NYC communities registered into the Workforce1 system, disaggregated by Jobs NYC zip code
        - Percent of all new Workforce1 system registrants from Jobs NYC zip codes

3. **Goal:** Reduce racial and gender wealth gaps/disparities that stem from the historical harms from cannabis prohibition through entrepreneurship opportunities

a. **Outcome**: By 2028, expand equitable access to cannabis entrepreneurship and employment opportunities by engaging justice-involved populations and assisting 1,000 individuals in starting a cannabis business or receiving paid industry employment.
b. **Strategies**:
    - Provide no-cost support for entrepreneurs and jobseekers looking to enter the cannabis market
    - Train entrepreneurs and jobseekers on the tools and regulatory education they require to succeed in the cannabis industry
    - Leverage additional, non-cannabis specific programming for emerging small businesses
c. **Indicators**:
    - Number of entrepreneurs and jobseekers assisted in entering or navigating the cannabis industry

Long-Term

1. **Goal:** Expand efforts to notify small businesses and M/WBEs about agency solicitations and contracts
    a. **Outcome**: By 2034, achieve a citywide increase in engagement with underutilized firms.
    b. **Strategies**:
        - Provide tailored capacity-building services that help M/WBEs and Emerging Business Enterprises (EBEs) successfully compete for contracts
        - Analyze the sectors where sizable procurements are anticipated and assist firms in connecting with contracting opportunities
    c. **Indicators**:
        - Number of New Yorkers engaged about agency solicitations and contracts through capacity building events and resources
        - Number of businesses awarded city contracts
        - Number of M/WBEs awarded city contracts

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- In 2026, SBS and the NYC Economic Development Corporation expanded the Cannabis NYC Loan Fund to offer loans of up to $500,000 to NYC Cannabis Entrepreneurs.
- In 2026, SBS launched the $80M NYC Future Fund, expanding affordable financing for small businesses.
- In 2026, SBS launched the Office of Street Vendor Services, advancing economic justice and supporting an equitable street vending ecosystem across all five boroughs.
- Since 2022, SBS and LinkNYC have provided eligible businesses with free marketing and promotion through the LinkLocal program.

Economic Development Corporation

Mission and Commitment

The New York City Economic Development Corporation ("NYCEDC" or "Corporation") aims to create a vibrant, inclusive, and globally competitive economy for all New Yorkers by strengthening confidence in NYC as a prime business location, fostering innovative sectors with an emphasis on equity, developing healthy neighborhoods as places to live, learn, work, and play, and delivering sustainable infrastructure for communities and New York City's future. NYCEDC is dedicated to advancing a more equitable, resilient, and sustainable economy that lifts every community, ensuring that all New Yorkers can participate in and benefit from New York City's economic growth.

In advancing this mission, NYCEDC is committed to addressing economic disparities in diverse entrepreneurship, M/W/DBE[24] contracting, and workforce development to create an inclusive economy for all New Yorkers. This commitment is critical to overcoming the recognized historical and ongoing barriers faced by underserved communities in New York City.

Racial Equity Goals

Short-Term

1. **Goal**: EDC has a 30% goal for M/W/DBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
    a. **Outcome:** By the end of 2026, maintain consistent implementation and assessment for M/W/DBE utilization.
    b. **Strategies:**
        - In industry sectors where disparities have been shown to exist, rate more favorably procurement proposals that actively promote M/W/DBE utilization and create opportunities for historically underutilized M/W/DBEs
        - Integrate the M/W/DBE small purchase procurement method into the procurement process in industry sectors where disparities have been shown to exist, offering more avenues for M/W/DBE participation
        - Advance the use of M/W/DBEs in internal discretionary spending activities that do not require competitive procurement processes
        - Expand capacity-building program offerings, adapting to evolving market conditions and ensuring M/W/DBEs have the resources and

[24] Minority, Women, and Disadvantaged Business Enterprise.

support they need to successfully bid on NYCEDC contracts and other procurements

c. **Indicators:**
    - Number of M/W/DBEs served by M/W/DBE capacity building programs
    - Percent and Dollars of contract amounts awarded to M/W/DBE firms
    - Percent and Dollars of contract amounts awarded disaggregated by race, ethnicity, and gender

2. **Goal:** Expand access to career pipelines that lead to long-term economic mobility for underserved communities
    a. **Outcome:** By the end of 2026, establish economic mobility networks in priority neighborhoods.
    b. **Strategies:**
        - Invest approximately $2 million to create an economic mobility network – a coalition of workforce providers that will create programs tailored to the unique needs of the neighborhood
        - Pilot locations for the economic mobility network will include Sunset Park and Hunts Point
    c. **Indicators:**
        - Number of economic mobility networks established in priority neighborhoods
        - Number of workforce programs launched by the economic mobility networks
        - Percent of individuals of color receiving training from and/or job placement through economic mobility networks
        - Demographics of individuals receiving training from and/or job placement through economic mobility networks by race, ethnicity, and gender identity

3. **Goal:** Build a diverse NYCEDC workforce through equitable recruitment, hiring, and retention practices
    a. **Outcome:** By the end of 2026, ensure that 100% of hiring managers have completed the interview training sessions, develop partnerships with at least two institutions to increase diverse representation of interns and fellows placed across departments, evaluate the current mentorship program, and continue to build Employee Resource Group programming.
    b. **Strategies**:
        - Establish equitable interviewing practices and offer equitable interview training sessions twice a year for all hiring managers to ensure fair, consistent, and equitable approaches to interviewing
        - Identify and develop new pipeline partnerships with targeted institutions, foundations, and local schools, to strengthen recruitment efforts of interns and fellows from underrepresented communities

- Evaluate and restructure current mentorship program to ensure it is equitably serving employees of different backgrounds and experiences by formalizing objective setting and learning offerings, and implementing evaluation and impact measures
- Establish a structured Employee Resource Group (ERG) program, which celebrates the inclusion of diverse perspectives, identities, and experiences in the workplace

c. **Indicators:**
- Percent of hiring managers who have completed interview training
- Number of new partnerships created for Pipeline Programs
- Percent of interns and fellows who are from underrepresented groups[25]
- Percent of staff participation in the ERG program, and the number of cultural events planned and supported by ERG leaders to celebrate diverse experiences and backgrounds

Medium-Term

1. **Goal:** Expand NYCEDC's financial investment into economic mobility strategies to support disadvantaged New York City communities and reduce income and wealth disparities
   a. **Outcome:** By 2028, increase total investment into economic mobility (entrepreneurship and workforce development) programs to $7 million to reduce income and wealth disparities in priority neighborhoods.
   b. **Strategies:**
      - Produce an internal needs assessment for economic mobility programs and present to leadership to inform budget allocation requests
   c. **Indicators**:
      - Amount of NYCEDC budget allocated to economic mobility programs

2. **Goal:** Increase exposure to career opportunities for New Yorkers within NYCEDC's innovation industries (i.e., life sciences, technology, creative, and green economy)
   a. **Outcome**: By 2028, increase diverse representation within 100% of NYCEDC's innovation industries workforce programs.
   b. **Strategies:**
      - Standardize reporting and stakeholder requirements for all operators of NYCEDC innovation industries workforce programs to maximize participation
      - Conduct inclusive outreach efforts to students of color
   c. **Indicators:**

[25] For informational and communication purposes only.

- Percent of New Yorkers participating in NYCEDC innovation industries workforce programs, disaggregated by race, ethnicity, and gender identity[22]

3. **Goal:** Establish measurement and evaluation infrastructure that allows NYCEDC to continuously monitor and evaluate NYCEDC's impact and performance from an equity perspective
    a. **Outcome** By 2028, ensure that 100% of applicable divisions build data pipelines that assess internal and external equity metrics and submit department level equity data annually.
    b. **Strategies:**
        - Establish internal data infrastructure that centralizes the Corporation's project including data disaggregated by race, ethnicity, and zip code, at both the department level and companywide
        - Leverage NYCEDC's existing measurement and evaluation infrastructure to inform NYCEDC's leadership's decision-making on budget allocation and program operations
    c. **Indicator**:
        - Percent of departments that have collected, assessed, and submitted equity metrics

4. **Goal:** Evaluate and strengthen NYCEDC's employee benefits programs to ensure equitable access, remove barriers to utilization, and support internal economic mobility across all employee groups
    a. **Outcome:** By 2028, ensure that 100% of NYCEDC employee benefits programs are evaluated for equity and accessibility, and implement improvements.
    b. **Strategies:**
        - Conduct a comprehensive equity and accessibility audit of all NYCEDC employee benefits, including medical, financial, wellness, and leave programs, and develop a report with recommendations and prioritized improvements to increase utilization
        - Conduct a benchmark study on affordability based on regional market plans within similar organizations
    c. **Indicators**:
        - Percentage of benefits programs evaluated for equity and accessibility

5. **Goal:** Expand and enhance NYCEDC's apprenticeship, internship, and fellowship programs to increase access to workforce opportunities for New Yorkers, strengthen employment readiness, and support long-term financial mobility and career advancement
    a. **Outcome:** By 2028, expand NYCEDC's workforce development portfolio by launching at least one new apprenticeship, Returnship, or similar program that increases access to high-quality career opportunities for New Yorkers.

b. **Strategies:**
    - Implement an expansion plan for NYCEDC's pipeline programs, including new partnerships with education and workforce organizations across NYC communities, to strengthen economic mobility and long-term career opportunities for New Yorkers
c. **Indicators:**
    - Number of participants who move through the pipeline to full-time positions
    - Post-program employment in NYC or career advancement rate (within 6–12 months)

Long-Term

1. **Goal:** Identify and address pay disparities by race, gender, and experience across all NYCEDC's positions
    a. **Outcome**: By 2034, assess all positions across departments for pay equity and achieve 100% pay equity across departments by race, gender, and experience where disparities have been found to exist.
    b. **Strategies**:
        - Conduct a companywide pay equity analysis by race, gender, and experience across all levels within the Corporation every two years
        - Upon completion of such analysis, NYCEDC will (1) make salary adjustments to the positions, if any, which are not in parity compared to their counterparts and (2) update all job descriptions to reflect new compensation ranges and education requirements, as applicable
    c. **Indicators**:
        - Percent of positions whose salaries are at pay parity compared to counterparts
        - Percent of positions that received salary adjustments

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

Organizational Wins

- **Equity & Community Impact Division:** In 2022, NYCEDC created a new division, Equity & Community Impact, to ensure the Corporation advances equity across its projects and contracting activities by providing technical assistance, measurement and evaluation, strategy, and stakeholder engagement.

- **Diversity, Inclusion & Learning Department:** In 2022, NYCEDC created a new department, Diversity, Inclusion & Learning to advance equitable programming and career development while ensuring equity across organizational policies and employee metrics and reporting.

- **Future Innovators in Real Estate (FIRE) Fellowship Program:** Launched by NYCEDC in 2023, this paid 16-month program prepares CUNY and SUNY graduates for careers in real estate development. In FY26, NYCEDC began its second FIRE Fellows cohort and placed all four inaugural fellows in full-time roles. By FY25, 73 percent of NYCEDC interns were BIPOC, and in 2025, all four FIRE Fellows, along with six other program participants, secured full-time positions at NYCEDC.

- **Housing and Planning Fellowship:** Launched in 2021 by NYCEDC with DCP, HDC, and HPD, this two-year rotational program develops diverse planning talent by offering hands-on experience in affordable housing, city planning, and economic development. Fellows rotate through four city agencies, gaining practical skills and supporting neighborhood revitalization. Two fellows have joined NYCEDC full-time, with others placed at partner agencies. The program is now in its third cohort.

- ***Undesign the Redline: Redlining in New York City Training*:** In 2023, NYCEDC launched a Redlining in New York City Training across the Corporation. This training aims to equip employees with knowledge of discriminatory policies and practices, like redlining, that have historically impacted under-resourced communities and have led to disparities in housing, education, income, criminal justice, and health. By learning about the systemic challenges that New Yorkers face, NYCEDC employees are better equipped to engage in projects that aim to develop a more equitable economy today. This training was offered by Designing the WE and is a required training for all NYCEDC staff. In FY2026, NYCEDC continues to offer this session, and had 173 staff in attendance in a recent session, with plans to hold another session this fiscal year.

- **Equitable Economic Development Training:** In 2024, NYCEDC launched a corporation-wide equitable economic development training. The training equipped staff with core competencies in equitable economic development principles across

industries and provided subject matter application to core pillar and role functions. The training was provided by Race Forward and was required for all NYCEDC staff; 94 percent (481) of staff completed the training.

- **Pay Equity Study:** NYCEDC has conducted four pay equity studies over the past six years. Pay equity is a framework whereby pay for employees performing the same duties, regardless of gender, race, or any other defining characteristics, is analyzed. We review our salaries and pay structure regularly to ensure that we are paying employees fairly and equitably across the board, ensuring equal pay for similar work. NYCEDC has committed to conducting a pay equity study every two years to ensure salaries are also aligned with market rates.

- **Employee Population:** NYCEDC's employee population was composed of 55 percent BIPOC representation in FY25, upholding its commitment to mirror the racial demographics of New York City's population. This progress was further supported by updates to job descriptions that removed unnecessary educational requirements and emphasized experience and skills-based hiring, as well as an intentional decision to refrain from using AI assessment tools in résumé reviews, application screenings, or interviews.

Citywide Economic Mobility Initiatives: Workforce

- **Sunset Park Economic Mobility Network:** Launched in 2025, NYCEDC is investing **1.4 million dollars** into workforce development programming in Sunset Park, Brooklyn. The Sunset Park Economic Mobility Network is a coalition of local workforce providers collaborating to identify shared workforce priorities and to launch place-based programs tailored to community needs and employer hiring demand. Southwest Brooklyn Industrial Development Corporation (SBIDC), leads the Sunset Park Economic Mobility Network, partnering with Brooklyn Workforce Innovations (BWI), Opportunities for a Better Tomorrow (OBT), Los Angeles Cleantech Incubator, Solar One, the Chinese-American Planning Council, and the Center for Family Life.

- **The Hunts Point Economic Mobility Network:** Launching in 2025, NYCEDC is investing $1.4 million to support workforce development initiatives in Hunts Point, Bronx. The Hunts Point Economic Mobility Network, led by the Greater Hunts Point Economic Development Corporation (GHPEDC), focuses on expanding local training programs and creating career pathways to increase South Bronx residents' access to employment opportunities in the area's business community. GHPEDC collaborates with a range of partners such as The Point CDC, The Hope Program, Bronx River Alliance, Rocking the Boat, Fulton Fish Market Cooperative, Empire Clean Cities, Workforce1 ITC, and the Hunts Point Longwood Community Coalition—to connect community members with jobs at the Hunts Point Food Distribution Center and to explore future prospects at the Hunts Point Marine Terminal.

- **East Brooklyn Workforce Fund:** In April 2024, NYCEDC awarded $1.4 million to the recipients of its East Brooklyn Workforce Development Fund—advancing its commitment to long-term equitable growth in the neighborhoods surrounding Broadway Junction. The fund expands local workforce development programs that connect East Brooklyn jobseekers to employment opportunities in existing industrial and emerging construction and green economy industries. Each of the five awardees has made a significant impact within their community, with a demonstrated commitment to investing in and empowering the local East Brooklyn workforce.

- **BIOBUS:** NYCEDC's partnership with BioBus brings mobile, hands-on STEM education to K-12 and college students in the Bronx, helping them to discover, explore, and pursue science. Focusing on students excluded from the scientific community due to factors such as race, gender, economic status, and physical access, BioBus has served over 13,000 Bronx students since 2023: 22 percent of students served were Black, 68 percent were Hispanic, 6 percent were Asian, 1 percent were Native American, and 3 percent were white.

- **Break into Biotech Program:** NYCEDC runs the Break into Biotech program which is a 3-month, paid life sciences training program for NYC adults from any and all backgrounds combining hands-on classes, mentored research, and professional development to democratize access to careers in science. Across the first four cohorts served since 2024, 65 percent of participants identified as people of color (Black/African American, Hispanic/Latino/Spanish Origin, Middle Eastern or North African, or American Indian or Alaska Native).

Citywide Economic Mobility Initiatives: Diverse Entrepreneurship

- **NYC Catalyst Fund (NYCCF):** Since launching in 2023, the NYC Catalyst Fund (NYCCF) has deployed $40 million with impact-aligned fund managers, each required to align with at least one equity pillar: diverse entrepreneurship, emerging sectors, or community development. Many aligned with multiple pillars, intentionally directing capital to historically underinvested founders, geographies, and industries. The Fund now spans 11 investment vehicles, with allocations between $2M–$5M, expanding EDC’s ability to contribute to racially equitable economic mobility. By 2025, NYCCF funds had deployed over $4 million, invested in 35 NYC-based companies and supported 266 jobs, with impact expected to grow as more capital is deployed. These investments strengthen pathways for diverse and community-rooted entrepreneurs historically excluded from traditional venture and lending markets.

- **Cannabis NYC Loan Fund:** In 2024, NYCEDC and Small Business Services (SBS) launched the $9 million Cannabis NYC Loan Fund, a racially equitable lending program designed to counteract the lasting economic harms of cannabis criminalization. The fund provides below-market loans at 9.5 percent with flexible

terms to licensed cannabis entrepreneurs, many of whom face barriers to capital because federal prohibition restricts traditional lending. $1 million has already been deployed to 10 Conditional Adult-Use Retail Dispensary (CAURD) licensees, supporting entrepreneurs directly impacted by past prohibition and enabling them to build wealth and stability within a newly legalized industry.

- **Founder's Fellowship:** A NYCEDC initiative, cohort-based accelerator under the Venture Access NYC initiative that supports underrepresented tech and tech-enabled startup founders in New York City. Since its launch in 2022, alumni have collectively raised over $170 million and built companies now valued at more than $1 billion. Since commencing in 2022, 240 startups have participated. In the 2025 cohort, over 66 percent of firms were led by women and 77 percent by BIPOC founders.

- **Women.NYC:** NYCEDC is home to Women.NYC, the flagship City initiative for women's economic mobility to increasing women's representation in innovation industries and ensure New York City's future economy benefits from the full spectrum of talent, especially women of color. Women.NYC's reaches a community of over 100,000 people and in the past three years, over 5,000 women have participated in Women.NYC programs with over 70 percent of participants identifying as women of color, 30 percent Hispanic, and over 90 percent low-and-moderate income. Women.NYC programs are open to all, without regard to gender or gender identity.

Citywide Economic Mobility Initiatives: M/WBE

- **Commercial Real Estate Developer Disparity Study**: In 2024, NYCEDC commissioned a Commercial Real Estate Developer Disparity Study to examine how racial inequities shape opportunity across EDC's development portfolio. Completed in December 2025, the study now serves as a foundational tool to develop interventions that support historically underrepresented developers and ensure that EDC's policies, programs, and investments drive fair, inclusive, and racially equitable growth.

- **Diverse Utilization Goal-Setting:** In FY24, NYCEDC launched the Diverse Utilization Goal-Setting initiative, establishing a more equitable procurement framework by setting targeted, data-driven M/WBE participation goals based on certified group availability and past utilization patterns. This marked a shift from generic goal-setting toward a race- and gender-conscious model that actively addresses historic underutilization.

- **M/WBE Capacity Building Programs:** Construct NYC and Waterfront Pathways delivered strong equity outcomes. Both programs scaled significantly in size and diversity and produced measurable economic mobility for M/WBEs through deeper

technical training, improved industry alignment, and expanded opportunity pathways.
    - Capacity-building alumni secured $35.7 million in EDC contract awards in FY25, which demonstrated a direct and powerful link between training and equitable procurement outcomes.
    - Over 1,157 hours of technical assistance were delivered in FY25, significantly expanding the pool of market-ready M/WBEs across multiple sectors and reducing historical barriers to contracting.

- **Construction Management:** In 2025, EDC achieved a major structural milestone in its Construction Manager (CM) portfolio.
    - Six (6) of 12 CM Retainer awardees (50 percent) were M/WBE firms, including graduates of EDC's own capacity building programs. This marked a significant shift toward racial equity in core project delivery roles, embedding M/WBE representation in long-term, high-value CM contracts.

Measurement and Evaluation

In 2023, NYCEDC launched a company-wide effort to monitor and evaluate equity by establishing a Measurement and Evaluation (M&E) role. This role is a core pillar of the Equity & Community Impact Division, leading the Corporation to quantify its impact across company-wide key performance metrics.

- **Disadvantaged Communities Index:** NYCEDC has developed a Disadvantaged Community Index, a neighborhood-based index aggregating key indicators of economic vulnerability, enabling EDC to assess how projects and investments align with community need and economic justice priorities.

- **Social Impact Dashboard**: Launched in 2024 as an expansion of EDC's agency-wide outcome reporting efforts, with an intentional focus on equity and community impact. The dashboard sets out 25-30 metrics across five pillars, focused on social and economic outcomes, with the goal of further disaggregating data to highlight equity gaps. The dashboard aims to map and measure all of EDC's projects, programs, and investments against the Disadvantaged Communities Index to better understand how EDC's investments align to community disadvantage and need. The index itself was designed to incorporate key pillars needed for an individual to achieve economic security to support their individual and family well-being.

- **Business Owner Survey:** In 2024, NYCEDC conducted a Sunset Park Business Owner Survey to better understand the diversity of the business community within the EDC assets and how we can be more supportive in expanding access to entrepreneurship opportunities. Results of such study found that overall, 4,160 people are employed, 41 percent of businesses are diverse-owned, 27 percent of businesses are woman-owned, and 5 percent of businesses are LGBTQIA-owned.

- **Industry Equity Analysis**: To better inform industry strategy with an eye towards economic justice, EDC's Economic Research and Policy Team often collaborates with other EDC teams to analyze gaps in representation and opportunities for economic mobility in our priority sectors, which serves to inform strategic decision-making on policy and projects.

Mayor's Office of Contract Services

Mission and Commitment

The Mayor's Office of Contract Services (MOCS) is an oversight and service agency dedicated to optimizing existing NYC procurement operations and transforming procurement processes to make it easier, fairer, and more efficient to do business with the City.

MOCS leads procurement transformation by leveraging expertise, innovation, data, and a results-oriented approach. Our vision is a procurement system grounded in transparency, accountability, and efficiency.

Each city agency has its own Agency Chief Contracting Officer (ACCO), a position delegated authority by the agency head to organize and supervise the agency's procurement activity. The City Chief Procurement Officer (CCPO) is delegated authority by the mayor to coordinate and oversee the procurement activity across mayoral agencies, including the work of ACCOs. The mayor has designated the Director of MOCS as the CCPO. MOCS does not procure on behalf of City agencies. Rather, MOCS provides the technology, guidance, and support agencies need to manage their own procurement activities effectively.

The Procurement Policy Board (PPB) establishes the rules that govern the methods of selecting procurement types, soliciting bids and proposals, awarding and administering contracts, determining responsibility, retaining records, and resolving contract disputes. MOCS works closely with the PPB to support implementation of the City's procurement rules and advance improvements to procurement policy and practice.

MOCS is committed to increasing economic opportunity by reducing barriers to participation in city contracting and improving access to procurement opportunities for historically underrepresented vendors.

MOCS intends to leverage its strategic partnerships across the City's procurement ecosystem to inform policy decisions, identify barriers to equitable access, and measure the effectiveness of equity initiatives in procurement. Because procurement is a citywide process, MOCS' role is not limited to direct service delivery; rather, MOCS leads, guides, supports, standardizes, reports on, and improves transparency across a system that depends on multiple actors, including City Hall, City Council, oversight partners, agency procurement staff, providers, vendors, and the public. MOCS engages government stakeholders through policy development, legislative review and testimony, procurement guidance, reporting, data-sharing, PASSPort support, interagency working groups, and trainings. MOCS also engages external stakeholders, including nonprofit and community-based providers, human service organizations, M/WBEs, construction firms, small and local vendors and prospective

vendors, through the MOCS Service Desk, PASSPort resources, public notices and comments, capacity-building trainings, targeted virtual and in-person presentations, community-based tabling, MOCS in the Streets, vendor outreach, newsletters, and other communications. These engagements help strengthen contracting readiness and procurement capacity while recognizing that equitable procurement outcomes depend on coordinated action by agencies, vendors, oversight bodies, elected officials, and other partners across the contracting lifecycle.

This work aligns with MOCS' broader equity commitments by supporting fairer access to information, improving vendor readiness among M/WBEs and small local businesses, and ensuring that procurement systems are more navigable for communities that have historically faced structural barriers to participation in City contracting. During fiscal year 2025, MOCS' Learning and Development (L&D) team has conducted and/or participated in over 40 events reaching over 500 M/WBE certified vendors.

MOCS recognizes that advancing equity in City contracting requires leadership effort, collaboration with equity practitioners, and a demonstrated willingness to challenge and transform outdated systems and practices. MOCS strives to create a fair and equitable procurement environment by acknowledging persistent challenges, including payment delays affecting small community-based organizations and vendors led by people of color, and by committing to concrete actions that reduce barriers, improve accountability, and strengthen access to City contracting opportunities.

Racial Equity Goals

Short-Term

1. **Goal**: Prioritize engaging underutilized businesses based on agency disparity analysis to reach vendors who may not currently do business with the City
    a. **Outcome**: By the end of 2026, increase outreach campaigns, trainings, and tabling at events that focus on increasing awareness for underutilized businesses by 10%.
    b. **Strategies**:
        - Expand tabling events in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and encourage training attendance
        - Develop targeted outreach campaigns to NYC Mayoral Agencies, umbrella groups such as Human Services Council and Homeless Services United
        - Increase impact by engaging agencies and partners to help spread awareness of training opportunities
    c. **Indicators**:
        - Number of underutilized and disadvantaged vendors, including M/WBEs (disaggregated by race, ethnicity, and gender identity),

responding to solicitations annually
- Percentage of contracts awarded to underutilized vendors
- Percentage of solicitation responses received from underutilized vendors
- Number of procurement opportunities targeted to industries with identified racial disparities
- Number of awards for first time contract recipients
- Vendor event attendance

2. **Goal:** Expand and standardize the use of plain language across NYC contracting and PASSPort learning resources so that vendors can more easily understand how to do business with New York City and identify opportunities that align with the goods or services they provide
    a. **Outcome:** By the end of 2027, optimize all vendor-facing learning resources to meet plain language requirements. The focus will be on new PASSPort vendor onboarding materials and contracting guidance that help vendors understand agency needs, identify contracting opportunities, and navigate City procurement processes.
    b. **Strategies:**
        - **Deepen Plain Language Knowledge Among MOCS Staff:** Build on the strong foundation that already exists by providing training opportunities for relevant staff to develop their plain language skills, especially the teams involved in developing learning resources for the general public and vendors
        - **Enhance Vendor Contracting Roadmap & Resource Library:** Enhance the existing Contracting Roadmap for vendors by incorporating more plain-language content and regularly updating resources to help vendors understand how City contracting works, what agencies purchase, and how to identify contracting and subcontracting opportunities
        - **Pilot Vendor Onboarding Campaign:** Implement a structured onboarding experience for new users to the City's Procurement System, including welcome communications, instructional videos, next-step guidance, and timely resources that help vendors become procurement-ready
        - **Expand Regular Dedicated Vendor Communications:** Provide regular communications and learning resources related to vendor onboarding, budget readiness, procurement timelines and other topics that support vendor participation in City contracting
    c. **Indicators:**
        - Vendor satisfaction with plain language resources (survey feedback)
        - Number of plain language materials accessed or downloaded by vendors
        - Targeted in-person interviews with new/specific vendors with frequent

ticket inquiries to access understanding and plain language success

Medium-Term

1. **Goal:** Pursue a human-centered design[1] approach to City's Procurement System to make user experience more accessible and user-friendly for prospective small, disadvantaged, and M/WBE vendors by reducing barriers throughout the application process
    a. **Outcome:** By 2028, improve the accessibility and usability of City's Procurement System for small, disadvantaged, and M/WBE vendors by implementing changes informed by vendor feedback and reducing barriers throughout the procurement process.
    b. **Strategies**:
        - Engage vendors through 1:1 discussions and focus groups to identify challenges and ensure changes to City's Procurement System that address their experiences
        - Provide transparency on system updates through e-newsletters and other forms of communication such as notifying vendors about changes based on their feedback, and sharing out resolved issues, updated resources, and new issues for vendor awareness
        - Activate feedback loops to notify vendors about changes based on their input
        - Equip City contracting staff with resources and education needed to reduce cycle times
        - Identify vendor challenges trends (Service Desk tickets) and apply feedback to MOCS' training and materials offerings proactively; update relevant guides, add training guidance based on this increased inflow of tickets in a specific challenge area
    c. **Indicators**:
        - Reduction in the number of incomplete or returned vendor enrollment submissions due to errors
        - Decrease in City's Procurement System enrollment cycle time
        - Decrease in City's Procurement System account enrollment cycle time
        - Increase in vendors subscribed to MOCS newsletters and communications
        - Increase in Open and Click rates for MOCS vendor communications

Long-Term

1. **Goal**: Support more transparent vendor payments by working with City agencies to reduce payment cycle times and pending payments and identify opportunities to

[1] Human-centered design is a problem-solving approach which prioritizes people, their context, and their experience to ensure developed solutions work for them.

address delays across the procurement and payment lifecycle

a. **Outcome**: By 2036, support citywide efforts to reduce the number of invoices pending more than 30 days from the prompt payment date and develop financial indicators to monitor Agencies' progress, including invoice aging and pending invoice count. MOCS will support agency procurement staff by providing guidance, information, and technical assistance needed to identify payment delays and improve invoice processing timelines.
b. **Strategies:**
    - In partnership with the New York City Council and City Hall, identify and address existing barriers to advance more equitable access to resources and contracting opportunities, including by reducing administrative burdens
    - Lead on key initiatives such as the Joint Task Force to Get Nonprofits Paid on Time and the NYC Capital Process Reform Task Force. These initiatives focus on bringing down cycle times, untangling the regulatory web, and getting bureaucracy out of the way so contractors can do the work they are hired to do
    - Develop Citywide payment metrics to understand how quickly vendors are getting paid and where payment delays may be growing across the system. Capturing volume, dollar value, and invoice aging metrics in one snapshot
    - Provide agency by agency support (i.e. office hours) to identify and resolve specific budget and invoice issues to help expedite budget and invoice submissions, shorten resolution time and reduce the burden on providers to repeatedly escalate issues across different points of contact
c. **Indicators:**
    - Total Pending Count of Invoices
    - Total Pending Value (Dollars)
    - Average Pending Invoice Cycle Time (Days)
    - Count of Invoices Pending over 30 Days
    - Value or Invoices Pending over 30 Days

Community Equity Priorities Referenced

- #5: Check for and remove any formulas and computer processes that may be biased based on race, ethnicity, or poverty. This will prevent inequities in health care, housing, policing, criminal justice, employment, social service and more.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- MOCS launched a comprehensive communications and training plan for City's Procurement System's new release, including web guides that are more accessible.

- In Fiscal Year 2025 MOCS held a total of 41 trainings (webinars, in-person workshops and in-person office hours) with 1,472 attendees.

- For PASSPort New Release (Release 6) there were a total of 12 webinars, 758 M/WBEs attended.

- Getting Started in PASSPort: 9 webinars, 269 M/WBEs attended.

- MOCS In Your Neighborhood: 20 in-person events for M/WBEs, 445 attended.

- MOCS has hosted 27 M/WBE-related outreach events, half of which were in-person, for nearly 3,000 vendors, including M/WBEs.

Mayor's Office of Media and Entertainment

Mission and Commitment

To support and strengthen New York City's creative economy and make it accessible to all.

The Mayor's Office of Media and Entertainment (MOME) is comprised of four divisions:

- the Film Office, which facilitates film and television production throughout the five boroughs;
- NYC Media, the City's official broadcast network and production group;
- the Press Credentials Office, which issues press cards; and
- Creative Sector Programs, which advance industry and workforce development across NYC's creative sectors.

MOME is committed to addressing the longstanding racial disparities in New York City's entertainment and media industries. We recognize the historical underrepresentation of people of color in both on-screen and behind-the-scenes roles, and we are dedicated to increasing diversity in the industry. MOME will continue to support initiatives that create equitable access to opportunities in media, combat harmful stereotypes, and ensure that the entertainment sector reflects the true diversity of New York City's residents.

This commitment extends to addressing issues such as the underrepresentation of women of color in leadership roles and the challenges of the digital divide that limit access to critical information.

Racial Equity Goals

Short-Term

1. **Goal:** Increase awareness of agency programming in communities of color and immigrant communities to increase engagement with government-supported creative sector opportunities
    a. **Outcome**: By the end of 2026, aim to target at least a 25% expansion of new relationships with communities of color and immigrant communities.
    b. **Strategies:**
        - Aim to target at least 10 percent program marketing spending for ads in community and ethnic media publications
        - Track the names and numbers of community and ethnic media publications where we place ads

- Publish disaggregated data annually of film permits by community districts and duration, Made in NY grants and designations by recipient demographics, training program enrollment, completion, and placement, to assess equity across agency programs

c. **Indicators:**
   - Percentage of program marketing budget spent on community and ethnic media publications
   - Number of increased community partners and engaged community participation disaggregated by race, ethnicity, and neighborhood

2. **Goal**: Improve access to government proceedings and mayoral press events so that lack of access to broadband does not impede marginalized communities' opportunity to receive information and engage in the democratic process
   a. **Outcome**: By the end of 2027, MOME's NYC Media aims to increase coverage and access by leveraging our new TV channel, NYC Gov 2.
   b. **Strategy:**
      - Launch a new broadcast channel, NYC Gov 2, that will nearly double live City Council proceedings and mayoral events offered
      - Obtained a location for the new master control facilities and are in the process of building out the space and coordinating with city agencies
   c. **Indicators:**
      - Number of viewers of NYC Gov 2 disaggregated by race, ethnicity, and county

3. **Goal**: Facilitate access to training and placement based on real-time labor market shifts through certificate programs
   a. **Outcome:** By the end of 2026, achieve an increase in opportunities for New Yorkers from diverse and underrepresented communities to be hired to creative industry jobs in NYC based on agency disparity analysis.
   b. **Strategy:**
      - Engage groups, including but not limited to, Directors Guild of America members, the Black TV and Film Collective, and the Ghetto Film School to source candidates for training programs
      - Launch the "Made in NY" Media Academy program
      - Engage priority populations including NYCHA residents, people with disabilities, veterans and justice-involved youth to source candidates for training programs
   c. **Indicators:**
      - Number of New Yorkers disaggregated by age, ethnicity, gender identity, and race, that have enrolled, completed, and placed through the new "Made in NY" Media Academy program and all other training programs supported by MOME

Medium-Term

1. **Goal:** Invest agency programmatic spending in historically underserved New Yorkers through initiatives and programs that seek to increase access and opportunity to quality careers in the entertainment industry
    a. **Outcome:** By 2028,
        - Aim to invest at least 50% of spending for workforce development and education in programs that work to increase access to entertainment careers for historically underserved communities based on disparity analysis.
        - Increase access to entertainment careers and reduce disparate barriers for historically underserved communities based on disparity analysis.
    b. **Strategies:**
        - Provide funding to CUNY Brooklyn College to launch the first public music business BA program in NYC in FY2026
        - Implement networking events to introduce graduates to some of our workforce programs and to entertainment companies that are hiring
        - Collect lessons learned about access to good jobs from providers and participants in MOME-funded programs
        - Analyze published disaggregated data of film permits by community districts and duration, Made in NY grants and designations by recipient demographics, training program enrollment, completion, and placement to identify concentrated production burdens, designation disparities, and hiring/retention rates
        - Advocate for, in partnership with DCLA, a Portable Benefits Program for freelance workers in the creative sector
    c. **Indicators:**
        - Dollars allocated to entertainment workforce development and educational programs that predominantly enroll members of underserved communities
        - Number of actionable recommendations provided by community members
        - Number of applicants placed disaggregated by neighborhood
        - Number of alumni with at least one-year position retention rate by neighborhood

2. **Goal:** Conduct outreach to attract diverse candidates for openings in the agency's production/editing team and continue to help ensure that the programs broadcast on NYC Life represent NYC's diverse population
    a. **Outcome:** By 2028, achieve an increase in qualified underrepresented applicants for the positions, subject to OTI's hiring practices, policies and approval processes.

b. **Strategies:**
    - Expand the websites and organizations where job postings are listed to attract more underrepresented candidates based on agency disparity analysis
    - Implement a structured interview technique to reduce any instances of bias in hiring
c. **Indicators:**
    - Number of diverse job boards where positions are posted
    - Demographics of workforce, new hires, and applicants[26]
    - Demographics of applicants and staff hired for open positions[27]

3. **Goal**: Analyze salary stratification[28] and compensation structures across the MOME workforce to identify trends and inform equitable compensation, classification, and workforce practices
    a. **Outcome:** By 2028, complete a comprehensive pay and workforce assessment that examines the following to develop recommendations that advance equitable workforce practices.[29]
        - Compensation patterns, workforce trends, and any potential disparities across classifications, pay bands, and demographic groups
        - Alignment with the NYC True Cost of Living (TCOL) threshold for a single adult
    b. **Strategies**:
        - Begin salary stratification analysis to examine patterns across pay bands, job classifications, demographic groups, including race and ethnicity, to understand workforce composition and compensation trends
        - Review title assignment, promotion, and discretionary raise patterns and disaggregate by race, ethnicity, and gender identity
        - In 2026, review all full-time salaries against the single-adult TCOL threshold, identify all full-time positions or salary levels not meeting the threshold, and establish as a baseline
        - Review salaries against the threshold with annual updates of TCOL
    c. **Indicators:**
        - Percent of full-time salaries meeting or above the NYC True Cost of Living single-adult threshold (see MOERJ threshold table),

[26] For informational and communication purposes only.
[27] MOME may be limited with the data that it can collect because demographics are voluntary for the applicants to provide. For informational and communication purposes only.
[28] Salary stratification analysis may include examining patterns across pay bands, job classifications, demographic groups, including race and ethnicity, to understand workforce composition and compensation trends, inform recommendations, and support equitable practices. Analysis does not determine individual compensation decisions.
[29]Implementation of any workforce-related changes in furtherance of equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 424 for further information.

disaggregated by race/ethnicity and title series, reviewed annually
- Percent of approved full-time job postings with a minimum salary that meets or exceeds the NYC True Cost of Living threshold for a single adult, reviewed annually
- Median full-time salary disaggregated by job classification, race, ethnicity, and gender identity, including representation among the highest and lowest salary quartiles,[30] reviewed annually

Long-Term

1. **Goal:** Assess whether disparities exist in denials of press cards based on the race and ethnicity of the applicant and/or for ethnic newsgathering organizations, the prevalence of any such disparities found, and address any such disparities
    a. **Outcome**: By 2034, identify any racial disparities in denials of press cards that may exist among ethnic newsgathering organizations and determine how many disparities found could be addressed by additional training, rule changes, and other strategies.
    b. **Strategies**:
        - Collect and analyze data from press card applicants to determine if applicants who are people of color and/or speak a language other than English, and community and ethnic newsgathering organizations, are more likely to be denied
        - Collect data through emailed invitation to complete an online survey[31] on a platform such as “SurveyMonkey” or “Qualtrics”
        - In conjunction with the survey responses MOME can also assess disparities by tracking denial rates of applicants that provide media submissions in foreign languages
    c. **Indicators:**
        - Press card denial rate disaggregated by race and ethnicity
        - Ethnic newsgathering denial rate

2. **Goal:** Implement and sustain equitable compensation and classification practices informed by the workforce assessment to address any identified salary disparities[32] and support competitive, livable wages
    a. **Outcome:** By 2034, compensation practices promote equitable pay across agency, any identified salary disparities are being addressed where appropriate, and any identified gap between minimum full-time permanent

[30] For informational and communication purposes only.
[31] The survey will depend on the response rate and may not be a complete representation of all applicants.
[32] Salary disparities refer to differences in compensation identified through workforce assessment for review and evaluation.

salary and the NYC True Cost of Living threshold for a single adult has narrowed.[33]

b. **Strategies:**
    - Share assessment findings and recommendations with internal stakeholders for action planning
    - Implement priority recommendations from the workforce assessment
    - Evaluate existing compensation and workforce data collection practices for effectiveness
    - Establish ongoing process to monitor compensation equity and workforce trends
c. **Indicators:**
    - Number and percentage of salary disparities from assessment
    - Number and percentage of salary disparities from assessment reviewed, and where appropriate, addressed
    - Percent of full-time salaries at or above the NYC True Cost of Living single-adult threshold (see MOERJ threshold table), disaggregated by race, ethnicity, and title series, reviewed annually
    - Percent of approved full-time job postings with a minimum salary that meets or exceeds the NYC True Cost of Living threshold for a single adult, reviewed annually

Community Equity Priority Referenced

- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- **Workforce:** By partnering with CUNY, SBS, and training providers on several workforce training programs in the media and entertainment industry, MOME has been able to increase diversity in employment by training over 2,639 and placing 1,980 New Yorkers from underrepresented backgrounds in jobs and internships throughout the entertainment industry. For example:
    - The Made in NY[34] Production Assistant (PA) Training Program by Brooklyn Workforce Innovations has provided people of color with training and placement support for jobs on film and television sets throughout New York City. From 2006 to 2024, the PA Training Program trained 1,208 New Yorkers and placed 1,044 (86 percent) in jobs.

[33] Subject to OMB policies. Additionally, implementation of any workforce-related changes in furtherance of equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 424 for further information.
[34] "Made in NY" or "Made in New York" is the name of a trademarked MOME program.

- The Made in NY Stagecraft Bootcamp, part of the Theatrical Workforce Development Program (TWDP) by the Roundabout Theater Company, has provided people of color with training and backstage jobs in theatre. From September 1, 2017, to June 30, 2024, TWDP trained 152 New Yorkers and placed 127 (84 percent) in jobs in the entertainment industry.
- The Made in NY Animation Project by The Animation Project (TAP) has provided people with training in 3D animation. From 2017 to 2024, TAP trained over 10,000 14- to 24-year-old New Yorkers and placed 108 in jobs.
- The MediaMKRS Program by Reel Works and CUNY has provided people of color with training for technical and administrative jobs in media & entertainment. From 2019 to 2024, MediaMKRS trained 650 New Yorkers and placed 415 in internships.
- The Sound Thinking NYC Program by CUNY Creative Arts has provided people of color with training for technical jobs in the music industry. From 2018 to 2024, Sound Thinking trained 372 New Yorkers and placed 104 in internships.

- **Digital Gaming:** The 2021 International Game Developers Association survey indicated that only 5 percent of game developers identified as Black, while the majority were white. To increase exposure to the field amongst diverse audiences, MOME currently supports the establishment of Gaming Pathways, a new program offering a bachelor's degree in digital game design at the CUNY City College of New York. Also, MOME currently supports the Game Devs of Color Expo by providing a “Made in NY” Grant each year to a game developer selected by that group. Recently, the competitive process resulted in MOME providing grants to two Black developers in New York City to support development and promotion of their games.

- **Spanish-Language TV Content:** In 2022, NYC Media began televising eight hours of non-commercial Spanish-language programming per day, and NYC Media is continuing to work with diverse local producers to air their programs on NYC Media’s lifestyle channel, NYC Life. From July 1, 2023, to June 30, 2024, this Spanish-language programming reached 44,601 households and each household tuned into the programming 42.5 times on average.

Housing and Preservation



Housing and Preservation

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to live where they would like to live and thrive with: **Safe, secure, and affordable housing**.

New York City's housing landscape is deeply influenced by a long history of laws, policies, and customs, which for generations deprived communities of color and other marginalized communities of access to safe, affordable, and quality housing.

Discriminatory Housing Policies and Practices

Like most major cities, New York City experienced a period of "Jim Crow," where discriminatory laws, which were not limited to the South, regulated where residents could live, the jobs they could hold, and even the pools in which they could swim. Government, at all levels, owned or financed segregated housing developments beginning in the early 20th century, entrenching segregation.

Access to capital has also shaped our housing market, with a mortgage-lending process that came to be known as "redlining", contributing to long-standing patterns of segregation across New York and other metropolitan areas. In the 1930s, the federal government, through the Home Owners Loan Corporation (HOLC), developed color-coded maps, commonly known as redlining maps, that classified neighborhoods according to perceived levels of lending risk across cities in the United States.[xlii] The maps categorized neighborhoods as "Best", "Still Desirable", "Definitely Declining", and "Hazardous", with race and ethnicity being central determinants of rankings. Areas with higher percentages of Black, Jewish, or immigrant populations were treated as less desirable, reinforcing the racist perception among some New Yorkers that the mere presence of Black residents and other racial and ethnic minorities was enough to depreciate property values. The practice of redlining created the belief that there was a risk in issuing mortgages in neighborhoods with Black populations greater than 5 percent. This restricted financial resources and investment into redlined neighborhoods, hindering the ability of residents to purchase homes, invest in properties, and start businesses. This practice subsequently suppressed land values and limited economic opportunities, creating a cycle of disinvestment in communities of color and low-income communities.

Simultaneously, "white flight" from inner cities and the expansion of segregated suburban developments also pushed government officials to take drastic steps to alter some of the city's central neighborhoods deemed blighted through massive redevelopment projects, often displacing people of color from their homes. The combined influence of redlining, segregated housing developments, and evidence of discrimination in the employment and education fields concentrated low-income people of color in small geographic areas, leading to significant disparities in the

housing options and neighborhood amenities.

Affordable Housing and Property Maintenance

In the 1960s community development corporations emerged in New York City and across other major cities as part of a larger community-led social justice and anti-poverty movement. These community-led efforts also responded to longstanding disinvestment and inadequate housing conditions in many neighborhoods. As neighborhoods lacked investment and resources over decades, many buildings developed maintenance issues, which also contributed to health, safety, and quality of life. These stark contrasts in maintenance deficiencies fall along racial lines, with households headed by Black Non-Hispanic and Hispanic New Yorkers having three times the rate of deficiencies when compared to those headed by white or Asian New Yorkers (20-21 percent compared to 7-8 percent).[xliii]

While enforcing the City's Construction and Housing Codes, it remains important to analyze the context of how these historical harms and current day disparities affect marginalized communities' ability to live, work and thrive in safe, quality buildings, and the impact the issuance of violations and associated penalties can have on owners of small properties particularly in marginalized communities. Disparities in awareness of regulatory processes further emphasize the importance of educating New Yorkers, whether they own or rent, so they understand the regulatory framework with which owners must comply and ensuring that outreach efforts are tailored to communities.

Limited Access to Homeownership Opportunities and Generating Wealth

Homeownership is a core asset-building tool for most Americans; however past practices have negatively impacted the ability of residents of color to own homes, obtain financing, and have equal asset value.

Our country has a history of racially restrictive covenants written into property deeds by those within the real estate industry. These covenants included legally binding language that prevented people of color from buying, renting or living in certain neighborhoods. Examples of this language read:

> **"…*no part of said property nor any portion thereof shall be, for said term of fifty-years, occupied by any person not of the Caucasian race*…"**[xliv]; or **"**… ***said lots nor any portion thereof shall ever be lived upon or occupied by any person other than the Caucasian in Race; provided, however that if persons not of the Caucasian Race be kept thereon by a Caucasian strictly in the capacity of servants or employees actually engaged in the service of such occupant*"**[xlv]

In addition, predatory loans to communities of color often lead to foreclosure, loss of homes, and compound disparities in the racial wealth gap. According to the Census' American Community Survey, 67 percent of white households own their homes, compared to only 34 percent of households of color. New York City suffers from substantial racial and ethnic homeownership gaps to this day: In 2023, 46 percent of households were headed by non-Hispanic white New Yorkers, compared to 16 percent headed by Black non-Hispanic New Yorkers and 14 percent of Hispanic New Yorkers.[xlvi]

On top of that, in recent years, research has shown nationally that appraisers disproportionately undervalue the homes in majority-Black neighborhoods. Studies have shown that the valuation of homes in majority-Black neighborhoods is 21 to 23 percent less than in neighborhoods with few or no Black residents.[xlvii] In New York City, the median Black New York City homeowner's home value of $500,000 is significantly lower than that of the median white New York City homeowner's, value at $750,000.[xlviii] Addressing racial bias in home appraisals is key to tackling the racial wealth gap and making the benefits of homeownership more equitable. In the U.S., the median white family possesses approximately eight times the wealth of a typical Black family and five times the wealth of a typical Hispanic family. The differences in home-ownership rates and home values both contribute to this gap.

Under-Resourced Public Housing

These historical and ongoing inequities have also dramatically contributed to public housing having a high concentration of Black and Hispanic residents. As of January 2024, the City's public housing developments are home to 312,422 residents with approximately 90 percent Black or Hispanic, and in comparison, 52 percent of the population in NYC are Black or Hispanic. Federal law and regulations impose income limits for admission to public housing to ensure this affordable resource is available to those who need it. The median household income for public housing residents is about $26,000,[xlix] compared to the overall NYC median household income of nearly $77,000.[l]

Over the past few decades, Congress has not provided the resources necessary to properly maintain aging public housing infrastructure across the country. Today, this generational funding deficiency has led to a nearly $80 billion capital need and growing operational needs that are essential in addressing racial equity and improving living conditions for residents.[li]

Disparities in Historic Preservation

As these inequities have shaped housing access, they have also influenced the field of historic preservation, which has struggled to equitably represent the nation's diverse cultural heritage. Early efforts, by organizations such as the Mount Vernon Ladies' Association, focused on preserving sites tied to early American history and the Founding Fathers, a practice that neglected the history and contributions of underrecognized and marginalized communities to American history. In the 1960s,

rising social consciousness, concerns about the loss of the urban historic built environment, and opposition to Urban Renewal programs, which displaced communities and destroyed historic neighborhoods, led to the formalization of the field through the 1966 National Historic Preservation Act and the adoption of local landmark laws across the country. However, preservation practices often favored high-style, architecturally distinguished sites, making it difficult for communities to advocate for culturally important, yet less architecturally prominent sites.

While the City has a long history of formally recognizing historic resources with strong social and cultural associations to underrecognized and marginalized communities, significant work remains. Designations over 59 years have not always adequately reflected the diversity of New York City, nor did the historic narratives, which interpret past events, adequately include information on the systemic inequities, discrimination, racial segregation, economic disparities, and other forms of injustices that were experienced by marginalized groups. Preservation efforts must not only protect resources but also empower communities.

Further compounding this disparity, the lack of diversity among preservation professionals limits the field's ability to identify sites significant to a wide range of communities. Furthermore, disparities in outreach for regulatory work did not always adequately address people in lower-income communities, nor individuals with other language preferences, which led to an uneven level of knowledge about regulatory processes and the resources available to help property owners and expedite permits. Ensuring fairness, transparency, and efficiency in regulation helps create a level playing field for all applicants but is particularly important for those property owners who may not have equal access to paid consultants.

Unified Commitment

The agencies in this section recognize the importance in addressing these entrenched inequities to create an environment in which all New Yorkers have access to affordable housing, economic opportunity, and equitable representation in preservation.

Department of Buildings

Mission and Commitment

The mission of the NYC Department of Buildings (DOB) is to ensure the safe and lawful use of buildings, properties, and construction sites across the five boroughs by enforcing the City's Building Code, Zoning Resolution, Multiple Dwelling Law, and New York State Labor Law, with a focus on facilitating compliant development, and worker and public safety, all to make our City a safer place to build, work, and live.

In this racial equity plan, we aim to address various disparities and issues to advance racial equity both internally and in relation to our role as a regulatory agency.

DOB acknowledges structural racism has indirectly and directly impacted the lives of people in marginalized communities in numerous ways, including with respect to the built environment. Over time, certain government policies and practices, such as redlining, have impacted Black, Indigenous, People of Color (BIPOC) communities' access to safe, affordable, and quality housing.

In the 1930s, the Federal Government, through the Homeowners Lending Corporation (HOLC) developed color-coded maps, referred to as redlining maps, to guide how loans were issued to potential home buyers across all cities in the United States. The maps were divided into four (4) categories: Best, Still Desirable, Definitely Declining, and Hazardous. The latter was predominantly assigned to neighborhoods that were home to communities of color. Redlining designated predominantly minority neighborhoods as risky for mortgage lending. It systematically denied public and private resources to people of color while simultaneously investing in predominantly white suburban communities.

Throughout the 20th century, redlined neighborhoods deteriorated as they were deprived of investment and resources, causing many buildings to develop maintenance issues, which could also contribute to health hazards. Although redlining is now illegal, it remains a significant factor in the disparities that still exist with respect to the availability and quality of housing options in marginalized communities.

As an agency whose mission is to ensure public safety while fostering development throughout the city and enforcing compliance with the Construction Codes, we recognize these historical harms and current-day disparities that affect marginalized communities' ability to live, work and thrive in safe, quality buildings. The Department is the regulatory authority charged with enforcing the Construction Codes. It ensures buildings, construction sites, and other properties around the city are safe. When property owners, contractors, licensees, and registered design professionals fail to comply with applicable laws and rules, the agency will issue summonses and violations. These summonses and violations have associated penalties. While the

Department does not have a direct role in addressing disparities in access to housing, it recognizes the impact the issuance of violations and associated penalties can have on owners of small properties particularly in marginalized communities.

The Department also recognizes that some owners may be unaware of certain requirements including those pertaining to various periodic inspections. As an agency charged with public safety, the Department has a role in educating New Yorkers, whether they own or rent, so they have an understanding of the regulatory framework with which owners must comply. To that end, the Department believes outreach and community engagement are critical tools in educating owners and tenants. The Department is committed to evaluating its outreach efforts to determine whether and how such efforts can be expanded or modified to more effectively engage with marginalized communities to address disparities that may exist in various boroughs as a result of historical harms.

We also recognize that, internally, there are various disparities to address including with respect to employee salaries, promotions, and professional development opportunities. The pay disparity and lack of professional development opportunities particularly impact employees of color, especially women of color (who represent the highest percentage of administrative roles in the agency) and BIPOC employees. In this racial equity plan, we aim to address these various issues in order to advance racial equity both internally and in relation to our role as a regulatory agency.

Racial Equity Goals

Short-Term

1. **Goal**: Assess and improve outreach strategies to increase engagement with homeowners and small businesses in marginalized communities to ensure awareness regarding available DOB resources and applicable DOB regulatory requirements to improve compliance and avoid potential enforcement action
    a. **Outcome:** By the end of 2026, develop metrics to track community engagement comprehensively, and increase engagement activities in marginalized communities by 20% by the end of 2027.
    b. **Strategies**:
        - Review existing metrics to determine baseline engagement statistics
        - Utilizing the baseline data, tailor metrics to improve tracking of engagement and to identify gaps in engagement
        - Employ surveys/questionnaires to identify the specific issues/concerns relevant to particular communities to develop targeted engagement strategies and materials
        - Partner with community-based organizations to reach target audiences with the goal of educating communities regarding

prevalent violations that are specific to their respective zip codes/community boards

c. **Indicators**:
    - Percent of community events in marginalized communities
    - Number of borough-specific outreach and community engagement plans
    - Number of active partnerships with community-based organizations
    - Number of property owners who, based on completed surveys, report increased awareness and understanding of the regulatory requirements and available DOB resources
    - Number of small business owners who, based on completed surveys, report increased awareness and understanding of the regulatory requirements and available DOB resources

2. **Goal**: Identify and address pay disparity at all levels of the agency by ethnicity, gender, and race
    a. **Outcome:** By end of calendar year 2027, ensure that the agency has established a transparent pay structure, which includes periodic pay equity reviews, and developed a framework and procedure for implementing salary adjustments for impacted employees.[35]
    b. **Strategies**:
        - Conduct a salary analysis for all employees to identify any pay disparities with respect to ethnicity, gender, and race
        - Develop and implement a transparent and equitable process that includes clear criteria for employee promotions and salary increases
        - Track percent change in salary disparity over time using 2027 salary data as the baseline
    c. **Indicators**:
        - Percent of titles that have been assessed in the disparity analysis in relation to the total universe of titles used at the agency
        - Percent of employees found to have been impacted by salary disparity
        - Percent of employees found to have been impacted by salary disparity who have received a salary adjustment
        - Percent change in salary disparity over time across ethnicity, race, and gender identity

Medium-Term

1. **Goal:** Address underrepresentation of staff in certain titles based on available data from oversight agency through equitable recruitment and hiring practices for all

[35] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

vacancies

a. **Outcome**: By 2028, implement inclusive workforce practices that attract diverse applicants and monitor workforce trends (e.g. hiring, promotion, retention, and workforce composition) on a quarterly and annual basis to reduce underrepresentation in identified titles.
b. **Strategies**:
    - Create a recruitment pipeline for Inspector, Plan Examiner, Architect, and Engineer positions by partnering with local high schools, colleges and universities
    - Establish a recruitment committee/working group comprised of Human Resources and supervisors from various units across the agency
    - Require all supervisors to undergo supervisory training that addresses diversity and inclusion concerns such as managing a multi-generational workforce
c. **Indicators**:
    - Number of partnerships established with local educational institutions and HBCU's
    - Demographics of applicants agencywide, in technical titles (e.g. Plan Examiner), and in supervisory, managerial, and leadership positions[36]
    - Percent change in workforce composition in identified titles over a 5-year, 10-year and 20-year period

2. **Goal:** Build upon equity and inclusion in the workplace through ensuring equitable access to mental health, stress management, wellness, and conflict resolution across all levels
    a. **Outcome**: By end of calendar year 2028, establish an internal committee that includes health and wellness liaisons to conduct outreach to ensure all employees are aware of the available resources and provide assistance in connecting with those resources, where necessary.

    b. **Strategies:**
        - Establish a committee to identify specific concerns as well as potential strategies and resources in developing the program
        - Conduct employee engagement possibly through an anonymous survey to ascertain specific areas of need
        - Develop training for staff to serve as liaisons in each borough, focusing on topics such as mediation and peer support
        - Partner with the City's Employee Assistance Program to conduct workshops and streamline process for accessing available resources
    c. **Indicators:**
        - Total number of employees who participate in onsite workshops

[36] For informational and communication purposes.

- Percent of employees participating in the internal program disaggregated by ethnicity, race, gender, etc.
- Total number of employees trained and serving as liaisons
- Percent of employees reporting satisfaction with wellness programs based on completed survey results

3. **Goal**: Establish regulatory requirements and training to improve the working conditions of individuals employed in the construction trades industry
    a. **Outcome:** By the end of 2028, implement policies to improve working conditions for the construction workforce.
    b. **Strategies:**
        - Develop course curriculum and mandate training related to mental health and wellness, suicide risk and prevention, and substance-misuse
        - Identify hidden fees that construction workers are charged in connection with required site safety training courses and implement corrective measures
        - Establish requirements and implement a program focused on protecting workers from extreme weather conditions
        - Evaluate existing regulatory requirements to identify gaps and propose operational, code, or rule changes to improve construction safety
    c. **Indicators:**
        - Total number of construction workers who've completed the required mental health and wellness, suicide risk and prevention, and substance-misuse training
        - Total number of course providers who have eliminated hidden fees
        - Percent of construction workers who, based on completed surveys, report that they are aware of protocols for working in extreme heat to avoid heat-related incidents
        - Number of heat-related incidents reported

Long-Term

1. **Goal**: Analyze the impact of agency penalties with the goal of reducing penalties for smaller properties and establishing a scaled penalty structure
    a. **Outcome**: By the end of 2034, apply an equity lens in evaluating the agency's penalty structure and, where feasible, implement changes to address disproportionate impact.
    b. **Strategies**:
        - Analyze and identify any disproportionate patterns in violation issuance and penalty amounts disaggregated by borough, zip code, community board, occupancy type, and building size etc.

- Analyze Homeowner Relief Program (HRP) statistics to determine efficacy of such program as an alternative mechanism for achieving compliance with applicable code and rules with respect to owners of smaller properties
- Develop metrics to determine impact of the HRP program on reduction in future violations

c. **Indicators**:
- Percent of owners issued an order for corrective action who correct the condition within the required timeframe avoiding the issuance of a violation
- Percent of owners issued a violation after failing to comply with the terms of the HRP program
- Percent of penalties reduced for smaller properties

Community Equity Priorities Referenced

- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.

Spotlight Wins

- **Professional Development:** In 2025, the Department launched new Professional Development trainings in response to staff feedback, through employee engagement surveys, that highlighted the need for clear career advancement opportunities. The Department is working to create structured promotion pathways and succession planning frameworks, enabling equitable professional growth throughout the agency.

- **Pay Equity Analysis:** Commenced a comprehensive pay parity analysis in 2024. This systemic analysis examines compensation patterns across all titles and levels to identify and address disparities, ensuring fair and equitable pay practices. The work includes developing standardized processes for salary adjustments to create lasting institutional change.

- **Community Engagement Expansion:** The Department is working on expanding its community presence through strategic outreach to various neighborhoods including those in marginalized communities. The Community Affairs unit will work to foster partnerships with local organizations by attending resource fairs and other community-focused events.

- **Homeowner Relief Program (HRP):** Understanding that summonses/violations and associated penalties may have a disproportionate impact on small homeowners, the Department implemented the Homeowner Relief Program as an alternative to penalties. It provides owners of one- and two-family homes in all

boroughs (who have not received a DOB-issued violation in the past five years) and new owners who recently purchased a one- or two-family home the opportunity to avoid penalties if the violating conditions are corrected within a specified timeframe. The Department's ultimate goal is compliance, and it recognizes that issuing violations to owners of these smaller properties, who likely have limited resources, is not necessarily the best path to compliance in all cases.

Department of City Planning

Mission and Commitment

The Department of City Planning (DCP) plans for the future of New York City, working to create thriving and dynamic neighborhoods with access to housing and jobs, resilient infrastructure, and a vibrant public realm.

DCP is committed to dismantling institutionalized racism within the planning profession by critically examining its own policies, practices, and assumptions. This includes a thorough evaluation of how past decisions have shaped present inequities and a resolve to implement more inclusive practices moving forward. Internally, DCP is also focused on cultivating a workplace culture that actively rejects racial bias, ensuring that its workforce not only reflects the rich diversity of New York City but also amplifies and honors the voices of all communities.

The challenge ahead is to develop, implement, and advocate for planning policies that actively address racial inequities, creating conditions where all New Yorkers can thrive regardless of race or ethnicity. This commitment extends to ensuring that DCP's workforce, especially within its planning divisions and leadership, mirrors the city's broad diversity.

Advocating for racial equity in city planning is essential to correcting the deep-rooted injustices that have shaped urban development and perpetuated systemic disparities. By prioritizing equity, DCP can help dismantle barriers that have disproportionately impacted Black and Brown communities, ensuring that all residents have fair access to housing, transportation, and public services. This focus on equity fosters not only a more inclusive and just city but also strengthens New York's overall resilience and vitality. Inclusive planning leads to better decision-making by integrating diverse perspectives, resulting in policies that genuinely reflect the needs and aspirations of all New Yorkers.

By championing racial equity, DCP can contribute to healing and reconciliation, fostering trust within communities, and promoting social cohesion—key elements for a thriving city. In this way, DCP can play a crucial role in creating a just and equitable New York, setting a standard for urban planning practices nationwide.

Racial Equity Goals

Short-Term

1. **Goal:** Support communities by advocating for community needs and capital investment in neighborhoods with concentrated poverty and historic segregation

a. **Outcome**: By 2026, achieve 100% of Community Boards participating in the annual Community District Needs and Budget Request process, to support communities advocating for their needs and capital investment in neighborhoods with concentrated poverty and historic segregation.
b. **Strategies**:
    - Focus outreach and support efforts on historically marginalized communities
    - Coordinate with the Mayor's Office of Management and Budget and other partner agencies to identify funded projects as having appeared in prior district needs statements
c. **Indicators:**
    - Percent of Community Boards that participate in the submission of the annual Community District Needs Statement
    - Percent of approved requests by Community District, by income quintile, and by CD racial composition

2. **Goal:** Address any underrepresentation of staff in certain roles within the agency through equitable hiring and recruitment practices for all vacancies
    a. **Outcome**: By 2028, implement inclusive workforce practices that attract diverse applicants and undergo hiring processes free of unconscious bias.
    b. **Strategies**:
        - Broaden our external posting sites, enhance our in-person recruitment efforts at college fairs, and utilize citywide civil service list to attract diverse staff and retain staff who are currently with the agency and who took and passed the exams
        - To inspire students from underrepresented backgrounds to explore careers in planning, DCP will proactively engage with local schools that have diverse student communities
        - Through our partnerships with City University of New York (CUNY) and the Mayor's Office for People with Disabilities (MOPD), we aim to further diversify our candidate pool
        - Conduct a quarterly equity review to identify and address any biases in job descriptions, recruitment methods, and selection criteria
        - Ensure structured interview and unconscious bias training for all hiring managers involved in the recruitment, hiring, and promotion process
        - Announce senior staff/leadership opportunities internally so that all staff are aware of advancement opportunities
    c. **Indicators**:
        - Number of new workforce practices
        - Demographics of applicants and new staff[37]

3. **Goal:** Implement the City of Yes for Housing Opportunity plan to replace outdated zoning laws with equitable policies that promote affordable housing, particularly in

[37] For informational and communication purposes only.

neighborhoods that have not produced significant new housing, including new affordable housing, in recent decades

a. **Outcome**: By 2028, implement any additional steps necessary to help the City of Yes for Housing Opportunity plan achieve its estimated impact of 82,000 new homes across the city.
b. **Strategies:**
    - Educate property owners on how to utilize the City's new tools to build more housing, particularly in high income neighborhoods
    - Prepare studies or plans, typically requested by the City Council to deepen implementation of these reforms
c. **Indicators:**
    - Number of affordable housing units created in high-income Community Districts
    - Number of new housing units created through City Planning Commission actions

4. **Goal**: Advance fair housing growth by implementing the 2025 Charter Revision Commission amendments
    a. **Outcome**: By 2028, ensure that voter-approved charter amendments are supported by rules and processes that permit the creation of affordable housing in community districts that historically excluded New Yorkers who have experienced economic or racial marginalization[38].
    b. **Strategies:**
        - Promulgate rules to ensure that applications with affordable housing can clearly and efficiently access commission-created fast tracks, such as ELURP and AHAB
        - Develop internal processes by which the agency will expedite the review of applications utilizing these tools
        - Educate prospective builders and landowners about the benefits of using these tools and how they can advance fair housing and racial equity by doing so
    c. **Indicators**:
        - Number of new units created using these tools
        - Number of new affordable housing units built in community districts that have historically underdeveloped affordable housing

Medium-Term

1. **Goal:** Equip all agency staff, including Commissioners and executive leadership, with an understanding of the discriminatory history of urban planning, its lasting impacts on New York City's communities, and the agency's role in advancing more

[38] Systemic barriers to housing, economic opportunity, or full participation in community due to economic circumstance, race, ethnicity, or an intersection of these factors.

equitable planning practices. This knowledge will be integrated into everyday decision-making, community engagement, and policy development

a. **Outcome**: By the end of 2028, 100% of DCP staff, leadership, and Commissioners will complete training on anti-racism, the discriminatory history of urban planning and demonstrate the ability to apply racial equity principles in their work through ongoing learning, discussion, and accountability measures.
b. **Strategies**:
    - Partner with DCAS, MOERJ, other city agencies, our ERGS/employee groups, and subject matter experts to develop a training curriculum that addresses anti-racism, examines the history of discriminatory planning practices, and creates a forum for the ongoing discussion of best practices in community engagement and agency operations. Institutionalize the training as part of onboarding, leadership development, and continuing professional education for all employees, with bi-annual refresher training
    - Facilitate division-level discussions and learning sessions that encourage staff to reflect on how historical inequities relate to current planning projects, policies, and community engagement practices
    - Evaluate the effectiveness of the training regularly and revise the curriculum based on participant feedback, emerging best practices, and lessons learned
c. **Indicators**:
    - Percent of DCP staff trained
    - Percentage of participants demonstrating increased knowledge through pre- and post-training assessments
    - Participant feedback on the relevance, quality, and usefulness of the training
    - Percentage of divisions documenting how racial equity principles were incorporated into internal team discussion/communication, projects, or community engagement efforts

2. **Goal:** Through the work of DCP's Community Planning and Engagement (CPE), continue to build relationships, to increase trust and transparency, and to facilitate stronger partnerships with the communities we serve and our stakeholders to create avenues for shared decision-making
    a. **Outcome**: By 2028, demonstrate progress towards achieving at least 50% of all exit surveys from DCP events indicating that participants feel they understood the information that was shared, felt their voices were heard, and knew the next steps.
    b. **Strategies:**
        - Train staff on active listening and trauma-informed techniques to ensure community voices are genuinely heard and valued during engagements

- Develop easy-to-understand resources that explain land use planning concepts and the role of DCP, tailored to different community demographics
- Share regular updates on community feedback, engagement efforts, and how input has influenced planning initiatives through newsletters and public meetings

c. **Indicators**:
- Percent of surveys with positive responses “N=total responses”

Long-Term

1. **Goal:** Identify and address any racial, gender, gender identity, age, and disability gaps in DCP positions and ensure pay equity for all
   a. **Outcome**: By 2034, strengthen the agency’s commitment to diversity by ensuring equitable outreach to recruit for all vacancies in staff and leadership positions and ensuring all promotions at DCP are considered fairly, equitably, and inclusively, in alignment with City best practices and applicable employment laws.
   b. **Strategies**:
      - Leverage equity-focused budgeting to address staff pay equity by systematically reviewing and adjusting compensation structures to ensure fairness and inclusivity[39]
      - Conduct an annual review of pay scales to identify disparities based on gender, race, and other demographic factors
      - By reallocating resources and prioritizing budget adjustments, the agency will address any inequities found, ensuring that all staff are compensated fairly for their roles and contributions
      - Additionally, implementing transparent salary bands and providing clear criteria for pay increases will help sustain equitable compensation practices
   c. **Indicators:**
      - Demographic composition of staff (e.g., race, gender, etc.) at various levels of the agency[40]
      - Rates at which diverse staff members are promoted compared to their peers
      - Turnover rates of different demographic groups to identify any disparities

2. **Goal:** Strengthen equity, transparency, and public trust by incorporating racial equity considerations into DCP's planning, policy development, and agency

[39] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.
[40] For informational and communication purposes only.

operations. Through collaboration with staff, community members, and agency partners, DCP will examine how planning decisions affect different communities, identify opportunities to reduce inequities, and continuously improve planning practices

a. **Outcome:** By 2034, DCP will update the neighborhood planning playbook to incorporate equity considerations into each phase of the planning process for neighborhoods and citywide initiatives. This will include strategies for disaggregating data, engaging communities, and developing shared narratives about the role of planning in achieving more fair and equitable outcomes.
b. **Strategies**:
    - Integrate equity into planning by periodically reviewing selected planning initiatives, policies, and operational practices through an equity lens and using the findings to inform future planning and decision-making
    - Promote cross-divisional collaboration by engaging divisions across DCP to share expertise, identify opportunities to improve planning practices, and incorporate equity considerations into projects and agency operations
    - Strengthen community partnerships by engaging residents, community boards, community-based organizations, advocacy groups, and agency partners early and throughout the planning process to better understand community priorities and incorporate feedback into policy development
    - Increase transparency by clearly communicating planning processes, decision-making considerations, and opportunities for public participation, while periodically sharing how community feedback informed planning recommendations and agency decisions
    - Support continuous improvement by documenting lessons learned, identifying opportunities to improve planning practices, and developing practical recommendations that divisions can implement and monitor over time
c. **Indicators:**
    - Number of cross-divisional collaborations or working groups established to support equitable planning practices
    - Number of community engagement activities conducted and diversity of stakeholders engaged during planning initiatives

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.

Spotlight Wins

- Since 2021, equity staffing initiatives at DCP have significantly diversified the workforce, a notable shift from four years ago. This diversity enriches the agency with new perspectives, enabling it to better serve New York City's communities.

- DCP provides equity training, and the Housing and Preservation Division provides training on equity and racism in housing to new employees through the "Land Use Academy".

- DCP has also enhanced hiring processes by implementing structured interviews and unconscious bias training for hiring managers, promoting fair candidate evaluations and mitigating biases. Employee resource groups (ERGs) further support staff with shared experiences, fostering community, advocacy, and feedback channels for leadership.

- To broaden recruitment efforts, DCP partners with CUNY and other local schools, creating pathways for professionals from underrepresented backgrounds to enter the planning field.

- The recent adoption of the *City of Yes for Housing Opportunity* amendment marks a transformative step in addressing racial inequities in housing. This initiative revises zoning regulations and streamlines approvals to promote affordable housing in high-opportunity neighborhoods historically inaccessible to low-income families. By dismantling restrictive zoning laws and discriminatory practices, the amendment encourages economic mobility and access to better schools, healthcare, and job opportunities. This initiative is a crucial part of DCP's strategy to combat inequality in housing policy, fostering more inclusive communities and equitable access to housing. Ultimately, the *City of Yes* initiative aims to build a more just and resilient city for all New Yorkers.

Department of Finance

Mission and Commitment

The Department of Finance (DOF) administers the tax and revenue laws of the city fairly, efficiently, and transparently to instill public confidence and encourage compliance while providing exceptional customer service. DOF collects the revenues that make every city service possible, including public education, police and fire protection, hospitals and healthcare facilities, and parks and recreation centers.

DOF advances racial equity by ensuring fair and equitable administration of the city's property tax system, expanding access to tax relief programs, and improving customer services. The agency protects renters and homeowners through education, outreach, and property activity notification, as well as by providing investigative support through the Mayor's Office of Deed Theft Prevention. Through its policies, programs, and services, DOF supports historically disadvantaged communities by reducing barriers to accessing benefits, services, and tax relief programs while addressing racial disparities and advancing equitable outcomes.

Under the Mayor's leadership, DOF is committed to advancing property tax reform to reduce systemic inequities while maintaining and enforcing equitable property assessment and appraisal policies and practices to allow all New Yorkers equal opportunity to rent and own homes.

Additionally, in response to the ongoing threat of theft and fraud, the mayor announced the Mayor's Office of Deed Theft Prevention in April of 2026. This office, housed within DOF, will work to reach homeowners who have been or are at risk of being victimized by deed theft. The Mayor's Office of Deed Theft Prevention will liaise across agencies and stakeholders to detect, investigate, and respond to deed theft and advocate for future enhancements to protect vulnerable New Yorkers.

Racial Equity Goals

Short-Term

1. **Goal:** Identify and address barriers to accessing DOF services, particularly in historically underserved communities, to improve equitable access to benefits, services, and support
    a. **Outcome:** By the end of 2026, expand customer access to DOF services, benefits, and resources by reducing identified barriers and increasing awareness and utilization in historically underserved communities.
    b. **Strategies**:

- Implement “Information Equity” for all available DOF services and notices
- Notices and written materials are drafted, designed, and disseminated with various underserved populations and subgroups in mind
- Expansion of technology designed for New Yorkers that thoughtfully addresses language barriers, cultural awareness, disability, and ease-of-use, rather than imposing tools on New Yorkers
- Expand physical customer service locations in all five boroughs
- Deploy staff to community events, subway stops, senior centers, and community spaces
- Foster a service culture of going to where New Yorkers need DOF the most and providing services that meet the needs of those who seek assistance
- Simplify forms, notices, and online applications using plain language
- Increase targeted outreach regarding property tax exemptions and deed theft prevention
- Ongoing assessment and reassessment of services to determine ways to improve customer service in all forms

c. **Indicators**:
- Percentage and neighborhood affiliation of customers who successfully receive DOF benefits and services
- Customer inquiry trends across all service points

2. **Goal**: Protect the licensed retail cannabis industry by continuing enforcement against unlicensed sellers to the benefit of communities historically impacted by criminalization
   a. **Outcome**: Reduce the number of unlicensed sellers in all five boroughs, thereby supporting legally licensed retail sellers of cannabis products.
   b. **Strategies**:
      - Continued enforcement, product seizure, and closure of unlicensed retail locations in underserved communities throughout the five boroughs
   c. **Indicators**:
      - Number of inspections conducted
      - Number of violations issued
      - Number of sealings of unlicensed retail locations

Medium-Term

1. **Goal:** DOF has a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

a. **Outcome:** By 2028, sustain M/WBE participation through ongoing outreach, equitable procurement practices, and continuous evaluation of contracting opportunities.
b. **Strategies:**
    - Continue to advertise all upcoming M/WBE procurement opportunities on the agency's website and other outreach channels
    - Attend and participate in citywide M/WBE networking and procurement events to expand the pool of qualified vendors
    - Maintain procurement practices that have historically supported M/WBE utilization
c. **Indicators:**
    - Percentage of all contracts awarded to M/WBE vendors
    - Number of certified M/WBEs participating in procurements
    - Number of M/WBE contracts awarded by race, ethnicity, and gender identity

2. **Goal:** Expand outreach efforts citywide, prioritizing historically underserved neighborhoods based on disparity analysis, to increase awareness of and participation in property tax exemptions and the Rent Freeze Program, payment plan options for property taxes and other city debt, and deed theft prevention efforts
    a. **Outcome:** By 2028, increase awareness and utilization of DOF programs, benefits, and services throughout New York City through expanded outreach and education efforts.
    b. **Strategies:**
        - Provide clear and targeted information and guidance regarding property tax exemptions, the Rent Freeze Program, and other programs and services provided by DOF
        - Partner with community-based organizations to increase awareness of available programs, benefits, and services
    c. **Indicators:**
        - Number of Senior Citizen Homeowners' Exemption (SCHE) and Disabled Homeowners' Exemption (DHE) recipients
        - Number of Rent Freeze Program (SCRIE & DRIE) participants
        - Number of in-person outreach events

3. **Goal:** Through the newly formed Mayor's Office of Deed Theft Prevention, decrease incidents of deed theft and fraud
    a. **Outcome:** By 2034, increase the percentage of property owners registered for the Notice of Recorded Document Program by 25% or more in all city neighborhoods, particularly those identified as historically underserved. This will protect property owners from deed theft by alerting them to potentially unauthorized changes or transactions regarding their property's deed.

b. **Strategies:**
    - During outreach events, conducted in all five boroughs, DOF will encourage property owners to register for the Notice of Recorded Document Program
    - Encourage homeowners from all city neighborhoods, including those identified as underserved, to check and review their property's deed using the Automated City Register Information System (ACRIS)
c. **Indicators:**
    - Percentage increase in use of ACRIS
    - Percentage increase in number of registrations for the Notice of Recorded Document Program

Long-Term

1. **Goal**: Address workforce disparities and advance representation through equitable recruitment, hiring, promotion, and retention practices
    a. **Outcome**: By 2034, strengthen the agency's commitment to diversity by ensuring equitable outreach to recruit staff for 100% of vacancies in staff and leadership positions and ensure that candidates for all promotions are considered fairly, equitably, and inclusively, in alignment with city best practices and applicable employment laws.
    b. **Strategies**:
        - Conduct targeted recruitment and participate in diverse hiring pools throughout the five boroughs
        - Continue to work with OMB and DCAS to receive budget and civil service support and approval to fill vacancies
        - Monitor applicant, hiring, promotion, and retention trends by demographic group[1]
        - Expand professional development and advancement opportunities for underrepresented staff
    c. **Indicators**:
        - Workforce demographics by race, ethnicity, gender, and job group
        - Number of vacancies filled to reduce the number of underutilizations
        - Retention rates by demographic group
        - Leadership representation by demographic group

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.

[1] For informational and communications purposes only.

Spotlight Wins

- In June 2026, DOF launched the Mayor's Office of Deed Theft Prevention as a resource for enforcement and to protect property owners from deed theft and other deed-related fraud.

- DOF conducted 232 community outreach events on tax exemptions, the Rent Freeze Program, payment plans, and other homeowner protections in all 51 Council districts.

- DOF partnered with elected officials and community-based organizations.

- DOF expanded payment options and customer services in all five boroughs.

Housing Preservation and Development

Mission and Commitment

The New York City Department of Housing Preservation and Development's (HPD) mission is to deliver safe, quality, affordable, and equitable housing in the city's housing and neighborhoods.

HPD is committed to addressing disparities in access to safe, affordable, high-quality housing by creating, preserving, and planning for housing investments that meet the housing needs of all New Yorkers. Through this work, HPD strives to combat the legacy impacts of inequitable housing policies and investment practices of decades past, which still shape access to housing and opportunity for too many New Yorkers today. In addition to our planning and development work, HPD advances policies and programs to combat discrimination in the housing market, promote tenant protections, and speed government processing times to address housing quality issues and respond to needs on the ground.

In addressing these disparities, HPD is committed to promoting a diverse and equitable workforce, both within the agency and across the entire development sector. HPD is making efforts to recruit diverse candidates and maintain an inclusive work environment that promotes retention. In addition, HPD promotes access to economic opportunity by growing affordable housing development opportunities for Minority- and Women-Owned Business Enterprises (M/WBEs) and supporting a diverse workforce in the construction and development sectors.

Racial Equity Goals

Short-Term

1. **Goal:** Ensure that the agency's hiring practices are free of bias to promote equitable opportunities for all
    a. **Outcome**: By the end of 2026, ensure that hiring managers are compliant with any new anti-bias tools and training.
    b. **Strategies**:
        - Promote the DCAS "Structured interviewing and Unconscious Bias" training to all staff involved in the interview, selection and hiring process
        - Provide standardized interview tools including a question bank and candidate interview evaluation form
        - Develop tracking mechanisms to monitor completion and ensure compliance

c. **Indicators**:
    - Percent of hiring managers briefed on updated hiring practices
    - Percent of hiring managers utilizing updated interview evaluation form
    - Percent of hiring managers who have successfully used updated guidelines in a recent hiring process

2. **Goal**: Publish the Fair Housing Growth Strategy to set housing production targets and identify obstacles to fair housing
    a. **Outcome**: By 2026,
        - All Community Districts will have 5-year targets for housing production.
        - All levels of government involved in the land use process will understand the obstacles to fair housing in their community and the strategies necessary to overcome them.
    b. **Strategies**:
        - Publish the Fair Housing Growth Strategy in accordance with Local Law 167 of 2023
        - Encourage all levels of local government involved in the land use process to incorporate strategies
    c. **Indicators**:
        - Completion of the Fair Housing Growth Strategy report and required updates and progress reports

Medium-Term

1. **Goal:** Strengthen staff awareness, knowledge and commitment to addressing racism and unconscious bias in order to foster a more inclusive, equitable and culturally competent workforce
    a. **Outcome**: By 2028, ensure that all staff complete any available citywide anti-racism and unconscious bias training.
    b. **Strategies**:
        - Align the agency's efforts with any citywide anti-racism training requirements and related initiatives established by DCAS Integrate anti-racism, unconscious bias, and microaggression training into the agency's new employee onboarding process by requiring all newly hired staff to complete any available citywide or agency-approved training as part of their onboarding curriculum
        - Establish ongoing employee engagement opportunities, including working/focus groups and agency-wide climate surveys to assess and strengthen workplace culture, and identify areas for improvement across the agency

c. **Indicators**:
    - Percent of staff trained quarterly
    - Review of climate survey responses quarterly

2. **Goal**: Examine the housing lottery system to identify and address whether there are disparities in outcomes for participants or barriers in the process
    a. **Outcome**: By 2028, assess whether disparities in outcomes for participants in the housing lottery system exist, what the root causes of those disparities might be, and strategies to mitigate those causes.
    b. **Strategies**:
        - Use existing data to understand whether different racial and ethnic groups experience differences in participation and outcomes in the lottery system
        - Consider the real vs. perceived impact of criminal background checks, credit checks and judgments, and other potential barriers to the lottery process
        - Find ways to implement anti-marginalization elements such as reducing barriers to using the housing lottery system
    c. **Indicators**:
        - Number of lottery applications submitted, and subsequent leases signed—broken into categories to identify potential racial disparities

3. **Goal**: Expand new homeownership opportunities in underserved communities, particularly communities of color, and provide support for existing homeowners in those communities to ensure homeownership retention and preservation of generational assets
    a. **Outcome**: By 2028, increase equitable access to homeownership opportunities, assistance, and stabilization resources for eligible residents in historically underserved communities.
    b. **Strategies**:
        - Launch the *Our Home* program, a new affordable housing program to facilitate the conversion of rental buildings into resident-controlled cooperatives
        - Expand the *Open Door* program, which promotes access to homeownership by funding the construction of cooperative buildings and 1-4 family homes affordable to low-, moderate-, and middle-income families
        - Grow the *Home First* downpayment assistance program, which allows low- and moderate-income families to receive up to $100,000 in City support toward the purchase of a home
        - Launch the *Mortgage Assistance Program* (MAP), will provide repayable, no-interest loans to help low-income homeowners resolve mortgage arrears, bring their

payments current, and avoid foreclosure
    - Expand the *HomeFix* program, so homeowners can address critical repair needs in aging 1-to-4 family homes
    - Expand the number of Section 8 recipients (including NYCHA residents) who are converting their rental subsidy to homeownership vouchers
  c. **Indicator**:
    - Number of new affordable homeownership opportunities created annually
    - Number of people who receive new homeownership opportunities, disaggregated by race, ethnicity, and neighborhood of residence at program entry and at home purchase, where sample sizes permit, with appropriate privacy restrictions
    - Number of existing homeowners who receive homeownership retention assistance annually, disaggregated by race, ethnicity, and neighborhood, where sample sizes permit, with appropriate privacy restrictions

4. **Goal**: Ensure all New Yorkers have access to safe housing by reducing disparities in housing code enforcement
  a. **Outcome**: By 2028, develop strategies to re-align criteria for proactive enforcement such that it addresses any disparities in housing code enforcement.
  b. **Strategies**:
    - Assess whether proactive enforcement of the housing code is appropriately targeted such that neighborhoods experiencing housing quality issues receive appropriate focus and, if not, develop strategies to re-align criteria for proactive enforcement
  c. **Indicators**:
    - Percent of properties in each neighborhood in which HPD currently conducts proactive enforcement activities
    - Percent of properties that should be targeted by proactive enforcement activity based on indicators of distressed housing
    - Difference between the above two indicators

5. **Goal**: Ensure all New Yorkers, regardless of background, have access to the economic opportunities available in the housing sector
  a. **Outcomes**: By 2028,
    - Continue to support participation of Minority- and Women-owned Enterprise (M/WBE) businesses in agency contracting opportunities, such as the utilization of M/WBEs on affordable housing construction projects and procurement opportunities provided by HPD.

- Continue to execute our Section 3 obligations, with a target of at least 25% of labor hours on Section 3 projects being performed by low-income New Yorkers who meet Section 3 requirements.

b. **Strategies:**
   - Maintain an inclusive procurement environment through outreach, collaboration, technical assistance, and creating pathways for M/WBEs through a variety of HPD programs such as M/WBE Build-up, Community Hiring, Jobs Outreach Plans, and Housing Pathways to Opportunity
   - Continue to support and develop new workforce training programs to create a pipeline for a diverse workforce to enter the housing field
   - Monitor Section 3 requirements for developers and contractors worki ng on housing projects in HPD's portfolio

c. **Indicators**
   - M/WBE program participation
   - Labor hours performed by low-income New Yorkers who meet Section 3 requirements

6. **Goal**: Conditional on federal resources being available, ensure federal Section 8 housing voucher holders have access to neighborhoods that best suit their needs
   a. **Outcome**: By 2028, Section 8 voucher holders will have a choice to live in a diverse array of New York City neighborhoods.
   b. **Strategies**:
      - Prioritize programs that empower Section 8 voucher holders to access new neighborhoods
      - Continue to operate and evolve the Section 8 Mobility Program and seek federal funding to provide Housing search support services for the Section 8 population
   c. **Indicators**:
      - Number of Section 8 voucher holders offered financial and other support in their housing search to successfully use their vouchers
      - Dollars secured to fund search support services

Long-Term

1. **Goal**: Increase share of affordable homes financed in Limited Affordability Areas (LAAs) in alignment with the goals of Where We Live NYC, relative to total new construction housing production
   a. **Outcome**: By 2034,
      - Prioritize affordable housing financing projects that combat segregation and foster inclusive communities.
      - Increase the availability of affordable housing in areas with few affordable homes gives low-income New Yorkers more neighborhood choice.

b. **Strategies**:
    - Evaluate barriers and create incentives for developing new construction affordable housing in LAAs
    - Expand awareness of LAAs and the Fair Housing goals behind increasing affordable housing in those areas
c. **Indicators**:
    - Number of new affordable homes financed in LAAs
    - Increased share of affordable homes financed in LAAs, relative to total new construction housing production

2. **Goal**: Increase the equitable distribution of city investments through coordinated, community-involved neighborhood planning for housing, infrastructure and services in neighborhoods that have experienced disinvestment and discrimination
    a. **Outcome**: By 2034, make neighborhood investments guided by HPD's neighborhood plans. Investments will contribute to increasing racial, economic and environmental justice in areas impacted by historic disinvestment.
    b. **Strategies**:
        - Continue to conduct and implement neighborhood-wide planning efforts in collaboration with community partners in areas that have experienced disinvestment and structural barriers to opportunity
    c. **Indicators**:
        - Dollars of investment and planned investment in neighborhood planning areas

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #13: Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing.
- #15: Remove barriers and increase access for people harmed by racial and social injustice to learn about buy and keep ownership of property.

Spotlight Wins

- HPD launched its Structured Interview Training initiative as part of the agency's ongoing commitment to reducing bias and promoting consistency, fairness, and equity in the hiring process. All staff involved in interviewing, selecting, or hiring candidates were scheduled to complete this training. The training examines the

impact of unconscious bias on the interview and selection process and provides participants with the foundational skills needed to conduct effective structured interviews. It also reinforces applicable best practices to support objective and equitable hiring decisions. To align with citywide training efforts and avoid duplicative instruction, HPD has paused its internal scheduling of this training to allow staff to register for and complete the "Structured Interviewing and Unconscious Bias" course now offered through DCAS.

- In 2021, HPD increased the maximum HomeFirst down payment assistance loan amount from $40,000 to $100,000, helping more lower-income New Yorkers become homeowners in a greater variety of neighborhoods city-wide. In 2025, the City added $41 million, for a total of $82 million, in City funding over five years, to increase income eligibility from 80% AMI to 120% AMI and to allow the program to serve up to 300 first-time homebuyers annually.

- As part of its commitment to increasing contracting opportunities for diverse businesses and reducing barriers to participation in publicly financed development, HPD:
    - Monitored over 250 active affordable housing construction projects with M/WBE participation targets, resulting in over $250 million going to M/WBE firms since the inception of the Build-up program.
    - Expanded access to HPD opportunities by conducting seven outreach events, within Fiscal Year 2026, that connected more than 300 potential M/WBE vendors with agency contracting opportunities.

- In 2021, HPD and the Center for New York City Neighborhoods launched a pilot Homeowner Help Desk to provide direct assistance to homeowners in Southeast Queens, East New York, and the Northern Bronx, with a focus on supporting homeowners at risk of displacement due to foreclosures scams, municipal tax liens, rising operating and maintenance costs, or lack of real estate planning. The Homeowner Help Desk has been expanded citywide and launched at the end of 2024. The agency has successfully launched a public awareness campaign, a new website, and a Handbook for homeowners. The Help Desk has tailored its outreach and services to the most at-risk communities of color, focusing on the specific need to disrupt patterns of fraud, speculation, displacement, and protect home equity built over decades.

- Successfully piloted from 2019 to 2021 and now expanded across much of the City, Partners in Preservation (PiP) supports tenants in combating harassment and displacement by fostering greater coordination and collaboration between government agencies, community-based organizations, and legal service providers. Focused specifically on rent-stabilized housing—an essential resource for many New Yorkers—PiP empowers community organizations by offering both technical and financial assistance from HPD, helping them strengthen efforts in tenant outreach, education, and organizing. PiP funds tenant organizers at 20

trusted tenant organizing groups in 39 community districts who engage residents to form tenant associations and take collective action to hold landlords accountable and protect their rights. During the first two years of the program, the tenant organizers and HPD achieved the following (as of July 2026):

- Canvassed 782 buildings
- Formed 128 new tenant associations
- Hosted 692 trainings and workshops
- Conducted 1,401 one-on-one leadership training with tenants

Landmarks Preservation Commission

Mission and Commitment

The New York City Landmarks Preservation Commission (LPC) is responsible for protecting New York City's architecturally, historically, and culturally significant buildings and sites by granting them landmark or historic district status and regulating them after designation to safeguard the buildings and places that represent New York City's cultural, social, economic, political, and architectural history.

LPC is a charter-mandated New York City commission. The Commission was created in 1965 through groundbreaking legislation signed by the late Mayor Robert F. Wagner in response to the losses of historically significant buildings in New York City.

LPC is committed to fostering a more inclusive preservation practice ensuring equitable representation in landmark designations, so the benefits of preservation are shared across all communities. By promoting diversity among preservation professionals and inclusive research, LPC aims to center equity in its work and ensure that the stories of all New Yorkers are told.

Racial Equity Goals

Short-Term

1. **Goal:** Improve property owner understanding and experience of LPC's permit process to ensure fairness and transparency
    a. **Outcome**: By 2027, assess LPC's permit process and outreach efforts, using applicant feedback to identify potential ways to reduce barriers and enhance applicant experience.
    b. **Strategies**:
        - By 2027, send the inaugural survey on LPC’s permitting process and outreach efforts to 100% of applicants, monitoring and encouraging participation
        - Analyze survey results, including optional demographic data to inform policies, practices, and outreach, and create baseline metrics
        - Assess current baseline educational outreach events on low interest loan and grant opportunities, and the permit application process and increase by 25%
        - Begin work on phase two of our permitting portal, Portico, to provide even greater efficiency to the process
        - Identify any variation in applicant processing time across neighborhoods and applicant groups

- Implement process improvements, where possible, based on survey findings to reduce identified barriers

c. **Indicators**:
   - Percent of applicants reporting understanding of the permitting process
   - Percent of applicants reporting barriers to access in LPC permitting and regulatory processes
   - Percent of applicants reporting ease in navigating the LPC permitting and regulatory process
   - Percent of property owners participating in permit process survey
   - Percent of survey participants reporting demographic data
   - Percent increase in outreach educational events in underserved/underrecognized neighborhoods

2. **Goal**: Tell the stories of all New Yorkers, particularly in communities and neighborhoods that have been historically underrepresented by landmark designation
   a. **Outcome**: By the end of 2027, enhance public programs, resources, and/or outreach focused on communities and neighborhoods that have been underrepresented by landmark designation.
   b. **Strategies**:
      - Create a methodology for including a history of past harms and racial injustices that were endured on the landmark or historic district site and begin including them in every new designation report
      - When new designations are primarily associated with specific communities, develop targeted promotional events and initiatives to highlight their significance, ensuring that these important stories are shared widely and celebrated
      - Create new educational tools to share the diverse history of New York City, to ensure we are telling the story of all New Yorkers through a variety of media, including story maps and social media campaigns
   c. **Indicators**:
      - Number of new educational tools related to designations publicly launched
      - Percent of new designation reports that include a history of past harms and racial injustices

3. **Goal:** Ensure equitable representation in landmark designations by increasing the number of historic resource surveys in underrecognized communities in New York City
   a. **Outcome:** By the end of 2027, achieve a 20% increase in LPC historic resource surveys located in historically underserved neighborhoods and/or underrepresented communities and examine existing cultural assumptions in interpretation of designation criteria.

b. **Strategies:**
    - Analyze existing landmark designations and historic resource surveys, to inform areas for future surveys undertaken by LPC research department staff
    - Evaluate the agency's framework for determining value of cultural characteristics
    - Seek grant funding to hire consultants for specialized surveys and historic context statements related to New York City's Latino and Asian American communities
c. **Indicators:**
    - Percent increase in geographic and/or thematic surveys identifying buildings and sites in underrecognized communities

Medium-Term

1. **Goal:** Grow LPC's Historic Preservation Grant Program (HPGP) to assist income-eligible property owners and not-for-profit organizations in restoration work, particularly in underserved neighborhoods. Established in 1977 with federal Community Development Block Grant funds, HPGP provides grants of $10,000 to $35,000 for façade restorations[41]
    a. **Outcome**: By 2029, increase LPC's budget for grants it provides to income-eligible New Yorkers and not-for-profit organizations in underserved areas by 20%.
    b. **Strategies**:
        - Conduct targeted outreach in underserved neighborhoods to increase HPGP grant awareness and applications
        - Develop an online form for grant applications to facilitate the submittal of complete applications and to enhance the customer experience
        - Build and implement a funding strategy for the grant program to meet the needs in underserved communities

    c. **Indicators**:
        - Percent increase in HPGF grants in underserved areas
        - Total dollar amount of HPGP funding allocated annually

2. **Goal:** LPC has had 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

[41] The program supports not-for-profit organizations serving low- and moderate-income communities, as well as eligible low-to-moderate income owners of buildings in historic districts or designated as landmarks. To date, the program has awarded over $5.7 million, assisting 177 homeowners and 147 not- for-profits citywide. This is LPC's only capital expenditure program.

a. **Outcome:** By 2029, maintain consistent implementation and assessment for M/WBE utilization, while expanding engagement with underrepresented contractor groups.
b. **Strategies:**
    - Work with NGO and agency partners to identify opportunities and challenges in building a larger pool of M/WBE contractors with historic preservation expertise, particularly Black M/WBE contractors who have had the greatest underutilization[42]
    - Increase LPC participation in outreach events, conventions, and trade shows to connect with qualified contractors
    - Develop and execute a plan to host preservation-specific outreach events to contractors to build supply of M/WBE contractors through encouraging certification
c. **Indicators:**
    - Percent of agency awarded contracts to M/WBEs, disaggregated by race, ethnicity, and gender identity
    - Number of outreach events, conventions, and trade shows attended
    - Number of contractors encouraged to apply for M/WBE certification

Long-Term

1. **Goal:** Address any underrepresentation of staff in roles within the agency through equitable hiring and recruitment practices for all vacancies
    a. **Outcome**: By 2035, develop a workforce pipeline for the field of historic preservation through targeted recruitment.
    b. **Strategies**:
        - Continue utilizing The NYC Department of Youth and Community Development (DYCD) Summer Youth Employment Program (SYEP) interns and seek to increase LPC's participation in the program
        - Seek creative opportunities for internships that will attract a diverse pool of applicants
        - Grow LPC's outreach and educational programs in New York City High Schools to explain to students what a career in historic preservation entails, and develop new ways to reach local students to explain the profession
        - Increase outreach for the Landmarks Preservationist civil service exam to encourage more diverse candidates
    c. **Indicators**:
        - Percent increase in SYEP interns
        - Number of events at NYC high schools
        - Number of events related to LPC's civil service exams for Landmark Preservationist positions

[42] LPC will continue to review data on an ongoing basis and adjust strategy accordingly.

- Change in workforce composition by role and demographic characteristics over time

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #5: Check for and remove any formulas and computer processes that may be biased based on race, ethnicity, or poverty. This will prevent inequities in health care, housing, policing, criminal justice, employment, social service and more.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- LPC launched an initiative in January 2021 to guide agency priorities into the future. This includes prioritizing designations that represent New York City's diversity, with a particular focus on preserving historic places associated with underrepresented communities; robust outreach and public dialogue with the city's diverse communities; and fairness, transparency, and efficiency in regulation so that all property owners have equal access to resources, technical assistance, and expertise.

- LPC has focused designations on places that broaden the representation of the City's diverse history and communities. LPC's ongoing commitment to telling the complete story of New York City's Black history through landmark designations was advanced through several designations, including the (Former) Colored School No. 4, the only known surviving building in Manhattan that exclusively served Black Americans during mandated racial segregation in New York City public schools. LPC also designated performance venues and residences associated with famous Black jazz musicians, including "Dizzy" Gillespie's house in Corona, Queens, and Harlem's Hotel Cecil & Minton's Playhouse Building. In addition, LPC designations also included two buildings with significance to LGBTQ+ history, Julius' Bar Building in Manhattan and the Lesbian Herstory Archives. LPC also advanced its goal of increasing designations in areas less represented by landmarks, particularly in the Bronx, with six new designations in the Bronx, including the borough's first scenic landmark, Old Croton Aqueduct Walk and the Bronx Opera House.

- LPC has taken actionable steps to streamline rules and processes to allow for more efficient permitting, furthering equity to enhance transparency, accessibility,

and efficiency in our permitting process. In March 2024, LPC launched Portico, a new web-based permit application portal that provides a user-friendly customer experience for owners of landmark buildings applying for permits to do work on their designated properties.

- In 2024, LPC launched "More Than a Brook: Brooklyn Abolitionist Heritage Walk," an interactive audio tour that explores Brooklyn's history as a critical neighborhood for the National Abolitionist Movement and the Underground Railroad.

NYC Housing Authority

Mission and Commitment

The NYC Housing Authority's (NYCHA) mission is to provide quality housing for New Yorkers that is sustainable and safe, while fostering opportunities for economic mobility.

As a public housing agency (PHA), NYCHA acknowledges its role and responsibility to Provide Safe and Affordable Housing: Fulfilling its core mission to provide quality, affordable housing that is sustainable and safe for low-income families, the elderly, and persons with disabilities. As of January 2026, 90% of NYCHA's public housing program participants are Black or Hispanic and 19% of the population self-report a disability. NYCHA works hard to comply with all federal, state, and local regulations, including lead-based paint regulations and inspection standards, to ensure the health and safety of our residents. NYCHA is uniquely situated to support developing and implementing additional programs that foster opportunities for economic mobility among residents, including in its implementation of grants connecting residents to employment and educational services as well as the federal Section 3 Program.

NYCHA is also committed to transparent operations and decision-making processes, building on the trust NYCHA is creating with residents and the broader community. NYCHA is actively engaging residents in its decision-making and policy development processes and in fostering a sense of community ownership. Separately, NYCHA is addressing environmental health concerns in its developments, recognizing the historical impact poor environmental conditions can have on low-income communities.

Racial Equity Goals

Short-Term

1. **Goal:** Educate supervisors and managers on their roles and responsibilities concerning employees or residents with disabilities. As of January 2026, 19% of NYCHA's residents self-reported they experience a disability
    a. **Outcome**: By November 2026, achieve expanded knowledge and awareness of current applicable reasonable accommodation processes and laws, as well as accessibility requirements pursuant to the Americans with Disabilities Act and broader Fair Housing regulations.
    b. **Strategies:**
        - Targeted training to NYCHA supervisors and managers on employee reasonable accommodation processes and resident services for ASL interpretations. As of January 2026, about 1 percent (3,646) of

NYCHA's public housing residents self-reported they are hard of hearing or deaf

c. **Indicators**:
    - Percent of supervisors and managers completing the training

2. **Goal:** Enhance current processes in place to provide on-demand video remote interpretation for deaf or hard of hearing residents who require American Sign Language (ASL) interpretation, thereby supporting NYCHA efforts to ensure all low-income New Yorkers can fully participate in NYCHA services and support programs. Black and Hispanic individuals make up about 90% of NYCHA's population and 45% of the City's population of New Yorkers with a hearing difficulty
    a. **Outcome:** By November 2026, implement enhanced processes and technical support for NYCHA staff communicating with residents or housing applicants who require ASL interpretation to effectively communicate.
    b. **Strategies:**
        - Onboard vendor who provides on-demand video remote interpretation services and train applicable NYCHA staff who regularly interface with residents on how to request such services on these residents' behalf
    c. **Indicators:**
        - Number of ASL on-demand requests made; number of ASL on-demand requests successfully completed; number of staff trained

3. **Goal**: Improve access to and effectiveness of services and support available to Public Housing residents struggling with remaining current on necessary rental payments to enable them to maintain housing stability
    a. **Outcome**: By the end of 2026, meet or exceed 10 resident inquiries for each HRA benefits enrollment event, target communication related to rent arrears payment options and connect residents with administrative hearings and housing court with legal professionals.
    b. **Strategies**:
        - Collaborate with HRA to continue HRA Enrollment events hosted on NYCHA campuses, targeting benefit enrollment efforts at developments with the highest rent delinquency rates
        - Launch targeted communication efforts to residents with persistent arrears through direct email, phones, flyers, door knocking, and one on one office meetings to raise awareness of available payment options
        - Connect residents to Right-to-Counsel services by referring them to nonprofit legal services organizations for free legal representation and advice during administrative and Housing Court proceedings
        - Refer potentially-eligible residents with rental arrears to apply to HRA for emergency assistance both before and during legal proceedings, as well as in the 30 days after winning nonpayment cases so that residents can avoid eviction

c. **Indicators**:
    - Number of HRA enrollment events in 2026
    - Number of residents applying for HRA assistance through enrollment events in 2026
    - Number of appointments per enrollment event in 2026

Medium-Term

1. **Goal:** Provide safe and healthy housing to underserved communities through expanding timely response to lead based paint, mold, and pests, improving environmental health in a city in which asthma disproportionately affects Black and Hispanic children and individuals residing in high poverty neighborhoods
    a. **Outcome**: By 2028, remedy deficient physical conditions in NYCHA properties by making physical and operational improvements to deliver results for residents across the city.
    b. **Strategies**:
        - Address issues of pests at developments through Integrated Pest Management (IPM), which is focused on prevention and directs resources to address the root causes of infestations, including ensuring that NYCHA timely collects and properly stores and disposes of waste, limiting the use of toxic pesticides to the minimum necessary to achieve pest control, and requiring NYCHA maintenance staff to prevent pests from harboring in NYCHA's buildings
        - Continue the Mold and Leaks Restore and Renew ("MLRR") program, which provides skilled trades and administrative resources to select high-need developments with a high volume of aged, open mold and leak work orders. This focused approach aims to address deficiencies and reduce the mold and leaks work order backlog
        - Continue Operation Mold Clean Up (OMC) to prioritize and reduce the backlog of open Caretaker X and Painter mold removal work orders and outstanding mold resistant paint work orders, to ultimately prevent second verified mold complaints in the same unit or same common area room or hallway within a 12-month period
        - Abate all lead-based paint in apartment units that contain lead-based paint and interior common areas that contain lead-based paint in the same building as those units by 2039
        - Continue commitments for over 100 new waste yards at 83 developments and nearly 1,200 interior compactors at 92 developments, targeted for completion by end of 2028
        - Launch the Critical Repairs Initiative (CRI), modeled after the successful Ombudsperson Call Center for mold and leak complaints, that will provide enhanced communication and case management for residents who are experiencing critical, long-standing conditions in

their homes that impact habitability, including open walls, missing or unusable fixtures or cabinetry, significant floor or ceiling damage, or other serious deficiencies identified through inspection

c. **Indicators**:
    - Percent rat complaints responded within 5 days
    - Percent other pest complaints responded within 10 days
    - Percent mold cases with recurrence
    - Number of apartments abated for lead

2. **Goal:** Expand resident connection to high-quality employment and educational services by leveraging federal grant, city, and partner resources to increase opportunities for underserved low-income, primarily Black and Brown communities
    a. **Outcome**: By 2028, launch and complete five (5) funded no-cost economic opportunity initiatives for low-income New Yorkers.
    b. **Strategies**:
        - Continue implementation of U.S. DOL funding for the NYCHA YouthBuild program to provide job training, educational services, occupational skills training, leadership development, and high-quality post-program placement services for at risk young adults from Brownsville, Brooklyn. As of 2024, Brownsville's population is roughly 68% Black and 21% Hispanic, and its unemployment rate of 14% exceeds the citywide rate
        - Continue implementation of received HUD funding for the Coney Island Jobs-Plus program which provides customized employment services, financial counseling, rent-based incentives, and peer to peer support to working age residents in targeted NYCHA Developments Coney Island Houses I, Surfside Gardens, and Coney Island Houses I (Site 4 & 5). As of January 2026, 75% of the residents in the targeted developments on Coney Island are Black or Hispanic
        - Collaborate with the Mayor's Office of Equity & Racial Justice (MOERJ) on the Bronx Expansion programs which include: NYCHA's Family Self Sufficiency (FSS) program, the NYCHA Resident Training Academy (NRTA) construction track, and Food Business Pathways Meal Expansion programs through the funding cycle ending on June 30, 2027. As of January 2026, 97% of the public housing residents in the Bronx are Black or Hispanic
        - Expand the Childcare Business Pathways Program, a 10-week training and technical assistance program that equips NYCHA residents and Section 8 voucher holders to launch home-based childcare businesses
    c. **Indicators**:
        - Number of Youth Build enrollees
        - Number of Youth Build enrollees placed in employment/education

- Number of residents enrolled in Coney Island Jobs-Plus
- Number of Coney Island Jobs-Plus members assessed
- Number of Coney Island Jobs-Plus members who become employed
- Number of NYCHA FSS enrollees
- Average FSS escrow amount (enrollees)
- Number of NYCHA FSS graduates
- Number of residents enrolled in NRTA- Bronx Expansion
- Number of residents who complete NRTA- Bronx Expansion
- Number of NRTA- Bronx Expansion graduates placed in employment or union apprenticeship
- Number of NYCHA residents who completed the Childcare Business Pathways program

2. **Goal:** Continue to expand language access to NYCHA residents, Section 8 participants, and members of the public who participate or are exploring participation in NYCHA's affordable housing
    a. **Outcome**: By end of 2028, release an updated Language Access Implementation Plan as well as implement necessary improvements and enhancements to NYCHA's provision of language access services.
    b. **Strategies**:
        - Utilize self-reporting data submitted by residents and applicants to determine current language access needs
        - Review requests for interpretation and translation to determine current language access needs
        - Ensure necessary awareness, including via signage and notifications, exists so that those who would like to utilize such services understand that such services are available and how they may be accessed
    c. **Indicators:**
        - Number of requests for language services
        - Number of complaints for failure to provide services

Long-Term

1. **Goal:** Through a resident-engagement focused process, address historical infrastructural challenges in underserved communities by prioritizing rehabilitation or redevelopment in the highest need NYCHA housing units
    a. **Outcome**: By 2034, transition up to 100,000 units to Project-Based Section 8 under the PACT or Trust programs to leverage additional funding for rehabilitation or redevelopment.
    b. **Strategies**:
        - Transfer up to 25,000 apartments to the New York City Public Housing Preservation Trust (the Trust) to improve residents' quality of life through comprehensive building renovations while preserving all

their rights and protections including permanently affordable rent. As of January 2026, 84% of the residents in the four Trust sites (Bronx River Addition, Coney Island Site 1B (Unity Tower), Hylan and Nostrand) are Black or Hispanic
    - Continue to implement the Comprehensive Modernization (Comp Mod) Program to integrate comprehensive renovations spanning multiple building systems, interiors and exteriors, and grounds improvements at several developments including Todt Hill, Saint Nicholas Houses, Gowanus Houses, and Wyckoff Gardens. As of January 2026, over 90% of the residents in the Comp Mod developments are Black or Hispanic
    - Continue to prioritize resident engagement and communication in the renovation processes through on-site engagement offices, meetings, flyers, and canvassing
    - Continue rehabilitation and redevelopment through the Permanent Affordability Commitment Together (PACT) model to reinvest in, restore and rebuild publicly controlled affordable housing in a way that reflects the priorities of the communities we serve. As of January 2026, over 93% of the residents in developments converted to PACT are Black or Hispanic
    - Strengthen the PACT program by launching “Post-Conversion Resident Partnership Meetings,” delivering expanded outreach at PACT developments through resident meetings and devoted resources from the Mayor’s Office to Protect Tenants
  c. **Indicators**:
    - Number of apartments preserved or rebuilt as low-income, rent-restricted housing
    - Number of apartments rehabbed or rebuilt (Trust, PACT, Comp Mod)

2. **Goal:** Promote economic mobility and job opportunities for low-income residents and equitable access to agency contracting opportunities by meeting required commitments to Section 3 and other resident hiring goals. Only 3.5 percent of NYC businesses are owned by Black entrepreneurs, even though Black New Yorkers make up 22 percent of the City’s population
  a. **Outcome**: By 2034, continue to make best efforts to achieve Federal Section 3 benchmarks.
  b. **Strategies**:
    - Continue adhering to the Section 3 federal regulation and ensuring the compliance of contractors to increase employment opportunities among NYCHA residents
    - Update the interim standard procedure to incorporate key changes to Section 3 and work on training materials for NYCHA
    - Ensure consistency with federal, state, and local law through the continued implementation and evaluation of goals

- Continue providing no-cost employment-linked training opportunities to new cohorts through the NYCHA Resident Training Academy and explore private and agency partnerships to provide supportive services and resources to participants to improve retention
- Support NYCHA Entrepreneurs ("NYCHAPreneurs") by expanding participation in NYCHA's free business accelerator programs that empower residents and Section 8 voucher holders to start and grow profitable food and home-based childcare businesses

c. **Indicators**:
   - Number of residents enrolled in NRTA
   - Number of residents who complete NRTA
   - Number of NRTA graduates placed in employment or union apprenticeship
   - Total Number of residents who complete NYCHA Food or Childcare Business Pathways Programs
   - Total number of new NYCHA resident Food/Childcare business registered and/or licensed
   - Total number of Section 3 Hires / Labor Hours

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #7: Expand access to safe, stable housing for those at risk of homelessness, eviction, and deed theft without delay. Access should be available to individuals and families.
- #8: Evaluate and remove fines and fees to reduce the impact on low-income people of all ages.

Spotlight Wins

- NYCHA has made significant progress in addressing mold and leak issues in NYCHA Public Housing Apartments:
  - Approximately 92% decline in the median days to inspect for mold from 24.6 days in March 2022 to 1.8 days in July 2026
  - Approximately 79% reduction in the number of open Ombudsperson Call Center cases managed by MRU from over 2,000 open cases in March 2022 (at its highest) to ~425 cases as of July 2026
  - Approximately 81% decline in the average number of mold inspections created per week from ~508 WOs in 2020 to ~ 97 WOs in July 2026

- In the 2025-2026 heat season, NYCHA resolved its heat outages on average in 7.2 hours. 99% of outages (644 out of 652) were resolved within 24 hours.

- As of June 1, 2026, NYCHA has converted 32,151 apartments to the Project-Based Section 8 program through PACT. 119 developments have converted through PACT.
    - Of those apartments, 16,965 have completed repair work, representing over $ 3.7 billion in capital investment.
    - The remaining 15,186 apartments are under construction, representing $6.4 billion in repairs.
    - In addition to the converted projects, there are currently 13,588 apartments in some phase of planning and engagement work. This represents $ 6.6 B in capital repairs.
    - Overall, there are over 45,000 units in NYCHA's PACT pipeline, representing over $16.9 billion in capital repairs for NYCHA residents

- NYCHA is also actively taking steps to fully implement the New York City Public Housing Preservation Trust (Trust) model, providing further ability to fully modernize NYCHA developments through this new public entity.
    - Since 2023, resident votes have taken place at several developments following extensive engagement periods that include outreach, education, and opportunities for residents to ask questions and provide feedback.
    - Residents from Nostrand Houses, Bronx River Addition, Unity Towers (also known as Coney Island (Site 1B)), and Hylan Houses each voted to join the Trust following this process, representing the first cohort of developments to select the Trust model for comprehensive renovation.
    - Following Trust selection, the developments have advanced into procurement for selection of design-build partners, after which projects move into design and construction, alongside implementation of the Section 8 lease conversion process.
        - **Nostrand Houses**
          At Nostrand Houses, a design-build partner was selected in July 2025, and the project is advancing through the design phase in coordination with residents, the Trust, and NYCHA. The Section 8 lease signing process began in January 2026, following a Draft Trust Lease public comment period held in July–August 2025. Construction is anticipated to begin in Fall 2026 through a phased approach.
        - **Bronx River Addition**
          At Bronx River Addition, a design-build partner was selected in September 2025, and the project is progressing through design. Construction is anticipated to start in late 2026. Additionally, a draft Trust Lease public comment period was held in July - August 2025, and the Trust and NYCHA are starting the Section 8 lease signing process in June 2026.
        - **Unity Towers (**also known as Coney Island I (Site 1B))
          At Unity Towers, shortlisted firms were issued an RFP in October 2025, and proposals were due in March 2026. The Trust selected a

design-build partner in June 2026. The design-build team partner will start design and resident engagement in Summer 2026.

- **Hylan Houses**
  At Hylan Houses, shortlisted firms were issued an RFP in February 2026, and proposals were due in April. The Trust selected a design-build partner in May 2026. This project will be the first to use a progressive design-build (PDB) delivery approach, one of the delivery mechanisms available to the Trust to support efficient project delivery and early collaboration during design. The design-build team partner will start design and resident engagement in Summer 2026.

Infrastructure and Environment



Infrastructure and Environment

Conditions of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: **A safe, healthy, and sustainable living environment; A resilient neighborhood served by quality and accessible infrastructure and services as well as a robust local economy; Vibrant and welcoming public spaces throughout New York City, where everyone belongs and can move freely**.

Physical and digital infrastructure play a key role in determining how New Yorkers can access resources, services, and opportunities, as well as protection against environmental risks. However, inequities in design, construction, transportation, and connectivity have caused significant disparities, particularly for communities of color. Recognizing the decade's worth of discriminatory policies and practices is critical to creating an equitable path forward.

Inequitable Infrastructure Development

Despite good faith efforts to advance equity, systemic racism and long-standing disparities continue to impact the design and construction industry. Historical land use, zoning, and redlining practices have consistently disadvantaged communities of color and low-income neighborhoods. These inequities have manifested themselves in neighborhoods lacking critical infrastructure development, including roadways, civic facilities, playgrounds, and open spaces, leaving communities vulnerable to environmental risks and health inequities.

In parallel, there are various challenges to access within the construction industry itself, especially in terms of access to opportunities. People of color and in particular Black and Latino individuals remain underrepresented in higher-paid, higher-skilled trades, as well as supervisory and management positions. This also extends to registered apprenticeship programs, which are vital pathways to employment in the construction industry.

Spotlight: Parks

New York City's 30,000 acres of parkland serve as vital resources for the City's diverse population, providing spaces for recreation, relaxation, and community connection across the five boroughs. Parks are essential to improving the health, well-being, safety and resilience of the city.

However, given the nation's discriminatory approach to development throughout multiple eras, equity was not always a driving force in the development and operation of NYC's parks. In 1858, parts of Central Park was opened to the public, having been developed through eminent domain, resulting in the displacement of Seneca Village, a thriving Black community, and its churches, schools, and homes— dismantling Black property ownership among its approximately 200 residents.[lii] Systemic racism in our nation also enabled the discriminatory practice of redlining, which began in the 1930s, preventing Black persons and other minorities from accessing insured loans for home ownership, hindering stability, economic growth, and reinforcing disinvestment in communities of color, including the siting of polluting land uses.

The effects of this historical inequity persist today. One of the most visible forms of these inequities is the uneven access to open space. Despite scoring highly on equity metrics in the Trust for Public Land's 2024 ParkScore analysis—where New York City earned 99 out of 100 points for people of color and low-income households living within a 10-minute walk of a park—there are still significant disparities in park access and quality. In low-income neighborhoods, the average park size is 6.4 acres, compared to 14 acres in wealthier neighborhoods. In predominantly Black neighborhoods, the average park size is just 7.9 acres, compared to 29.8 acres in predominantly white neighborhoods. As noted in the City Council's Park Equity & COVID-19 hearing, this disparity was particularly challenging during the COVID pandemic, where residents in low-income neighborhoods without access to private open spaces or abundant parkland for physical activity and social connection faced greater challenges to their mental health and well-being.

[lii]

Disparities in Transportation

Any effort to build an equitable transportation environment must be rooted in the understanding that past planning practices have disproportionately impacted people of color and low-income communities, often leading to division, displacement, and disinvestment.

Although New York City does not operate New York City's transit system, it is important to recognize the racial history of transit and transportation in the city. By the 1850s, as New York City expanded and early iterations of public transportation emerged, streetcar lines were segregated. Streetcars that allowed African Americans were labeled "Colored Persons Allowed" and operated less frequently than those for white passengers.[liii] Segregated transportation facilities, such as streetcar stations and restrooms, often exposed African Americans to violence. The desegregation of public transit in New York City began in 1854 when Elizabeth Jennings, a 24-year-old African American teacher, was violently removed from a segregated streetcar. She subsequently sued the Third Avenue Rail Company and won her case in 1855.[liv] This case, along with the efforts of Black activists, led to the

complete desegregation of the New York City transit system by 1861, before the Civil War and over 100 years before the Civil Rights Act of 1965.

Throughout the 20th century, transportation and urban planning projects in New York City, as in much of the United States, were often implemented without care for communities of color. For example, practices such as redlining forced divestment from and spatially segregated communities of color. Redlined neighborhoods were denied public and private investments, leading to deteriorating infrastructure. In response to the decline, urban renewal policies were introduced, often targeting communities of color under the guise of improving "slums". These policies, coupled with the rise of automobile use, shaped city streets to prioritize vehicles over pedestrians and cyclists, further marginalizing low-income residents and communities of color who relied on walking and public transportation.

Additionally, interstate infrastructure projects like the Brooklyn-Queens Expressway and the Cross-Bronx Expressway physically divided neighborhoods, displacing residents and disrupting community life, and disproportionately affecting communities of color.

At the same time, white families increasingly left working-class neighborhoods in the city for the suburbs. Many people of color, low-income households, and immigrant families remained in or moved to neighborhoods with more affordable housing options, which were often farther from employment centers and other resources, increasing reliance on public transportation.

These patterns of segregation, disinvestment, displacement, and uneven access to transportation have continued to shape inequities in NYC today. According to the Transit Center Equity Dashboard, "White people, who disproportionately live in or near Manhattan, have the best transit access to potential jobs of any group but are the least likely to ride. The average Black New York City resident can reach about half as many jobs by transit as the average white person."[lv] Additionally, in 2023, the average commute time to work for Black women was nearly 45 minutes, compared roughly 35 minutes for white women.[lvi] The lack of safe, affordable, and efficient transportation options is most acute in low-income communities of color, which can act as a barrier to essential resources.

Spotlight: Disparities in For-Hire Transportation

Furthermore, disparities are also traceable in the for-hire transportation service industry. Transportation is a fundamental right for all New Yorkers and visitors, especially when provided by drivers professionally licensed by our City. Licensed Drivers are truly among NYC's essential workers. Driving often serves as a vital entry point for many immigrants seeking economic opportunity. However, this workforce is disproportionately composed of people of color who frequently face challenges such as inadequate access to health insurance and inadequate safety

protections and are also subjected to discrimination. Bias and bigotry resulting in service refusal cuts to the very heart of New York City's welcoming embrace of all kinds of people.

Moreover, most applicant and current licensed driver interactions with the City are conducted online. Nationwide, 92 percent of jobs analyzed across industries require digital skills,[lvii] underscoring the importance of digital skills for City licensed drivers. However, the digital divide reinforces inequities based on race and ethnicity.

There is also the troubling reality of racial discrimination within the taxi and for-hire vehicle industry, where many individuals experience unfair treatment based on their race or ethnicity. This discrimination not only undermines the values of equality and respect but also perpetuates systemic biases that affect the lives of countless passengers. We are committed to addressing these issues through education, outreach and accountability.

Taxis and ride-share vehicles can also have significant negative impacts on communities of color, exacerbating existing environmental and health disparities. Increased pollution has been linked to respiratory illnesses, cardiovascular diseases, and other health problems. These conditions can be more severe in communities already facing health disparities. The cumulative impact of emissions from taxis and ride-share vehicles can exacerbate these environmental burdens.[lvii]

Pollution and Environmental Hazards

Communities of color and low-income residents throughout New York State historically bear the disproportionate burden of pollution from industrial facilities and areas, such as power plants, sewage treatment plants, landfills, and highways or transportation hubs located within or near these communities. These critical pieces of infrastructure that we all rely on are nearly impossible to relocate. Nearby residential areas are thereby exposed to multiple sources of pollution, contributing to a host of adverse health outcomes and disparities such as asthma, lung, and heart disease, increased birth defects, and learning impairments.[lviii]

For example, 13 out of 14 of the City's wastewater resource recovery facilities are located within or adjacent to Environmental Justice (EJ) neighborhoods. As a result, those residents are disproportionately exposed both to any odor or air pollution emissions from those sites, and emissions from commercial vehicles that travel to these sites. In fact, in the 1960s, the City's North River Wastewater Resource Recovery Facility (WRRF) was ultimately located in West Harlem after residents in wealthier communities in Chelsea and the Upper West Side complained to elected officials about proposals to locate the facility in those neighborhoods, an example of how race and socioeconomic status influenced where environmental burdens were placed.[lix]

Moreover, environmental justice neighborhoods are disproportionately exposed to flooding due to climate change: while 49 percent of the City's population resides within EJ neighborhoods, these areas account for 54 percent of New Yorkers at risk of stormwater flooding; 57 percent of those living in the 100-year coastal floodplain; and 69 percent of New Yorkers who will be subject to tidal flooding.[lx] In addition, residents of EJ neighborhoods experience far more health impacts related to air pollution than other New Yorkers; in fact, all of the top ten neighborhoods for air pollution-related emergency room visits are in EJ areas.

Low-income communities, many of which are communities of color, disproportionately experience difficulty paying their water bills due to the rising cost of water services.[lxi] In New York City, water and sewer rates are projected to continue to increase by 8.5 percent annually through fiscal year 2029.[lxii] Because New Yorkers of color are disproportionately lower income, these rising costs disproportionately affect them.

Disparities in Cleanliness and Environmental Safety

While the City continues to address cleanliness and quality of life inequities for all communities, particularly historically underserved communities, our service delivery faces challenges in reporting of cleanliness conditions. For example, the data source that the City uses to measure the responsiveness to the concerns and needs of NYC residents relies on 311 service requests, which are limited by New Yorkers' choice to report. Using 311 data only tells a partial story of conditions in the City and does not help us adequately address the potential disparities by neighborhood.

Additionally, our waste collection system has historically produced uneven cleanliness outcomes across neighborhoods. All neighborhoods are negatively impacted by un-containerized trash and, in the past, have had limited access to organics disposal, which, in part, drove disparities in diversion rates. It is integral that all communities benefit from recent innovations in cleanliness and sanitation, including containerization of residential waste and universal citywide curbside composting.

Moreover, illegal dumping, including toxic substances, needles and vehicles abandoned in neighborhoods, disproportionately impacts historically marginalized communities. Illegal dumping is an abuse of our communities and our streets and is often done by bad actors who come from outside the community. Illegal dumpers generally look for places they perceive as out-of-the-way to dispose of items, and unfortunately, vacant lots in poorly lighted areas in outer boroughs often fit the bill. Waste processing is another area with historical disparities. Much of the City's waste— both commercial and residential—moves through transfer stations, many of which are located in historically underserved neighborhoods that experience associated heavy- duty vehicle traffic and other environmental

concerns. Although work through the Solid Waste Management Plan has helped with environmental and safety issues at the transfer stations, more work can be done in reducing the amount of waste generated citywide and studying the utilization of all transfer stations, helping to spread the burden through the City more equitably.

New York City's commercial waste is collected by private carting companies. The commercial carting industry has historically been plagued by safety issues, both for people working in the industry, who are majority people of color, and for the City at- large. The City is actively addressing this issue through the implementation of Local Law 199 of 2019 (LL199), which overhauled this industry. Prior to LL199, New York City's commercial waste collection system was marked by inefficiency, safety risks, and a lack of transparency. Private carters operated on overlapping, lengthy, and uncoordinated routes—with as many as a dozen carters servicing a single block in one night. Many commercial customers, ranging from standalone retailers to large office buildings, negotiated rates without clear protections; more than half of all agreements were estimated to be verbal agreements, lacking written or signed contracts. Industry safety standards varied widely with trucks often missing basic safety equipment and inconsistent training for employees.

These issues have negatively impacted public safety, consumer protection, fair competition, and environmental justice, resulting in the harshest effects on residents and business owners in marginalized or overburdened communities.

Digital Inequities

Digital equity means that individuals and communities, especially those most in need, can fully participate in our digital society and economy. Achieving digital equity requires addressing long-standing, structural inequities, and putting marginalized communities at the center of our efforts. Access to broadband devices, and digital skills are key to achieving digital equity, yet 30 percent of New York City households or 2.5 million New Yorkers, mostly in underserved neighborhoods, lack both a mobile connection and a home broadband connection. This figure is even more stark when overlayed with race as nearly 38 percent of African American and 34 percent of Hispanic New Yorkers lack both a mobile and home broadband connection compared to 21 percent of white New Yorkers.[lxiii]

Disparities continue to disproportionately affect low-income New Yorkers, older adults, people with disabilities, and communities of color – populations that often overlap and experience compounded harms. Digital inequality is particularly pronounced in Black, Hispanic, and Native American underserved communities. Almost 10 percent of households, or nearly 800,000 city residents, lack a computer at home citywide, compared to over 30 percent for the Bronx. Disparities in device access largely mirror those in broadband subscriptions, disproportionately impacting low-income residents, older adults, and people with disabilities.[lxiv]

New Yorkers' needs are constantly evolving as technologies and society move forward. Broadband access is critical to modern applications in education, banking, employment, and other services. Digital inequity is often cyclical with income and wealth inequality limiting access to connectivity. According to a 2023 survey conducted by the New York State ConnectALL office, 44 percent of the state's urban respondents and 57 percent of racial and ethnic minorities indicated difficulty paying for internet. Historic disinvestment in communities of color and non-English speaking communities has made affordability a large barrier to broadband access in these communities, who consistently reported high service costs and lack of choice at the state level.[lxv] While the Affordable Broadband Act went into effect in 2025, outreach, awareness and enrollment in low-cost broadband plans are essential to ensure New Yorkers benefit equitably.

Unified Commitment

The agencies in this section recognize the importance of embedding equity into the availability, design, construction, and maintenance of physical and digital infrastructure so that all New Yorkers have quality and accessible infrastructure and services.

Business Integrity Commission

Mission and Commitment

The mission of the Business Integrity Commission (BIC) is to protect New York City consumers through regulation of the “trade waste” (or commercial waste) industry and New York City’s public wholesale markets to ensure that regulated industries remain free of organized crime and other forms of corruption, including the violence, fraud, rackets, and threats that once plagued them.

BIC’s mission to ensure fair competition in the regulated industries and remove unfair burdens placed on business owners directly supports New York City’s goal to ensure that every resident of New York City can thrive. BIC’s racial equity goals will focus on ensuring that the agency’s policies, initiatives, and decisions incorporate equity and strive to utilize its resources to promote equal opportunities for businesses. The agency is committed to supporting regulated companies in their compliance by improving the processes for disseminating information and increasing access to programs related to waste equity and workers’ rights.

In addition, BIC aims to improve language access and translation services and introduce a new system for adjudicating violations that will prioritize compliance, efficiency, transparency and equitable dispositions of violations and penalties. BIC is also committed to continuing its support of environmental justice initiatives through its partnerships with New York City’s Department of Environmental Protection (DEP) and Department of Sanitation (DSNY). This work advances New York City’s vehicle emissions, zero waste, sustainability and waste equity goals to improve the quality of life of all New York City residents.

Racial Equity Goals

Short-Term

1. **Goal:** Connect trade waste companies with City resources or programs related to environmental justice, waste equity, and worker rights
    a. **Outcome**: By the end of 2026, connect 100% of trade waste companies with equity-focused programming of selected partner agencies.
    b. **Strategies**:
        - Leverage existing interagency partnerships to identify programs/initiatives that promote environmental justice, waste equity, and worker rights
        - Collaborate with partner agencies to develop informational notices to be sent via the existing BIC notifications portal and promote

programs/initiatives during outreach events throughout New York City and on social media
- Analyze participation data for the programs/initiatives to assess success and improve outreach efforts across the five boroughs
- Identify a new program or initiative to promote annually, creating avenues for agencies and small businesses to connect and advance equity goals

c. **Indicators:**
- Percent of trade waste companies referred to or educated on the designated equity-focused program
- Number of trade waste companies, if made aware through partner agencies, who received funding or direct assistance through the designated equity-focused program
- Percent of trade waste companies made aware of trainings related to human rights or other equity-focused laws
- Number of trade waste companies who attend a training in the last two years related to human/workers' rights or other designated equity-focused initiative

2. **Goal:** Increase investment in translation and interpretation services to promote language accessibility and ensure that agency information is accessible to New Yorkers with diverse language needs
   a. **Outcome:** By the end of 2026, increase spending on translation and interpretation services by 10%.
   b. **Strategies**:
      - Identify public-facing communications, materials and content that require translation to comply with Local Law 30 in collaboration with the Mayor's Office of Immigrant Affairs
      - Prioritize increased spending on communications, materials and content in top used languages by trade waste companies
   c. **Indicators**:
      - Dollars spent on translation and interpretation services
      - Percent change in translation and interpretation services expenditure from the previous fiscal year

Medium-Term

1. **Goal**: Ensure that BIC's website is fully accessible in plain language and includes reference materials for new applicants, licensees and registrants, and the public to eliminate information deficits to ensure information is accessible for New Yorkers of varied language abilities
   a. **Outcome**: By 2028, 100% of applicable website pages are updated to reflect plain language and new reference materials are added.

b. **Strategies**:
    - Introduce a new vehicle compliance page that consolidates several existing pages into a more streamlined and helpful resource
    - Add a new FAQ section in plain language to address the most commonly received questions from applicants and the public
    - Create a reference document for new applicants to increase access to information and maximize opportunity for entry into the trade waste and public wholesale food industries
    - Restructure the forms and fees sections for clarity and easier navigation
    - Survey trade waste companies on what they would like to see included on the website and updated into plain language
c. **Indicators**:
    - Number of new materials that promote information access added to BIC's website
    - Number of website pages updated with new plain language content
    - Number of trade waste companies submitting feedback

2. **Goal**: Increase agency efforts to ensure compliance with Local Law 56 of 2019 (Local Law 56), which requires trade waste companies to directly provide and post specific wage and workers' rights information for employees
    a. **Outcome**: By 2028, confirm total compliance with Local Law 56 workers' rights posting requirements during BIC garage and facility inspections, and issue administrative violations for instances of non-compliance.
    b. **Strategies**:
        - Incorporate compliance checks into routine garage and facility inspections to ensure companies are providing workers, as required, with information regarding workers' rights, safety, labor complaints, and wages. Agency investigators will note whether required workers' rights information was available to employees as part of every post-facility inspection report for supervisor review
        - Organize refresher trainings for agency investigators and other relevant staff regarding the Local Law 56 requirements for companies
        - BIC Violations Unit will issue violations for noncompliance and work with regulated companies to achieve compliance
    c. **Indicators**:
        - Number of violations issued to private waste companies for Local Law 56 noncompliance
        - Percent of facility inspections that include a Local Law 56 compliance check

Long-Term

1. **Goal:** BIC has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state,

and local law.

a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
b. **Strategies:**
    - Review current BIC M/WBE utilization to understand past spending trends and identify opportunities to include M/WBE vendors in future purchasing, continuing to evaluate goals and disparity data
    - Continue to re-evaluate agency purchasing needs and collaborate with all internal stakeholders across relevant units to ensure we are in compliance with M/WBE utilization requirements as mandated per local law as new initiatives or needs arise
c. **Indicators**:
    - Percent of agency utilization from M/WBEs
    - Percent of M/WBE utilization disaggregated by race, ethnicity, and gender

2. **Goal:** Assess the impact of adverse Commission determinations[43] on workers and employment stability at licensed trade waste companies
    a. **Outcome:** By the end of 2034, complete assessment and analysis and establish recommended policies for implementation.
    b. **Strategies:**
        - Develop informational flyers to distribute to affected workers at organized outreach events in collaboration with partner agencies. Flyers are translated to meet languages most spoken by community members
        - Analyze participation data from outreach events to assess success and inform on how the agency can improve future outreach efforts
        - Collaborate with industry stakeholders to identify industry opportunities to promote during organized outreach events
    c. **Indicators:**
        - Number of employees employed by regulated company at time of adverse determination
        - Number of employees who attended organized outreach events
        - Number of hours in contact with affected employees

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.

[43] New York City Administrative Code Section 16-509 gives BIC authority to deny licensure or registration to companies/individuals that are adjudged, after notice and an opportunity to be heard, to lack “good character, honesty and integrity.” The company/individual whose license or registration is denied by the Commission may challenge that determination in court by filing a summary proceeding known as an “Article 78.”

- #15: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- BIC has achieved substantial industry compliance with New York City's vehicle emissions law. Local Law 145 of 2013, which went into effect on January 1, 2020, seeks to reduce the pollutants emitted by heavy duty trade waste vehicles (diesel-fuel powered vehicles with a gross weight of over 16,000 pounds). Implementation of the vehicle emissions law was a collaborative effort between BIC and DEP to lower the air pollution and other environmental harm caused by the emissions from trade waste vehicles, which disproportionately impacts low-income communities and communities of color in New York City. Through a combination of outreach and enforcement, using digital compliance and data tracking, BIC achieved nearly total compliance. Now that the law is in effect, licensed and registered trade waste companies are not issued waste conveyance plates from BIC for any vehicles not in compliance with the emission standards.

- BIC has initiated a progressive violations process that incentivizes compliance and mitigates penalties for licenses and registrants. BIC's improved violation process protects New Yorkers through enforcement of safety, recycling and quality of life rules. By 2026, BIC achieved full transition of all violations to the Office of Administrative Trials and Hearings (OATH) Hearings Division as the primary tribunal for BIC administrative violations, which has significantly improved the implementation of BIC's progressive penalty schedule and early settlement program, and its ability to utilize digital workflows to automate and streamline calendaring of new violations. This has strengthened BIC's capacity to enforce rules that improve quality of life for all New York City residents and have a positive impact on equity issues, such as cleanliness, noise, odor nuisances from trade waste vehicles, and traffic and vehicle safety on New York City streets.

Department of Design and Construction

Mission and Commitment

The Department of Design and Construction (DDC) is committed to delivering best-in-class infrastructure and public buildings for the City of New York, on time and on budget. Our design and construction professionals strive to improve project delivery, advance quality design, and ensure our work meets the highest standards of endurance and resiliency. We build the city.

DDC is committed to advancing change within the design and construction industry. Our approach is to both provide high-quality infrastructure equitably for all communities and expand our internal practices to ensure equitable recruitment and hiring practices as well as access to vendor resources and opportunities.

At DDC, we believe that addressing racial disparities is not only an ethical priority, but also the collective responsibility that we share with all agencies engaged in building for and serving the people of our city. Our commitment to racial equity is reflected in our core values: building, supporting, and empowering a diverse workforce; promoting safe, sustainable construction; providing clear and transparent information on the projects we manage across the city and communicating directly with stakeholders; and creating solutions that improve project delivery. Through leveraging these values, we strive to ensure that our work benefits all communities equitably.

Racial Equity Goals

Short-Term

1. **Goal**: Prioritize maintaining an inclusive workforce and workplace through staff development, engagement, and mentoring efforts
    a. **Outcome**: By the end of 2026, increase our employee retention rate for our overall staff by at least 5%.
    b. **Strategies**:
        - Increase staff development offerings related to cultural competencies
        - Enhance our engagement initiatives and the number of our agency Employee Resource Groups (ERGs)
        - Leverage our Business Improvement Committee to gather staff feedback on agency culture
    c. **Indicators**:
        - Percent of employees participating in agency engagement activities and groups
        - Retention rate
        - Employee satisfaction

2. **Goal:** Ensure equitable access to agency-distributed public information on construction projects through expanding language access and plain language updates
    a. **Outcome**: By the end of 2026, train 100% of Community Construction Liaisons (CCLs) on language access measures and updated field protocols for interacting with New Yorkers with non-English language preference.
    b. **Strategies**:
        - Increased door to door outreach with business owners and residents with non-English language preference
        - Increased information and advisory dissemination about our language access offerings
        - Training of CCLs on how to recognize and respond to non-English preference needs
    c. **Indicators**:
        - Percent use of telephonic translation on DDC projects by CCLs
        - Percent of favorable feedback on post construction community surveys
        - Percent increase in reported interaction with New Yorkers with non-English language preference

Medium-Term

1. **Goal**: Optimize the workforce by enhancing recruitment and improving the retention of diverse candidates and employees
    a. **Outcome**: By 2028, increase the number of applicants of color in our technical titles and those applying for managerial level roles.
    b. **Strategies**:
        - Build our partnerships with HBCUs with architect and engineering programs and DYCD partnerships
        - Provide leadership training for our emerging leaders
        - Conduct regular workforce trend analysis including auditing hiring practices for underutilized job groups
    c. **Indicators**:
        - Percent increase in number of partnerships with HBCUs with architect or engineering programs
        - Percent increase in number of partnerships with DYCD
        - Demographics, including race and ethnicity, of department workforce and new staff across technical job groups and managers, for solely informational purposes

2. **Goal:** Enhance hiring processes across divisions to ensure equity is built into the structure of interviews and selection to reduce disparities in workforce
    a. **Outcome**: By 2028, ensure that 100% of hiring managers have implemented equitable hiring practices.

b. **Strategies**:
    - Ensure Interview Panels are drawn from groups that are representative by race, ethnicity, gender, age, reporting structure and other equity measures
    - Ensure that 100% of hiring managers have completed Structured interview training
    - Ensure that new or newly promoted managers receive Structured Interview training withing the first quarter in their position
c. **Indicators**:
    - Percent of interview panels that are diverse
    - Percent of hiring managers trained in structured interview strategies

3. **Goal:** Collaborate with agency partners and external stakeholders on outreach and inclusion of diverse artist proposers for the Percent for Art program on DDC projects across the five boroughs
    a. **Outcome**: By 2028, ensure all DDC-led Percent for Art opportunities factor in language needs of responsive communities, address opportunities for local artist participation in the submission process, and attempt to identify any cultural considerations for the impacted communities.
    b. **Strategies**:
        - Identify any language needs for any materials shared with artists, including possible live translation of public sessions
        - Collaborate with community boards/external stakeholders/elected officials to understand the needs of impacted communities
        - Increase staff development offerings related to cultural competencies
    c. **Indicators**:
        - Number of projects implemented with new strategies
        - Artist panelist satisfaction with outreach efforts to the pool of artists

4. **Goal:** Increase DDC efforts around school engagement through the Neighborhood Infrastructure Curbside Education (NICE) program across the five boroughs
    a. **Outcome:** By 2028, increase school visits (elementary through graduate school) across the DDC portfolio and City to engage diverse student populations in careers in engineering and architecture and provide explanations of DDC's infrastructure work.
    b. **Strategies:**
        - Assign a dedicated staff person to assist with school outreach and event planning logistics
        - Conduct outreach through community boards/external stakeholders/elected officials about education opportunities
        - Create an internal DDC working group to identify appropriate projects to include in the program
        - Establish metrics and means for tracking student-participant trajectory

c. **Indicators**
    - Percent increase in school visits
    - Percent increase in student participation
    - Percent of student participants reporting impact and satisfaction.

Long-Term

1. **Goal:** Integrate an analysis of disparities into our Advanced Capital Planning (ACP) program discussions to better advise sponsor agencies on the frequency of project delivery requests within neighborhoods with social economic disparities, which will promote transparency and encourage sponsor agencies to prioritize improvements and resource allocation in those communities
    a. **Outcome**: By 2034, assess and inform 100% of sponsor agencies' portfolios of project delivery requests in the identified neighborhoods, while institutionalizing the practice for ongoing years.
    b. **Strategies**:
        - Expand the Advance Capital planning (ACP) program to work with sponsor agencies to assess their entire portfolio of public buildings and develop efficient, forward-looking strategies to manage their capital needs
        - Focus on identifying and informing sponsor agencies of the historic frequency and costs of their project delivery requests in communities with high percentages of socioeconomic disparities to encourage resource prioritization
    c. **Indicators**:
        - Number of sponsor agencies whose portfolio DDC has analyzed
        - Number of sponsor agencies who have been provided recommendation by DDC
        - Number of sponsor agencies who have incorporated DDC recommendations in planning since launching this initiative
        - Percent of capital project delivery requests, from sponsor agencies, for neighborhoods identified with high socioeconomic disparities

2. **Goal:** DDC has a 30% aspirational goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
    a. **Outcome**: By 2034, maintain consistent implementation and assessment for M/WBE utilization.
    b. **Strategies**:
        - Leverage existing tools like the M/WBE Small Purchase award method and M/WBE PQLs
        - Strengthen industry partnerships and increase understanding of contracting roadmap
        - Hold prime vendors accountable for meeting M/WBE goals

c. **Indicators**:
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded disaggregated by race and ethnicity

Community Equity Priorities Referenced

- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

Spotlight Wins

- Starting in FY23 through FY25, DDC saw an increased percentage utilization in contract awards to businesses, which have historically been underutilized in citywide contracting.
- The ACE mentor program is a free after-school program that works with a variety of organizations that mentor high school students who are interested in careers in Architecture, Construction, and Engineering. Founded in 1994 by a group of leading architects, contractors and engineers in New York City, the program has served more than 77,000 students nationwide and over 17,000 students in New York alone. Today, more than 13,000 students and 4,100 mentors participate in ACE each year and the program serves as one of the premier pipelines for diverse emerging talent in the design and construction industries. In 2024, DDC and the New York School Construction Authority (SCA) teamed up to provide mentoring to high school students across all five boroughs. We prepared a year end project and entered the National Construction Industry Round Table (CIRT) competition. Our project design won First Place in the National CIRT Project Category of Olympic Stadium design and Second Place across all National CIRT Project categories. DDC has and will continue to proudly serve as a mentoring Firm for the ACE Mentoring Program of Greater NY in order to invest in NYC students, influence young professionals and to create opportunities in the Design and Construction industry within the city we call home.

Department of Environmental Protection

Mission and Commitment

The Department of Environmental Protection's (DEP) mission is to protect public health and the environment by supplying the highest-quality drinking water; treating and recovering valuable resources from wastewater to protect New York City's waterways; minimizing exposure to air, noise, and hazardous materials pollution; and constructing dependable infrastructure to foster a more resilient New York City for generations to come.

DEP remains committed to fostering a safe and resilient New York City by actively listening to historically marginalized voices and disadvantaged populations, and by addressing legacies of discrimination and systemic inequities. Our agency's racial equity plan focuses on our core business to identify concrete actions and measures for ensuring fair and equitable outcomes for all communities.

For these reasons, we must ensure government's responsibility – our accountability – for environmental justice and a safe environment for all New Yorkers by implementing strategies for reducing the burdens and eliminating the harms on the most distressed communities. We must ensure that our investments directly benefit these communities, and that our workforce reflects these communities. We will accomplish these objectives by focusing on three (3) core areas of our work: budgeting, service delivery, and staffing.

Racial Equity Goals

Short-Term

1. **Goal:** Collaborate with advocates and community partners to address the disproportionate impacts of water and wastewater rates on low-income communities of color and other vulnerable communities
    a. **Outcome:** By 2028 or earlier, work with advocacy partners to achieve reauthorization of the Low-Income Household Water Assistance Program (LIHWAP) or similar assistance program and market these benefits to all DEP customers to ensure as high a take-up rate as possible.
    b. **Strategies:**
        - Brief local elected officials and work with advocacy and community organizations to advocate for greater federal and state funding to assist low-income New Yorkers
        - Advocate for the reinstatement of LIHWAP and other affordability programs

c. **Indicators:**
    - Number of letters, meetings, or other formal advocacy efforts supported by DEP with the goal of obtaining additional federal funding for low-income New Yorkers
    - Number of DEP customers who receive financial assistance from LIHWAP or other federally funded affordability programs, by future fiscal year (pending federal funding)
    - Number of DEP customers that receive other state or federal financial assistance, by future fiscal year (pending federal funding)

Medium-Term

1. **Goal**: Improve air quality associated with warehousing activity (warehouses are disproportionately located in low-income communities and communities of color) through an indirect source rule to be enacted by the City Council
    a. **Outcome**: By 2028, following enactment of local law and an indirect source rule, warehouses are to take action to reduce pollutants associated with trucks that drive to and from and idle at these warehouses.
    b. **Strategies**:
        - Collaborate with agency partners, including the Mayor's Office of Climate and Environmental Justice and the Department of Transportation, to draft legislation to regulate indirect sources of air pollution in connection with warehousing activities
        - Collaborate with the City Council on introduction of bill
        - Analyze bill for environmental impacts
    c. **Indicators**:
        - Successful passage of indirect source rule
        - Number of warehouse owners/operators subject to rule that have registered with DEP, if rule is passed
        - If rule is passed, once improvements are in place by warehouse operators: Comparison of air quality before and after rule implementation in neighborhoods with significant number of warehouses in scope of indirect source rule; for example, change in particulate matter and NOx pollutant levels per the Department of Health and Mental Hygiene's New York City Community Air Survey

2. **Goal**: Attract diverse talent to join DEP's workforce
    a. **Outcome**: By 2030, build an entry-level workforce that more closely reflects the pool of qualified candidates in the counties in which DEP operates.
    b. **Strategies**:
        - Expand DEP's apprenticeship program to include 50% more agency entry-level job titles, as well as expand existing apprenticeship programs to include more participants

- Increase recruitment partnerships with CUNY, DCAS, unions, and outside organizations to cover the cost of civil service exams and test prep courses for eligible job candidates, particularly women and underrepresented communities

c. **Indicators**:
   - Number of entry-level job titles with a formal apprenticeship program
   - Number of people who have received financial assistance to take a civil service exam or to take a test prep course

3. **Goal**: Facilitate the replacement of lead service lines throughout the city, with an emphasis on implementing a no-cost replacement initiative for privately owned water service lines in environmental justice communities
   a. **Outcome**: By 2028, make full use of all state and federal funds for replacing lead service lines in environmental justice neighborhoods.
   b. **Strategies**:
      - Conduct community meetings, door knocking campaigns, workshops, and informational sessions to educate residents about the dangers of lead in drinking water and the benefits of line replacement and provide materials in multiple languages to ensure accessibility for all residents. DEP will collaborate with community-partners including but not limited to environmental advocacy groups, elected officials, youth-serving organizations, immigrant serving organizations, and faith groups to engage with hard to reach or historically underserved communities
      - Apply for federal, state, and local grants to fund the replacement initiative
      - Advocate for legislation aimed at requiring replacement of lead service lines throughout the city, with emphasis on implementing no-cost replacements for privately owned water service lines in underserved communities
   c. **Indicators**:
      - Number of community outreach events held, and the number of residents reached through these events/Number of events held in languages other than English
      - Dollar amount of funding secured from grants, and other sources to support the replacement initiative
      - Number of lead service lines replaced annually in total

Long-Term

1. **Goal:** DEP has a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

a. **Outcome:** From fiscal years 2026 to 2034, continue DEP's efforts in M/WBE utilization so as to become a partner of choice among city vendors.
b. **Strategies:**
    - Participate in new city-wide mentorship programs and execute DEP M/WBEs pre-qualified lists
    - For construction management and design contracts three months or more behind in payment, update internal processes to allow bi-weekly instead of monthly to expedite payments and support M/WBEs to partner with the agency
    - Analyze the particular characteristics of the DEP procurement portfolio to strategically identify areas of greatest opportunity, identify quick wins and create a long-term utilization road map consistent with federal, state and local law
c. **Indicators:**
    - Dollar value and number of contracts and subcontracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded, disaggregated by race, ethnicity, and gender

2. **Goal**: Prioritize agency investment into resilience projects for communities disproportionately impacted by flooding to better protect them from becoming more vulnerable to climate change
    a. **Outcome**: By 2034, pending funding, construct up to ten Cloudburst hubs, and initiate capital projects for preventing flooding in neighborhoods with chronic flooding issues.
    b. **Strategies:**
        - Conduct community meetings in planned Cloudburst hub communities to inform design and increase community awareness. DEP will collaborate with environmental advocacy groups, youth-serving organizations, immigrant serving organizations, elected officials, and more to engage with historically underserved communities. DEP will ensure that language access is prioritized, and all materials and presentations are translated in languages other than English, representing community needs
        - Work with partner agencies to integrate other capital work into cloudburst hubs to enhance public realm improvements while incorporating stormwater resiliency
        - Apply for state and federal funds to advance the implementation of Cloudburst hub – large-scale, stormwater management systems designed to protect areas from flooding during sudden or intense rain events when a lot of rain falls in a short period of time
    c. **Indicators**:
        - Number of Cloudburst community outreach events held/Number of events held with translation services provided

- Dollar amount of funding secured from grants
- Number of new Cloudburst hubs constructed in neighborhoods that experience chronic flooding
- Dollars of agency capital registered for Cloudburst hubs

3. **Goal**: Be a good neighbor in communities that host DEP facilities, with a focus on environmental justice communities, by abating odor and noise impacts and enhancing educational programming
    a. **Outcome**: By 2040 or earlier, achieve a reduction of odor and noise complaints at locations adjacent to DEP facilities and eliminate detectable noise and odors at the fence line – the physical boundary between DEP's facilities and adjacent properties.
    b. **Strategies**:
        - Update design guidance for air, odor, and noise emissions from DEP wastewater treatment facilities
        - Seek funding for additional state-of-good-repair work
        - Complete repair work to address fugitive emissions at Wastewater Resource Recovery Facilities (WRRFs)
    c. **Indicators**:
        - Percent of WRRFs in compliance with updated design guidance
        - Number of facilities with critical components addressed within set timelines
        - Percent reduction in fugitive emissions
        - Percent reduction in odor and noise complaints from surrounding community (311) or direct complaints made to DEP (email, social media, or other channels of communication)

Community Equity Priorities Referenced

- # 2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- # 6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- # 13: Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing.
- # 14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.
- # 17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- Established Watershed Maintainer apprentice program upstate to create a viable

candidate pool of diverse talent in a historically underutilized job title.

- DEP has commenced its program for the replacement of lead service lines.

Department of Parks and Recreation

Mission and Commitment

The NYC Department of Parks and Recreation's (NYC Parks) mission is to grow, maintain and program a world-class park system prioritizing equity, access, safety and nature.

In June 2024, NYC Parks launched *Vital Parks for All: Investing in NYC's Living Infrastructure*, a new initiative aimed at ensuring equity remains a driving force in park development and programming so that the communities most in need receive the health, environment and community building benefits of parks and green spaces.

This initiative builds on the successes of the Community Parks Initiative by targeting resources to areas with the greatest needs, expanding access through park acquisitions, making upgrades in aging infrastructure, building new swimming pools, enhancing park maintenance, and expanding tree planting in the most heat-vulnerable communities, which also disproportionately impacts communities of color. Through the Vital Parks Explorer tool, NYC Parks is also empowering marginalized communities with information about their level of access to park facilities and opportunities for stewardship and enrichment, and how that compares to communities across the city, increasing transparency. By continuing to prioritize equity in its decisions and actions, NYC Parks is working to create a more just and inclusive park system that benefits all New Yorkers.

Providing employment opportunities and centering equity principles within NYC Parks is also a key area of focus. Although Civil Service lists control most staffing titles, NYC Parks is committed to outreach to recruit diverse candidates for roles across the agency. In addition, NYC Parks is also working to improve the employability of young adults by providing job opportunities through the Summer Youth Employment Program (SYEP), with over 900 participants in 2024 alone. Additionally, programs like the Climber/Pruner Training Program and the new Gardener Training are designed to help staff acquire new skills and advance into higher-paying positions.

Racial Equity Goals

Short-Term

1. **Goal**: Parks has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

a. **Outcome:** In 2027, Parks will continue to be an agency leader in overall M/WBE contracting by meeting city goals and maintain consistent implementation and assessment for M/WBE utilization.
b. **Strategies:**
    - Continue the use of pre-qualified vendor lists (PQL) and recruitment of M/WBEs for pre-qualification. Currently, NYC Parks has four pre-qualified lists and 62% of vendors on NYC Parks' pre-qualified lists are M/WBEs
    - Continue deploying the M/WBE Small Purchase method for eligible new purchases up to the $1.5M threshold in accordance with local law. Since 2018, $72.8M in 314 contract awards using this procurement method have been registered to M/WBEs
    - Continue working with Office of M/WBE to support the Citywide Small Business Construction Mentorship Program
c. **Indicators:**
    - Percent and spending of contracts awarded to M/WBE firms (both prime and subcontractors)
    - Percent and spending of all M/WBE contracts disaggregated by race, ethnicity, and gender
    - Percent of construction contracts awarded to M/WBE prime contractors

2. **Goal:** Building on our value of engaging communities in our public input processes, empower historically underserved communities by centering their priorities in the capital design process of the Community Parks Initiative (CPI) and other capital projects to improve community well-being
    a. **Outcome:** By end of 2026, all ten CPI FY26 projects will have had their Community Input Meetings. CPI sites are parks that have not received capital investment in over two decades, and are located in high density, low-income communities of need.
    b. **Strategies:**
        - Take a multi-pronged digital approach to outreach including online public scoping meeting listings, web calendar listings, and social media outreach by NYC Parks and its partners
        - Collaborate with partners in target areas including civic and community organizations, youth-serving organizations, Partnership for Parks groups, and elected official offices
        - Conduct flyering in the parks slated for improvement, and in multiple languages to create greater access for Limited English Proficient (LEP) communities
    c. **Indicators:**
        - Number of community input meetings held
        - Number of local partner stakeholder groups invited to Public Input Meetings

- Number of participants at Public Input meetings in underserved communities
- Number of responses to online feedback portal

3. **Goal:** Connect New Yorkers in need with NYC Parks' public programs to learn new skills, grow capacity, and to build social connections for improved health and well-being
    a. **Outcome:** By the end of 2026, ensure 68%[44] of the population in underserved areas have ready access (a short walk to) NYC Parks' public programs.
    b. **Strategies:**
        - Concentrate public programs including nature exploration, sports and fitness programs, and cultural and skill building workshops in NY State Disadvantaged Communities (DACs)
        - Strengthen efforts to share existing resources, processes, and pathways to become a Parks partner and continue efforts to register "Friends of" groups and other community-based organizations activating park spaces through the Vital Parks system to better connect New Yorkers with existing programs in their neighborhoods. NYC Parks will collaborate with open space organizations to encourage all partner groups to submit to be included in the Volunteer Directory/Vital Parks Explorer, so that through neighborhood-based groups, more New Yorkers can be connected to programs in their communities.
    c. **Indicators:**
        - Percent of population in DACs within a short walk to NYC Parks' public programs
        - Number of "friends of" groups and community-based organizations subscribed to NYC Parks' Volunteer Directory, and therefore visible in the Vital Parks Explorer mapping tool

4. **Goal:** Empower New Yorkers with opportunities to engage with the care of their parks, to improve their own health and that of their parks, with a focus on neighborhoods in need
    a. **Outcome**: By the end of 2026, ensure over 2 million New Yorkers are connected to opportunities to help steward their park, shaping its present and future, with an emphasis on parks in DACs.
    b. **Strategies:**
        - The Strategic Community Engagement division will lead ***Let's Green NYC,*** a component of *Vital Parks for All,* connecting more New Yorkers to nature and one another, improving their physical and

[44] Currently, NYC Parks' Vital Parks Explorer indicates that citywide, 61% of the population has access to a park program within a 10-minute walk Vital Parks Explorer NYC Parks aims to direct programming to disadvantaged communities and beat the citywide average with 68% of the population in DACs being served by a program within a 10-minute walk.

mental health, and helping keep their parks clean, safe and environmentally resilient. This initiative has already been launched, and NYC Parks is looking to sustain the communities and volunteer partners served through the years

c. **Indicators:**
    - Number of New Yorkers engaged
    - Percent of NYC Parks' volunteer hours that are based in parks within DAC communities
    - Number of projects/volunteer events in DACs and Taskforce on Racial Inclusion & Equity (TRIE) communities

Medium-Term

1. **Goal:** Establish human capital practices that support and accelerate equitable hiring and staffing in close collaboration with senior leadership
    a. **Outcome**: By 2028, Parks will complete its review of disaggregated data on 100% of workforce by demographics, including race and gender identity, to identify and implement measures to address any staffing disparities across positions and level, pay levels, promotion, etc.
    b. **Strategies**:
        - Lead strategic planning, and generate accountability for results, provide governance and oversight on diversity efforts, and promote communication on progress
        - Continue efforts to recruit more diverse candidates for non-competitive and managerial titles, prioritizing areas of disparity, as well as internal advancement through the Parks training academy and other training programs. The first class of the Gardener Training Program is underway. City Parks Workers who successfully complete this training will become NYC Parks gardeners. Continue to enlist a diverse group of interns from CUNY to facilitate technical skill-building and field-based experience that will enable graduates to network and qualify for entry level jobs within the nature-based jobs industry, and specifically for civil service titles that are frequently used by NYC Parks' Environment and Planning Division.
        - Build on the NOAA/USDA Forest Service grant to sustain the Natural Resource Group Apprenticeship Program in collaboration with Department of Youth and Community Development, CUNY, and the Natural Areas Conservancy; helping equip more youth to gain green job skills for increased employability.
        - Sustain the Climber & Pruner Training Program begun in July 2023 with the goal of building a pipeline of local, diverse talent for this difficult to recruit title. The training program uses in-house expertise to train capable and passionate NYC Parks employees for career advancement opportunities in Forestry.

c. **Indicators**:
    - Percent of total staff lines reviewed
    - Demographics of workforce including race and gender in non-competitive and managerial titles
    - Retention and promotion rate of staff, disaggregated by title and demographics
    - Demographics of participants in internship programs
    - Number and demographics of employees participating in training programs
    - Number and demographics of employees retained, measured by length of stay at NYC Parks
    - The following demographic indicators are used for informational or communication purposes, only:
        - Number and demographics of applicants
        - Number and demographics of new staff hired for open positions
        - Number and demographics of staff promoted

2. **Goal:** Support existing and cultivate new park partner groups through building capacity and providing technical assistance and resources to foster sustained civic engagement in parks within underserved communities
    a. **Outcome**: By 2028, ensure 88% of the population[45] within Disadvantaged Communities have ready access to a park partner group to shape their parks' present and future.
    b. **Strategies**:
        - In collaboration with the City Parks Foundation (CPF), lead the ***Citywide Parks Network*** initiative to raise $30 million for the NYC Green Fund
        - Create a network spanning grass roots organizations, "Friends Of" Groups, to larger conservancies, facilitating information sharing and synergies
        - Build capacity of existing partners and grow new partners in underserved communities to ensure parks are supported by engaged New Yorkers
        - CPF to distribute Green Fund grants to partner groups to advance their priority projects for their sites
    c. **Indicators**:
        - Number of partner groups in DACs and Environmental Justice (EJ) areas receiving Green Fund grants
        - Number of partner groups in DACs served by a CPF Catalyst Coordinator to help build their capacity as stakeholders

[45] NYC parks' vital parks explorer shows that currently 78% of the population within DAC areas are within a 10-minute walk of a park that has had recent capital investment. With planned capital investments, Parks wants to grow to 88% of the population within ready access to upgraded /capitally reconstructed parks.

3. **Goal:** Invest $100M in capital to 20 Community Park Initiative sites, building on an equity driven investment program that prioritizes funding to transform and renovate underinvested green spaces in underserved communities
    a. **Outcome:** By end of calendar year 2028, select, announce, and initiate capital projects for the next 20 CPI sites (FY27 and FY28).
    b. **Strategies**:
        - Empower area residents to be a part of the public decision-making process for the sites' redesign to ensure park redevelopment reflects the priorities of the residents they serve
        - Prioritize the assignment of staffing and procurement to ensure these priority projects advance to deliver their benefits to communities in need
    c. **Indicators**:
        - Number of community input meetings
        - Number of sites in procurement (or initiated)
        - Number of participants at Public Input meetings in underserved communities
        - Number of responses to online feedback portal
        - Number of partner stakeholder groups invited to Public Input meetings

4. **Goal:** Advance *Vital Parks for All* initial investment projects of $3.2B, targeting capital investments in neighborhoods most in need to ensure their parks serve as resources for strengthening health, environment and communities, with a focus on DACs, EJ, TRIE and areas with high levels of gun violence
    a. **Outcome:** By 2028, ensure more than 80% of the population[46] within NY State Disadvantaged Communities (DACs) have access to new or recently renovated park amenities.
    b. **Strategies:**
        - The ***Stronger Parks, Safer Communities*** initiative will invest $400M in playground and facility upgrades in areas with high levels of gun violence. These park upgrades and amenities will be complemented by over 1,000 outdoor public programs to activate parks and build safer communities.
        - Lead the ***Let's Swim NYC*** initiative by investing $1B in restoring aging swim infrastructure and building 3 new pools: in the Rockaways at Arverne East, Queens, at Roy Wilkins Park in Southeastern Queens, in Nostrand Playground (Shirley Chisholm) in East Flatbush, as well as 1 brand new replacement pool in Brownsville, Brooklyn to expand swim equity. Continue to identify more funding opportunities to expand pool access, increase swim instruction and further support

[46] NYC parks' vital parks explorer shows that currently 78% of the population within DAC areas are within a 10-minute walk of a park that has had recent capital investment. With planned capital investments, Parks wants to grow to 88% of the population within ready access to upgraded /capitally reconstructed parks.

a lifeguard pipeline. The new and replacement pools are in areas that fall within the NYC State Disadvantage Communities designation, areas of historic disinvestment.

- The ***Better Bathrooms*** initiative will invest over $150M in protecting aging bathroom facilities, and creatively and efficiently expanding bathroom access to ensure extended use for play, fitness, work and community gatherings, improving community safety. It will reconstruct 40 restrooms and add 50 new bathrooms, more than half of which are located in neighborhoods that fall within the NY State Disadvantaged Communities designation.
- The ***Growing Greenways*** initiative will invest more than $1B to meet the growing demand for biking and walking connections that link parks to one another and to business districts, improving livability, health and the environment in underserved communities across the five boroughs
- The ***Growing Greenspaces*** initiative will invest $80M to acquire properties in underserved neighborhoods, expand access to greenspace and improve environmental resiliency
- The ***Growing Wetlands, Gaining Resiliency*** initiative will invest $100M to advance 19 wetland restorations projects in Environmental Justice neighborhoods by the end of 2028
- The ***Expanding Tree Canopy*** initiative will invest $136M in planting street trees in the most heat vulnerable communities in NYC providing shade, reducing temperatures, improving air quality, and protecting health and premature deaths
- The ***Let's Play NYC*** initiative will invest $471M to protect and restore existing recreation centers as safe havens and over $500M to build 6 new centers in TRIE communities. These facilities and their surrounding communities will also benefit from extended programming hours and expansive outdoor programming

c. **Indicators:**
   - Percent of capital budget going to DACs and TRIE
   - Number of capital projects that are in DACs or TRIE communities
   - Percent of the population with access to new and/or recently renovated park amenities

Long-Term

1. **Goal:** Leverage the principle of equity in the assessment of outstanding needs for restoring aging facilities so that any remaining sites of historic disinvestment within underserved communities are prioritized
   a. **Outcome:** By 2034, pending increased staffing, 100% of NYC Parks' 60 asset classes (bathrooms, pools, recreation centers, sports fields, retaining

walls, pathways, etc.) will have their condition assessed for funding prioritization.

b. **Strategies:**
    - The Capital division will develop a Capital Needs Assessment rubric that centers equity as a condition in assessing outstanding needs for new facilities and repair
    - Prioritize limited State of Good Repair capital funding to sites that need it the most, considering environmental justice, equity, condition, as well as energy efficiency
c. **Indicators:**
    - Percent of sites assessed in DACs/TRIE/EJ communities
    - Percent of sites receiving State of Good Repair capital funding located in DACs/TRIE/EJ communities
    - Number of asset classes assessed

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.

Spotlight Wins

- In February 2026, Mayor Zohran Mamdani announced the opening of the brand-new Shirley Chisholm Recreation Center in East Flatbush with NYC Parks Commissioner Tricia Shimamura. The new center is the first new Parks recreation center in over a decade, the first ever in Central Brooklyn, and the largest recreation center in the whole borough. Located in the heart of Little Haiti, the center is expected to serve residents of East Flatbush and Midwood, with over 41,000 New Yorkers living within a 15-minute walk or transit ride of the new center. The approximately 74,000-square-foot recreation center provides space for swimming, team sports, exercise, educational programming, and even A/V production in a media lab. Like all Parks recreation centers, discounts are available for New Yorkers of all ages, and membership is entirely free for people 24 years and younger. “The Shirley Chisholm Recreation Center will soon be alive with possibility — kids learning to swim, cook, and grow their own food; friends coming together on the court; neighbors of every generation creating and connecting, from the gym to the podcast studio. This will be a space where the city meets itself, built to serve the people who call it home,” said Mayor Zohran Kwame Mamdani. “Shirley Chisholm believed that politics should be accountable to everyday people.

In that spirit, this center will stand as a living tribute to her legacy — proving that when we invest in truly affordable, accessible public spaces, we can build a city that works for all of us."

- Over the past decade, NYC Parks has advanced the Community Parks Initiative, (CPI) targeting capital improvement projects to community parks in underserved communities that have not received capital investment in over 20 years. In March 2026, Mayor Mamdani and NYC Parks Commissioner Tricia Shimamura announced $50 million in new capital investments in 10 parks through the Community Parks Initiative (CPI) for Fiscal Year 2027. The investments will improve parks, allowing 100,000 New Yorkers in all five boroughs to experience a healthier, cleaner and more accessible city. The announcement coincides with new studies from the City University of New York (CUNY) highlighting the mental health and social benefits of improved park space for New Yorkers. Through CPI, local parks are reconstructed through a community-driven design process that upgrades sites, adds new play equipment and recreation amenities for all ages and enhances green space.

- In June 2020, NYC Parks pledged to demonstrate solidarity with the Black community regarding the under-representation in park names. Since then, the agency has named 28 parks spaces to acknowledge the legacies of Black Americans, encouraged discourse about their contributions, and worked to make the park system more diverse and reflective of the people it serves. The newly named park spaces feature some of the most recognizable names in African American history, as well as local community leaders and pioneers in the arts, culture, education, sports and more. As a next phase of the initiative, NYC Parks will prioritize renaming for other historically underrepresented communities.

- Continue deploying the M/WBE Small Purchase method for eligible new purchases up to the $1.5M threshold in accordance with local law. Since 2018, $72.8M in 314 contract awards using this procurement method have been registered to M/WBEs.

Department of Sanitation

Mission and Commitment

The NYC Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy by collecting trash, compost, and recyclable materials; cleaning streets, highways, vacant lots, and bike lanes; removing graffiti; and by clearing snow and ice. DSNY is also at-the-ready to help New York City address emergency situations.

DSNY acknowledges that our operations are deeply intertwined with historical, structural issues affecting New Yorkers. DSNY's mission extends beyond keeping New York City clean. It includes a responsibility to remain vigilant in understanding and addressing all disparities in collections or cleanliness. As we work to strengthen our efforts, we are committed to ensuring that our residential and commercial sanitation services and programs promote equity and serve all New Yorkers, especially those in historically underserved[47] communities.

DSNY is committed to continuously improving programs and service delivery to New Yorkers through ongoing evaluation of data analytics, stakeholder feedback, and operational enhancements responsive to community needs. In the coming years, DSNY will advance core initiatives, which will revolutionize the way all New Yorkers interact with waste. Three of DSNY's core initiatives will be highlighted in this report: (1) increasing commercial and residential diversion rates (2) containerizing 100% of NYC's commercial and residential waste and (3) transforming the commercial waste industry. DSNY will continue to leverage neighborhood-level data and strengthen community-based partnerships around core initiatives. For these three highlighted initiatives, DSNY will direct community improvements in underserved neighborhoods, to ensure all New Yorkers are served equitably and see improved outcomes related to health, public safety, and the environment.

Internally, DSNY values diversity throughout our workforce, whether uniformed or civilian, entry level or senior management. We strive to recruit our workforce from diverse communities across the city, and we see room for improvement for more inclusive hiring practices and to address the limitations posed by civil service examinations.

[47] Underserved neighborhoods and communities, as discussed in this plan, will be further defined in DSNY's progress report. DSNY will utilize designations as defined by the Mayor's Office of Equity and Racial Justice, Environmental Justice (EJ) Areas, the Taskforce on Racial Inclusion and Equity (TRIE) and / or Disadvantaged Communities (DAC) as identified by the State of New York.

Racial Equity Goals

Short-Term

1. **Goal: [DATA]** Collect and analyze data through an equity lens related to DSNY's highlighted initiatives — diversion, containerization, and commercial waste reform — to better understand impacts across neighborhoods, identify disparities in historically underserved communities, and facilitate community-centered responses
    a. **Outcome:** By 2028 or earlier, establish baseline data sets for diversion, containerization, and commercial waste reform to measure progress over time and better understand impacts on residents, particularly in historically underserved neighborhoods.
    b. **Strategies:**
        - Develop, maintain, and make public data sets that will include diversion rates (commercial and residential), rat sightings (for containerization efforts), vehicle miles traveled (VMTs) by commercial waste vehicles, and other indicators identified in consultation with the NYC Mayor's Office of Equity & Racial Justice (MOERJ) and other government and community partners
        - Evaluate participation, service delivery, and performance data across historically underserved communities around the three highlighted initiatives to assess equitable access, measure outcomes, and support data-driven decision making
        - Identify and document existing and anticipated challenges and participation gaps associated with DSNY's highlighted initiatives; use findings to inform program improvements and resource allocation
    c. **Indicators:**
        - Percent of neighborhoods for which initiative-specific data is collected and analyzed
        - Diversion rates (commercial and residential)
        - Reported rat sightings (for containerization efforts)
        - Vehicle miles traveled (VMTs) for commercial waste

2. **Goal: [COMMUNITY PARTNERSHIP]** Continue to strengthen partnerships and track/measure engagement within historically underserved communities to ensure residents have meaningful opportunities to inform, participate in, and benefit from DSNY programs and services
    a. **Outcome:** By 2028 or earlier, improve engagement with residents in historically underserved neighborhoods through language access, targeted outreach, and new opportunities for community participation, resulting in more inclusive and community-informed program implementation.
    b. **Strategies:**
        - Encourage utilization of existing tools, including 311, to better understand neighborhood needs and concerns

- Continue to engage and partner with the Sanitation Foundation, Mayor's Office of Mass Engagement, borough Solid Waste Advisory Boards, Business Improvement Districts, City Council, Borough Presidents, community boards, CUNY, Civic Engagement Commission along with and City agencies, including but not limited to the Mayor's Office of Climate and Environmental Justice (MOCEJ), Mayor's Office of Immigrant Affairs (MOIA), Business Integrity Commission (BIC), NYC Department of Transportation (DOT), NYC Department for the Aging, NYC Department of Education (DOE), Mayor's Office of Food Policy, and all agencies/offices that are focused on climate and resiliency, to inform policy, increase participation, and promote outreach efforts
- Collaborate with community partners and leaders including parent and youth-serving organizations, faith-based organizations, environmental groups, community-based organizations, and organizations serving immigrant and multilingual communities to share information about policies and programs
- Prioritize language access in all educational materials, 311 service requests, community meetings and presentations to ensure residents are aware of DSNY programs
- Use data to inform culturally competent, localized outreach efforts based on community needs to increase participation

c. **Indicators**
- Number of community partnerships/collaboration meetings with partners and community led organizations
- Number of outreach efforts for the three highlighted initiatives such as meetings, mailers, and canvassing focused on historically underserved communities

3. **Goal: [RESIDENTIAL DIVERSION]** Expand and promote use of DSNY diversion programs to encourage citywide participation
   a. **Outcome**: By 2028 or earlier, increase equitable access to DSNY organics, recycling, and other waste diversion programs to simplify the processes for residents to divert waste from landfills and reduce emissions.
   b. **Strategies**:
      - Continue to offer residential curbside composting in every neighborhood citywide
      - Conduct outreach to inform people about citywide organics, recycling, and other special waste diversion programs
      - Promote alternative methods for residential composting through Composting SmartBins and partnerships with local community-based organizations and community gardens
      - Host compost giveaways for residents and local community organizations to green their neighborhoods

- Ensure buildings are participating in organics and recycling programs
- Encourage buildings to opt-in to e-waste and textile recycling programs
- Collect data to identify participation gaps and document challenges to inform program improvements, enforcement, and resource allocation

c. **Indicators**:
- Organics collected (tons)
- Recyclable material collected (tons)
- Residential diversion rates
- Number of outreach events conducted to promote citywide organics
- Number of people attending compost giveaways and amount of compost distributed

4. **Goal: [CONTAINERIZATION]** Containerize all commercial businesses and buildings with 1-9 residential units citywide to improve neighborhood cleanliness, public health, and quality of life, especially in underserved neighborhoods
   a. **Outcome:** Successful containerization of 70% of trash bags across City streets, ensuring all buildings with 1-9 residential units and all commercial businesses are using the official NYC Bin by the end of calendar year 2026.
   b. **Strategies:**
      - Collect baseline data on containerization use among buildings with 1-9 residential units and commercial businesses to identify gaps in compliance and target education efforts
      - Check that all eligible building owners enrolled in the STAR or E-STAR tax benefit program are reimbursed for the cost of an official NYC bin to remove barriers for participation in the containerization mandate
      - Focus containerization outreach and enforcement on rat mitigation zones to promote rat reduction
   c. **Indicators**:
      - Increase in compliance rates among 1-9 units and all commercial businesses
      - Number of qualified building owners that received reimbursement for the official NYC bin
      - Percentage decrease in number of rat sighting service requests in historically underserved communities and rat mitigation zones

5. **Goal: [COMMERCIAL WASTE REFORM]** Implement Commercial Waste Zones (CWZ) to regulate the commercial carting system and ensure better public health and safety outcomes for commercial waste workers, drivers, and community members citywide
   a. **Outcome**: Complete implementation of CWZ program by the end of 2027, establishing baseline data measures to quantify success of the program.

b. **Strategies:**
    - Conduct accessible, multilingual outreach to commercial establishments in each transition zone, in coordination with community partners, to explain customer rights, obligations, service options, and complaint channels
    - Implement transparent pricing, maximum-rate, billing, customer service, and continuity-of-service requirements while preserving customer choice among authorized awardees
    - Roll out commercial organics requirement and provide information to businesses on discounted rates for recyclables and organics to encourage compliance and increase diversion rates
    - Create systems to collect initial data to measure tonnage collected, vehicle miles traveled, customer participation, safety incidents, and service performance to measure progress
    - Oversee compliance with worker safety training and whistleblower protections required by Local Law 199, the Commercial Waste Zone rules, and award agreements
c. **Indicators:**
    - Number of Commercial Waste Zones fully implemented
    - Overall share and number of businesses participating in program
    - Amount of waste collected by carters, by stream (tons)
    - Total vehicle miles traveled by commercial carters
    - Number of safety incidents

Medium-Term

1. **Goal: [RESIDENTIAL DIVERSION]** Conduct outreach to neighborhoods with historically low waste diversion rates and pilot innovative methods as outlined in the 2026 Solid Waste Management Plan to increase participation in recycling and organic programs and promote an increase in diversion rates[48]
    a. **Outcome**: By 2030, evaluate the impact of programs/strategies and initiatives outlined in the 2026 Solid Waste Management Plan (SWMP26) on recycling and waste diversion metrics in pilot neighborhoods.
    b. **Strategies**:
        - Continue to analyze community feedback and data to identify reasons for low participation rates and areas for improvement
        - Advocate for more staff and resources towards educational campaigns to support increase in waste diversion in areas with historically low diversion rates
        - Seek state or federal funding for a marketing campaign that targets proper separation of compost, recyclables, and electronic waste and

[48] Diversion refers to the work done towards keeping recycle and organic materials out of landfills, through various waste management programs.

promotes access to resources and giveaways in targeted neighborhoods where diversion rates are low, as budget allows
- Establish new and develop ongoing community-based partnerships in historically underserved communities to share information about diversion programs
- Ensure all outreach materials are translated into languages that reflect the communities being served
- Work with city agency partners like the Mayor's Office of Food Policy and community organizations to promote donation and food rescue and tackle chronic hunger, food insecurity, and organic waste diversion

c. **Indicators**:
- Increase in diversion rate in neighborhoods with low waste diversion rates as compared to baseline

2. **Goal: [CONTAINERIZATION]** Containerize the waste of larger buildings by siting and installing on-street containers, known as Empire Bins, citywide to improve neighborhood cleanliness, public health, and quality of life, especially in historically underserved neighborhoods
   a. **Outcome**: Successful citywide containerization of 100% of trash, ensuring all medium- and high-density properties are using the official NYC bins, Empire Bins (on-street containers), or other approved containerization method by the end of 2031.
   b. **Strategies**:
      - Continue a district-wide pilot in Manhattan Community District 9 to test and validate on-street containers strategy
      - Perform extensive community outreach and education with local partners to focus on building buy-in and trust, especially historically underserved communities in rat mitigation zones
      - Roll out on-street containers across eight Community Districts in all five boroughs by the end of 2027
      - Pilot shared-bin pilot for smaller buildings to expand access to Empire Bin program
      - Ensure bins and area around the bins are cleaned and cared for equitably across the city
      - Site and install Empire Bins in all 59 community districts by 2031 to reach 100% containerization citywide
   c. **Indicators**:
      - Number of Empire Bins installed
      - Number of rat sighting service requests in historically underserved communities and rat mitigation zones
      - Total percentage of residential waste that is containerized

3. **Goal: [COMMERCIAL WASTE & COMMERCIAL DIVERSION]** Use citywide Commercial Waste Zone oversight to improve commercial diversion of recycling and organics, worker safety, and customer service outcomes
    a. **Outcome**: By 2030, utilize reporting, outreach, and enforcement data to ensure carters and businesses are in compliance and neighborhoods are experiencing positive benefits from the program (e.g. less traffic congestion and lower emissions).
    b. **Strategies**
        - Analyze diversion, vehicle miles traveled, safety, and customer service data by zone and relevant neighborhood geography to target oversight and program improvements
        - Conduct targeted outreach for small businesses and other customer groups with low participation in recycling or organics collection to promote cost-savings opportunities
        - Track carters to ensure they are complying with program and limiting their vehicle miles traveled per week to reduce emissions
        - Enforce applicable requirements under Local Law 199, the Commercial Waste Zone rules, and award agreements, including customer service, pricing, recycling and organics, worker safety, and reporting requirements
    c. **Indicators**:
        - Percentage of Commercial Waste Zone customers receiving organics collection service, disaggregated by zone and relevant neighborhood geography
        - Decrease of vehicle miles traveled through neighborhoods
        - Increased recycling and organics diversion rates for commercial businesses
        - Improved worker and resident safety outcomes

4. **Goal: [WORKFORCE]** Ensure DSNY effectively promotes job opportunities to candidates from various communities to promote diversity in positions at all levels of the workforce, including uniformed, civilian, and senior management
    a. **Outcome**: By 2030, conduct assessment of employee recruitment, hiring, and promotion practices to maintain an accessible workplace with a robust EEO program.
    b. **Strategies**:
        - Engage various community-based organizations, attend community events in the five boroughs, and perform outreach to promote registration and recruitment for upcoming exam(s), particularly for women and individuals of underrepresented backgrounds to increase representation in the workforce
        - Leverage partnerships with other City agencies, including New York City Public Schools, CUNY, Mayor's Office for People with Disabilities, NYC Department of Citywide Administrative Services'

(DCAS) Office of Citywide Recruitment, Mayor's Office of Mass Engagement, Mayor's Office of Immigrant Affairs, Civic Engagement Commission, Mayor's Office of Climate and Environmental Justice (MOCEJ) among others, to promote job opportunities
    - Continue to promote DSNY vacancies through online and print publications in compliance with Local Law 30 and place advertisements using the top 150 Community & Ethnic Media print publications as identified by the Mayor's Office of Ethnic and Community Media
    - Promote scholarship opportunities for reduced-cost or free civil service exams and opportunities for reduced-cost or free uniforms to reduce barriers to entry in the workforce
c. **Indicators**:
    - Number of events attended in historically underserved neighborhoods
    - Percentage increase in underrepresented groups applying to take the sanitation worker exam
    - Percentage increase in underrepresented[49] populations across uniformed, civilian, and senior management

Long-Term

1. **Goal: [M/WBE]** Reach 30% goal for M/WBE utilization and continue efforts to increase M/WBE participation in large-scale construction, service-related contracts, and in small purchase orders, while evaluating goals on an ongoing basis to ensure they are consistent with federal, state, and local law
    a. **Outcome:** Continue consistent implementation and assessment for improving M/WBE utilization.
    b. **Strategies:**
        - In accordance with local law, implement the use of M/WBE Small Purchase Orders and Innovative procurements for all departmental needs related to small and midsize procurement ranging from $20K to $1.5 million in value
    c. **Indicators:**
        - Percent of contracts awarded to M/WBEs, disaggregated by race, ethnicity, and gender identity
        - Total award amount granted to M/WBEs, disaggregated by race, ethnicity, and gender identity

2. **Goal: [SWM]** Address historical inequities in waste transfer infrastructure to reduce disproportionate environmental, safety, and health burdens in underserved communities and advance equitable waste management citywide

[49] For workforce goals, underutilized populations will refer to DCAS' Citywide Equal Employment Database System (CEEDS) reporting.

a. **Outcome:** By 2036, embed racial and geographic equity considerations into the implementation of DSNY's next 10-year Solid Waste Management Plan.
b. **Strategies:**
    - Adjust waste transfer operations through equity-informed planning; evaluate truck routing and district assignment patterns that leave certain waste transfer stations underutilized, such as the 91st Street Transfer Station to promote more equitable distribution of waste transfer and disposal operations, reducing the concentration in historically underserved neighborhoods
    - Seek to update and adapt existing solid waste management contracts, including evaluation of competitive bidding for replacement contracts to identify potential opportunities to more equitably distribute waste transfer operations
c. **Indicators**:
    - Change in tonnage year over year at each Transfer Station, as expressed in the Waste Equity Law report
    - Percentage reduction in waste transferred through facilities in historically underserved neighborhoods
    - Percentage of citywide waste distributed across transfer stations based on racial equity-informed planning criteria as outlined in Racial Equity Plan

Community Equity Priorities Referenced

- #1. Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3. Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #4. Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #6 Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #14 Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

Spotlight Wins

- **Containerization**
    - **Residential Containerization:** DSNY's mission is to containerize all waste in New York City. In 2024, DSNY required all commercial businesses and buildings with 1-9 residential units to put all waste in bins with secure lids, containerizing 70 percent of the residential waste on the street. In order to

containerize the remaining 30 percent, DSNY has moved forward with siting on-street containers for large properties to containerize their waste.
    - After a small-scale assessment in 2024 in Hamilton Heights, a pilot program for stationary on-street containers, or Empire Bins, launched in all of Manhattan Community Board 9 in the Spring 2025 for higher-density residential properties.
    - In April 2026, DSNY announced residential Empire Bin rollout would expand to Brooklyn Community District 2 and six additional Community Districts across the five boroughs by the end of 2027. DSNY has committed to full citywide trash containerization by the end of 2031 to get trash off the sidewalk, reduce pest activity on the street, and improve quality of life in New York City.

- **Commercial Waste Reform**
    - **Commercial Waste Zones:** The Commercial Waste Zones (CWZ) Program, created by Local Law 199 of 2019 (LL199), directed DSNY to establish geographic zones for the collection, removal, and disposal of commercial waste and to designate awardees through a competitive procurement process.
    - Prior to LL199, New York City's commercial waste collection system was marked by inefficiency, safety risks, and a lack of transparency. Private carters operated on overlapping, lengthy, and uncoordinated routes—with as many as a dozen carters servicing a single block in one night. Many commercial customers, ranging from standalone retailers to large office buildings, negotiated rates without clear protections; more than half of all agreements were estimated to be verbal agreements, lacking written or signed contracts. Industry safety standards varied widely with trucks often missing basic safety equipment and inconsistent training for employees.
    - The CWZ Program aims to organize and regulate the commercial waste industry, establishing new safety standards for workers in the commercial carting industry, improving service for businesses, and reducing harmful emissions from waste hauling vehicles. As of July 2026, DSNY has successfully launched eight (8) Commercial Waste Zones: Queens Central, Bronx East, Bronx West, Queens Northeast, Brooklyn South, Lower Manhattan, Staten Island, and Midtown South. DSNY is on track to fully implement the program in all 20 zones by end of 2027.

- **Diversion**
    - **Residential Organics**: On June 8, 2023, the New York City Council passed Local Law 85, which required the NYC Department of Sanitation (DSNY) to create a mandatory curbside composting program for all residential properties by October 7, 2024. This law helps DSNY work toward increasing the City's rate of waste diversion from disposal and promotes the reuse of organic material for beneficial use.

- **Commercial Organics:** On June 30, 2026, the New York City Council passed Intro 31, which authorizes DSNY to require all businesses that produce food waste and other organic waste to separate their food and yard waste for composting. The bill requires private carters to provide information on the donation of excess edible food to establishments receiving organic waste collection. Under the Commercial Waste Zone program, businesses pay less for composting than for trash collection, so this law will save businesses money while removing confusing and outdated requirements regarding who is and is not required to comply.

- **Outreach Programs & Training** (supporting all three core initiatives)**:**
  - Training for DSNY outreach and canvassing teams emphasizes cultural competency. Key aspects of the role-playing and mock site visits are to prepare the field team for the different scenarios and situations they may encounter, including scenarios designed to reflect different cultures, languages, and behaviors. In addition, DSNY has invited the NYC Commission on Human Rights (CCHR) to deliver a Bystander Intervention Training to help the field team identify bias, discrimination, or harassment while they are canvassing. These measures help the field team learn verbal and behavioral de-escalation strategies to non-violently intervene and disrupt hate-violence or hate speech. This outreach strategy applies to all our public facing initiatives including curbside composting, commercial containerization, residential containerization, and commercial waste zone implementation.

- **Waste Transfer Stations and Solid Waste Management Plan:**
  - Local Law 152 of 2018, known as the Waste Equity Law, required DSNY to reduce the permitted capacity of putrescible and non-putrescible transfer stations in certain “overburdened” districts, as defined in the law. DSNY annually reports to the City Council on the implementation of LL 152.
  - DSNY has addressed the issue of the proliferation of waste transfer stations over many years through siting rules, operational rules, local laws, and through its long-term Solid Waste Management Planning. As a result of these efforts, transfer station capacity was reduced, and the number of transfer stations went from 153 in 1990 to 58 currently. DSNY inspects each transfer station several times per month to ensure compliance with these regulations. Through the state-mandated Solid Waste Management Plans (SWMP), DSNY has helped reduce the total waste generation (tonnage per capita) over the last 20 years, despite a growing population and the proliferation of disposable/single use products and electronics. DSNY is in the process of finalizing the 2026 SWMP, which has included opportunities for the public to comment and provide input.

Department of Transportation

Mission and Commitment

The New York City Department of Transportation (NYC DOT) provides for the safe, equitable, and sustainable movement of people and goods, and creates public spaces that strengthen our communities. NYC DOT's efforts to build an equitable transportation environment are rooted in the understanding that past planning practices have disproportionately impacted people of color and low-income communities, often leading to division, displacement, and disinvestment.

NYC DOT has a responsibility to address these racial equity challenges as the government agency that enhances safety and mobility, and that maintains and improves transportation infrastructure, for all New Yorkers.

Racial Equity Goals

Short Term

1. **Goal**: Budget and Contracting - Review the impact of NYC DOT's transportation-related fees, fines, and enforcement programs on different communities for any racial and ethnic disparities
    a. **Outcome**: By 2028, up to five critical NYC DOT transportation-related fees, fines, and enforcement programs are reviewed for potential racial and ethnic disparities.
    b. **Strategies**:
        - Develop a racial equity lens to analyze and evaluate programs
        - Define which programs should be evaluated through a racial lens, focusing on NYC DOT services and programs that New Yorkers need to pay to participate in or access, as well as punitive measures established to curb or influence behavior
        - Understand the current state of fine and fee-based programs, disaggregated by race and ethnicity and Neighborhood Tabulation Area (NTA).
        - Map the location of revenue generating assets and revenue coming in and review for potential disparities by neighborhood.
        - Conduct a root cause analysis on why these fees are in place and their history, track the investments being made through these programs, and evaluate the safety impact of modifying the policy
        - Research best practices from peer cities to identify potential improvements for New York City
    c. **Indicators**:
        - Number of dollars of revenue from fines and fees
        - Number of revenue-generating assets mapped by NTA

- Number in dollars from revenue-generating programs disaggregated by race and ethnicity
- Number of NYC DOT programs evaluated through a racial equity lens
- Number of programs where racial equity analysis indicates fee or fine restructuring should be considered.

Medium Term

1. **Goal**: Transportation and Infrastructure - Build a safer city for all New Yorkers, with a focus on reducing racial disparities in victims of traffic violence
    a. **Outcome**: By 2030, reduce racial disparities in traffic fatalities and serious injuries.
    b. **Strategies**:
        - Conduct a root-cause analysis to understand the racial disparities in traffic fatalities and serious injuries. The analysis should distinguish immediate causes, contributing conditions, and broader structural factors, and identify which findings can be addressed through DOT policy, planning, design, outreach, operations, or enforcement. Use the findings to inform tailored approaches to decrease traffic violence
        - Conduct outreach to build awareness of NYC DOT's mission and goals. Improve how we message and listen to communities through communication channels and on-the-ground outreach
        - Center education to help people understand infrastructure investments. Identify gaps in awareness and perceptions around traffic safety, infrastructure updates, and ability to request safety improvements, to build trust in street safety projects
        - Provide on-street and community-based outreach when safety improvements are first implemented to help build trust and compliance. Later, engage communities to assess how the community is responding to the changes, and if more outreach is needed to increase compliance with new infrastructure
        - Build streets that are safe, encourage sustainable mobility, and enhance neighborhood livability in underserved communities of color
        - Plan and design for riders on motorized, two-wheeled vehicles so that they can travel safely during work and to/from home, and explore ways to drive behavior change so that riders respect and abide by the rules of the road and ride safely
        - Ensure the Vision Zero initiative is inclusive by working with the Vision Zero Taskforce externally and internally to normalize the consideration of race throughout Vision Zero, including in the data, impact, and personnel working on the initiative
    c. **Indicators**:
        - Vision Zero indicators including Traffic fatalities by mode
        - Number of people killed or seriously injured (KSI) disaggregated by NTA or Community District

- Number of KSI by race versus citywide racial breakdown
- Number of KSI by device type
- Number of New Yorkers reached through Vision Zero outreach and campaigns by NTA
- Increase communication with and support for ERGs and WEGs (Working Equity Group) from agency leadership and provide guidance to ERGs and WEGs on improving engagement

2. **Goal**: Transportation and Infrastructure - Review if there are disparities in the quality and maintenance of transportation infrastructure in underserved communities of color
    a. **Outcome**: By 2030, build and implement a comprehensive plan on how NYC DOT will serve 100% of underserved neighborhoods to achieve equity in transportation infrastructure.
    b. **Strategies**:
        - Review if there are deficits in the maintenance and reliability of infrastructure under NYC DOT's purview
        - Examine whether the current decision-making mechanisms appropriately address the needs of underserved communities of color
        - Improve intra-agency project coordination for maintenance and safety improvements, including developing checklists that prompt special considerations or coordination, and syncing project timelines and priorities
        - Improve messaging and communication with the public on infrastructure maintenance and repairs
        - Review request-driven programs and repairs to determine if there are neighborhoods that are over- or under-represented in complaints and responses
        - Provide ongoing internal capacity building around racial equity and data to socialize assessing transportation infrastructure and NYC DOT programs and workflows through a racial equity lens
    c. **Indicators**:
        - Percent of maintenance and repair schedules assessed through a racial equity lens
        - Average response times for 311 complaints disaggregated by NTA
        - 311 complaints disaggregated by NTA
        - Types of 311 complaints by NTA

3. **Goal**: Workforce Diversity and Workplace Culture - Improve the workplace culture around racial equity, inclusion, and belonging
    a. **Outcome**: By 2030, reach at least 75% positive sentiment from survey feedback regarding workplace equity, inclusion, and belonging among employees agency-wide, particularly employees of color including those with disabilities.

b. **Strategies**:
    - Improve transparency of organizational structure for DOT staff by continuing to announce division and unit changes, new hires, and promotions
    - Improve transparency for DOT staff about recruitment, hiring, and promotion process by creating educational resources
    - Produce a comprehensive organizational chart for each division that is easily accessible to employees, and increase transparency around the role of each division, unit, and team
    - Create a dashboard for EEO team to better track and process reasonable accommodations, complaints, and investigations
    - Promote the EEO process to ensure the workforce is well informed of their rights; increase access to EEO liaisons; post analysis from EEO dashboard to SharePoint to build transparency about EEO complaints and general EEO process so employees feel comfortable noting their experiences
    - Strengthen feedback loops by enhancing and promoting the suggestion box built into the agency's SharePoint page
    - Develop and regularly deploy a survey that establishes a benchmark for and tracks changes in sentiment around workplace equity, inclusion, and belonging among employees agency-wide, particularly employees of color including those with disabilities
    - Foster a culture of belonging by developing and implementing equity and inclusion-based training not otherwise mandatory for all agency employees, considering seasonal employee access to training as well, continuing to acknowledge holidays and significant cultural events, and planning and promoting other agency-wide events
    - Increase communication with and support for ERGs and WEGs (Working Equity Group) from agency leadership and provide guidance to ERGs and WEGs on improving engagement

c. **Indicators**:
    - Number of complaint allegations
    - Number of climate survey respondents
    - Number of suggestion box submissions
    - Number of relevant SharePoint page views and downloads
    - Number of trainings by type completed by employees
    - Number of ERG and Working Equity Group (WEG) members
    - Number of ERG and WEG events and number of employees that attend

4. **Goal**: Community Engagement - Develop a coordinated, agency-wide system for community engagement that standardizes practices, strengthens relationships, and continuously improves equitable engagement across NYC DOT

a. **Outcome**: By 2030, NYC DOT has standardized and coordinated community engagement practices that improve consistency across the agency, strengthen relationships with communities, and support more equitable participation in transportation planning and decision-making.
b. **Strategies**:
    - Establish a community engagement team to standardize and track community outreach by coordinating with all the teams at NYC DOT that do outreach and engagement to provide guidelines, capacity building, and metrics for inclusive engagement
    - Establish a centralized platform to track all community engagement conducted by NYC DOT. Consider whether the platform should be publicly accessible over time
    - Continuously evaluate community engagement strategies and channels to ensure comprehensive outreach and proactively address barriers to engagement, especially for hard-to-reach groups
    - Coordinate NYC DOT's community engagement processes to center racial equity through crafting a vision statement and guidelines for community engagement, regularly evaluating outreach practices to ensure relational engagement, and ensuring NYC DOT engages with communities in diverse, culturally sensitive ways
    - Coordinate relationship-building efforts by collaborating with other city agencies and units engaged in community outreach to share tactics, contacts, and best practices
    - Establish a standard practice of reporting back to communities after engagement by communicating what was heard, what actions were taken, and why certain recommendations were or were not incorporated
    - Assess NYC DOT's communications and interactions with the public to identify where the agency can improve its processes and promote more transparency and accountability
c. **Indicators**:
    - Percent of NYC DOT teams that have touchpoints with the public participating in the agency-wide community engagement coordination process
    - Percent of public engagement activities documented in the centralized engagement platform
    - Percent of major projects documenting how community feedback informed project decisions
    - Percent of engagement activities that include strategies to reach historically underrepresented communities

5. **Goal**: Foundation for Equity - Develop an internal structure for centering equity at NYC DOT and supporting racial equity goals

a. **Outcome**: By 2030, 100% of NYC DOT divisions undergo a racial equity audit process and meet determined benchmarks for agency-wide accountability.
b. **Strategies**:
    - Create an internal Equity Council comprising employees across NYC DOT to drive equity efforts, including developing an equity statement and shared language for incorporation into NYC DOT's website and Strategic Plan. The council will work with and advise the Equity Team to engage employees across the agency and help implement the Racial Equity Plan
    - Establish a team dedicated to leading NYC DOT's equity efforts internally and externally. This will include a senior-level equity officer and support staff. This team will align NYC DOT's current and future equity approaches with a cohesive, updated strategy, assess the extent to which agency divisions integrate racial equity into their work, identify gaps and opportunities for equity advancement, establish standards for equity targets across the agency, capacity-build to disseminate resources and tools for operationalizing equity, and cultivate a shared understanding around equity. They will also oversee the implementation of current racial equity strategies, report on progress, and support development of future iterations of the Racial Equity Plan
    - Create review processes and framework for the annual Racial Equity Plan progress reports, including a mechanism for each division to report its progress towards the racial equity goals. Assist teams in identifying barriers, challenges, and developing action plans to meet racial equity goals
    - Provide resources to support the implementation of the Racial Equity Plan across the agency, including racial equity training, technical assistance, and opportunities for cross-divisional learning exchanges. Additionally, learn from and consider adopting best practices from other leading entities
    - Equity Council and Equity Team will create a mechanism to engage broader agency employees to learn, discuss, and contribute to racial equity work learning and doing feedback
c. **Indicators**:
    - Percent of divisions represented in the Equity Council
    - Percent of targets set out in the rest of the REP being met
    - Percent of divisions reporting progress for annual progress report
    - Percent of divisions actively participating in REP implementation
    - Percent of agency employees that have completed racial equity training
    - Number of divisions aligning divisional strategies with their respective racial equity plan (REP) goals

- Percentage of recommendations incorporated into updated work plans

Long-Term

1. **Goal**: Workforce Diversity and Workplace Culture - Drive greater workforce diversity by reducing Titles of Interest[17] and intensifying recruitment, mentorship, and capacity-building efforts to better serve City residents in compliance with federal, state, and local law
    a. **Outcome**: By 2036, decrease Titles of Interest, implement inclusive workforce practices that retain employees from underrepresented backgrounds and attract diverse candidates across managerial, supervisory, and executive-level titles through equitable recruitment, advancement, and retention practices.
    b. **Strategies**:
        - Evaluate whether there are racial inequities in representation, promotions, and pay by utilizing the Workforce Profile Report, ERGs and WEGs, pay and promotion data, and other data within and across titles, divisions, and teams
        - Bolster recruitment pipelines through increased collaboration with Human Resources and partnerships with external groups such as CUNY colleges, community-based organizations that serve New Yorkers underrepresented as DOT staff such as Nontraditional Employment for Women (NEW), Historically Black Colleges and Universities, and the Department of Youth and Community Development
        - Assess existing mentorship and apprenticeship programs, evaluate program impact by centering the perspective of what mentees feel they gained from their participation, and improve existing programs, accordingly
        - Explore opportunities for new mentorship and professional development opportunities across divisions and for specific positionalities, such as labor class positions
        - Establish a sponsorship program where NYC DOT senior leaders champion and advocate for the career advancement of employees, including those from underrepresented groups
        - Collaborate with other agencies to promote job postings and civil service examinations using clear language, including highlighting programs like 55-A
        - Identify potential policy changes to match the inclusive practices of other agencies to hire underrepresented groups and attract talent
        - Advance approaches that close the racial wage gap and offer new hires livable, competitive pay

- Pursue structured hiring for all staff involved in hiring and for all eligible agency positions

c. **Indicators**:
   - Demographics of employees disaggregated by race, ethnicity, and gender identity
   - Retention and promotions of employees disaggregated by race, ethnicity, and gender identity[50]
   - Number of titles of interest and specific demographics of each title of interest
   - Number of educational partnerships
   - Number of recruitment activities
   - Number and demographics of employees hired through recruitment programs disaggregated by race, ethnicity, and gender identity vs. number and demographics of all employees hired disaggregated by race, ethnicity, and gender identity
   - Percent and demographics of college aide promotions to full-time employees disaggregated by race, ethnicity, and gender identity[1]
   - Percent of hiring managers trained on identifying and mitigating racial bias in the hiring process

2. **Goal**: Community Engagement - Build meaningful relationships with underserved communities to be more responsive to local needs while fostering greater trust
   a. **Outcome**: By 2036, underserved communities of color report greater trust in NYC DOT's engagement processes, experience more meaningful opportunities to shape transportation decisions, and see increased responsiveness to community needs.
   b. **Strategies**:
      - Expand programs that require medium- and long-term partnerships with community organizations, such as Open Streets and the Plaza Program to invest in communities quickly, and build effective and meaningful relationships
      - Provide proper support to community partners including administrative help navigating the NYC DOT bureaucracy, making programming accessible, and providing funding
      - Expand the amount of blank-slate outreach and area-wide neighborhood studies that engage communities in developing their transportation needs assessments
      - Support community-led programming, stewardship, and cultural events that strengthen relationships between residents and NYC DOT while fostering neighborhood identity and belonging
      - Develop a sentiment analysis for different types of NYC DOT public engagement efforts and pilot it across a few units that conduct public

[50] For informational and communication purposes only.

engagement, establishing a baseline of how our interactions with the public are going to set benchmarks for improvement
- Expand relationships with community and ethnic media outlets, thereby securing press coverage about NYC DOT initiatives, raising awareness about minority and women-owned business contracting opportunities, and placing advertisements to better inform diverse communities about NYC DOT

c. **Indicators**:
- Percent of surveyed community partners and participants who report positive experiences with NYC DOT engagement
- Percent of major engagement efforts that publicly report back on community feedback and resulting agency actions
- Percent of projects documenting how community feedback informed decisions or project implementation
- Number (or percent) of sustained partnerships with community organizations serving underserved communities of color
- Annual community engagement sentiment score, disaggregated where feasible by demographic characteristics

3. **Goal**: Budget and Contracting - Prioritize investment of agency dollars in underserved communities of color to close race-based disparities in transportation-related outcomes
   a. **Outcome**: By 2036, increase investments in underserved communities within NYC DOT's Capital Street Reconstruction program.
   b. **Strategies**:
- Understand NYC DOT's current budget allocations and identify where investments are going and if there are any existing geographic disparities
- Define which parts of the NYC DOT's Capital budget should be analyzed through a racial equity lens and where there is flexibility to shift spending
- Research best practices on an equity-focused budget for an infrastructure agency so that NYC DOT can strike the right balance between regular maintenance and safety improvements
- Refresh the Street Reconstruction Prioritization Model in budgeting, focusing on a racial equity lens, and developing criteria that an equitable budget should meet
- Review who makes budgetary and spending decisions at NYC DOT and identify opportunities to bring in internal groups into the decision-making process
- Increase transparency by communicating Participatory Budgeting results and exploring partnerships, such as with the Civic Engagement Commission, to increase public awareness and understanding

c. **Indicators**:
    - Number of dollars allocated for Street Reconstruction projects by NTA
    - Percent of capital funding allocated by NTA per capital element (e.g., State of Good Repair, safety, etc.)
    - Number of divisions incorporating diverse internal perspectives into budget-related decision-making
    - Number of projects and programs incorporating a cross-divisional review

4. **Goal**: Budget and Contracting - DOT has had a 30% goal for M/WBE utilization and will continue to create opportunities for M/WBEs to conduct business with the agency, while evaluating our goals going forward to ensure they are consistent with federal, state, and local law
    a. **Outcome**: By 2036, maintain consistent implementation and assessment of M/WBE utilization.
    b. **Strategies**:
        - De-bundle large contracts into smaller contracts so that M/WBEs can submit bids as primes
        - Utilize the M/WBE Small Purchase method for contracts with estimated values ranging from $20,000 to $1,500,000
        - Host Industry/Outreach Days for large-scale procurements for prime contractors to meet M/WBEs
        - Advertise the Agency's procurement opportunities in Ethnic and Community Media outlets
        - Establish an M/WBE Advisory Committee to meet with the agency quarterly
        - Partner with sister agencies, professional groups, and elected officials to host "Doing Business with NYC DOT" workshops
        - Attend quarterly meetings with fiscal officers to provide training on searching for M/WBEs in the SBS directory and sharing best practices
    c. **Indicators**:
        - Number and percent of all contracts awarded to M/WBE vendors disaggregated by race, ethnicity, and gender identity
        - Percent of M/WBE utilization
        - Number of outreach events and industry events attended to raise awareness of NYC DOT M/WBE opportunities
        - Number of M/WBE training participants

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.

Spotlight Wins

- **Investment:** The agency has achieved significant equitable investment wins through various initiatives aimed at supporting underserved communities. As part of the 2021 NYC Streets Plan, NYC DOT has since prioritized investments in high-need areas, focusing resources on underserved neighborhoods based on population density, income, and racial demographics. The Public Space Equity Program (PSEP) enhances public spaces in under-resourced neighborhoods by providing maintenance, horticultural care, and technical assistance to community partners. The Bipartisan Infrastructure Law has also empowered NYC DOT to secure over $321 million in awarded federal grants addressing historical 207 maintenance backlogs, planning initiatives, and electric vehicle charging and enhancing access for communities of color. Notable projects include a $5.6 million grant for the BQE Corridor Vision study and a $6 million award for improving bus stop accessibility on Jerome Avenue, both targeting low-income neighborhoods. Additionally, nearly $24 million has been allocated for Safe Streets for All improvements on Queens Boulevard, making it safer and more accessible for pedestrians and cyclists.

- **Service Delivery:** NYC DOT has made strides in equitable service delivery, enhancing safety and accessibility for underserved communities. In the past five years, NYC DOT has invested $16.12 million in repairing defective sidewalks adjacent to NYCHA developments, increasing its annual budget for these repairs from $1 million to $4 million. The agency has also installed over 30,000 bike racks since 2013, using equity indicators like income and race to guide placements in underserved areas. Additionally, the Donate-A-Bike program has provided over 200 refurbished bicycles to low-income Staten Islanders, while the e-bike charging pilot has established safe, accessible charging stations across the city, reducing reliance on hazardous home charging for delivery workers and enhancing their working conditions. The e-scooter share program aims to enhance mobility in underserved neighborhoods, offering discounted memberships to low-income residents to address transportation inequities. Lastly, the agency is budgeted to resurface 1,150 lane miles annually, prioritizing streets based on street ratings and community needs, ensuring a nearly equal percentage of repaving across neighborhoods.

- **Community Engagement:** NYC DOT has advanced equitable community engagement through several key programs. The new Community Expert Program empowers over 200 NYC DOT employees to leverage their local knowledge in project planning, ensuring that community needs are prioritized, particularly in areas with fewer safety interventions. The Commissioner in Your Borough (CIYB) initiative fosters direct engagement between the Commissioner and residents,

integrating community voices early in the planning process to enhance transportation accessibility and equity. Landmark events like Summer Streets and Car-Free Earth Day transform city streets into vibrant spaces for social interaction, education, and cultural celebration, expanding access across all boroughs. Additionally, the Community Partner Program emphasizes collaboration with local organizations, particularly those serving underrepresented communities, to enrich the public engagement process in the Re-imagine Cross Bronx and BQE Corridor Vision studies. Together, these efforts empower residents to actively shape their neighborhoods, leading to more inclusive and responsive infrastructure solutions.

- **Staffing:** NYC DOT has made meaningful efforts to provide a hospitable and inclusive work environment for employees of diverse backgrounds. NYC DOT has partnered with the NYC Human Resources Administration to connect participants from the Pathway to Industrial and Construction Careers program— focused on underrepresented communities—with job openings for Assistant City Highway Repairer positions, actively diversifying the applicant pool. The agency also secured a Memorandum of Understanding with the City College of New York—where the majority of students identify as people of color—to enhance workforce development, introducing the R.O.U.T.E. course, which engages high school students in transportation research while providing practical skills and internship opportunities. Together, these initiatives aim to increase representation in the workforce and foster a diverse pipeline of future transportation professionals.

- **Process:** NYC DOT has advanced equitable processes through multiple notable efforts. The agency developed the Equity in Asset Management (EAM) Tool to analyze equity gaps in its asset distribution, promoting transparency and data driven decision-making. This innovative web application integrates income and racial demographic data into prioritization processes, fostering meaningful discussions about equitable infrastructure investment. Additionally, the agency’s 2024 Equity in Motion Summit gathered nearly 400 leaders and practitioners in transportation and urban planning to share best practices for advancing transportation equity. This inaugural event highlighted NYC DOT's role as a global leader in equity and established a tradition of hosting the Summit ahead of Car-Free Earth Day, allowing for joint participation in activities across all five boroughs. Key themes included “Access in Transportation,” “Community Engagement,” and “Building Just Futures,” with over 100 NYC DOT employees contributing to the event’s success. Together, these efforts reinforce NYC DOT's leadership in advancing equity within urban planning and transportation.

Office of Technology and Innovation

Mission and Commitment

The mission of the Office of Technology and Innovation (OTI) is to enable and shape how modern government operates, helping New York City deliver better and more equitable services, make smarter decisions, strengthen public trust, and improve life for New Yorkers through technology.

Under the leadership of Chief Technology Officer Lisa Gelobter, OTI is helping build a more effective, accountable, and resilient government by translating the Mamdani Administration's priorities into modern, measurable, and scalable solutions. From expanding digital access and improving service delivery to strengthening data governance and building the City's technology workforce, OTI is working to ensure government can meet the needs of New Yorkers today while preparing for the challenges of tomorrow.

OTI carries out its mission by ensuring that all New Yorkers can access and benefit from the technologies that increasingly shape opportunity in our city. In the modern world, equitable access to technology is foundational to accessing services, participating in civic life, and connecting to educational and economic opportunity. OTI is working to reduce disparities in digital access by expanding affordable broadband, strengthening digital skills, and building inclusive digital services that are designed around the needs and experiences of New Yorkers. More recently, Executive Order 13 of 2026 strengthened privacy protections across agencies in response to New Yorkers' concerns regarding the security of their information. OTI also provides privacy-preserving data sharing services that enable agencies to collaborate more effectively while minimizing or avoiding the disclosure of personal information. These approaches have been particularly valuable in supporting initiatives that improve access to social services and benefits for low-income New Yorkers.

Finally, OTI is committed to advancing the fair, transparent, and accountable use of emerging technologies. In alignment with Local Law 188 of 2025, the Office of Algorithmic Accountability will help ensure that algorithmic tools used by City government are evaluated for actual or potential discriminatory impacts, strengthening the City's ability to foster innovation responsibly while protecting equity and public trust.

Together with OTI's work to expand digital access and improve service delivery, this commitment reflects our broader goal of ensuring that technology advances opportunity, strengthens public trust, and delivers measurable and equitable outcomes for all New Yorkers.

Racial Equity Goals

Short-Term

1. **Goal:** Build and sustain a modern, equitable technology workforce that enables government to deliver better outcomes for New Yorkers
    a. **Outcome**: By the end of 2026, continue to ensure all staff involved in the hiring and selection process complete Structured Interviewing Training while strengthening OTI's capacity to attract, develop, and retain a technology workforce.
    b. **Strategies**:
        - Promote training through the EEO Office and Human Resources to ensure all eligible staff receive the necessary training regarding the City's hiring practices
        - Provide training on a quarterly basis, or as needed, to newly hired staff, promoted staff in a supervisory capacity, and staff involved in the hiring process
        - Provide a refresher training for all staff on a 3-year cycle
        - Invest in user research, product management practices, and continuous improvement efforts that strengthen service delivery and outcome measurement
    c. **Indicators:**
        - Percent of staff involved in the hiring and selection process who have completed training
        - Number of staff participating in required hiring trainings
        - Number of investments made to support service delivery and outcomes within the technology workforce

2. **Goal:** Expand equitable access to technology, digital skills, and digital opportunity for New Yorkers
    a. **Outcome**: By the end of 2026, allocate $2.4M capital funding to Public Computer Centers across the city to contribute to addressing gaps in resources and programming.
    b. **Strategies**:
        - Promote availability of PCCs throughout the city, concentrating outreach efforts in neighborhoods with highest rates of digital inequity per census data
        - Launch Get Online NYC (nyc.gov/getonline) as a centralized resource to connect New Yorkers to Public Computer Centers, digital skills programming, and technology resources
        - Incorporate tangible digital equity initiatives into the City's Internet Access and Adoption Plan
    c. **Indicators:**
        - Number of digital skill courses offered at PCCs

- Number of annual visitors to PCCs
- Number of privacy and online safety trainings offered

3. **Goal**: Draft a comprehensive Internet Access and Adoption Plan that includes concrete strategies to ensure New Yorkers have access to reliable and affordable Internet, as well as the tools and skills to confidently get online. Pursuant to Local Law 153 of 2025, the Plan will address the needs of historically underserved communities
    a. **Outcome**: By May 2027 and annually thereafter, publish a citywide Internet Access and Adoption plan that advances equitable Internet to expand home broadband access and adoption for public comment.
    b. **Strategies**:
        - Conduct focus groups, distribute surveys, and support data analysis to inform policies and programs affecting broadband adoption
        - Release a citywide plan that integrates insights gathered from agency feedback and public comment
    c. **Indicators:**
        - Publish a citywide plan with targeted strategies that effectively address the needs of digitally unconnected communities

Medium-Term

1. **Goal:** Reduce disparities in access to affordable broadband and digital services in historically underserved communities
    a. **Outcome:** By 2028, connect 90% of NYCHA households or more to free home internet and expand availability and uptake of free and low-cost internet plans for other affordable housing residents.
    b. **Strategies:**
        - Partner with NYCHA and to help promote the availability of the Big Apple Connect program to eligible NYCHA households
        - Partner with city government counterparts to promote the rollout of the Affordable Broadband Act (ABA) and increase uptake of $15/month internet plans
        - Partner with the Housing Preservation and Development (HPD) agency to promote the Neighborhood Internet Program to Section 8 residents in Upper Manhattan and the Bronx
        - Promote adoption of Big Apple Connect among eligible NYCHA households while ensuring technology investments advance access and opportunity without increasing surveillance or disproportionately impacting historically marginalized communities
    c. **Indicators:**
        - Percent of eligible NYCHA households enrolled in free Internet programs

- Number of Section 8 recipients receiving free internet through Liberty Link pilot
- Number of eligible New Yorkers enrolled in low-cost Affordable Broadband Act plans
- Number of New Yorkers enrolled in Affordable Broadband Act plans

2. **Goal:** Increase the availability and use of privacy-preserving data sharing strategies available for inter-agency data sharing
    a. **Outcome:** By 2028, build greater awareness and opportunities for City agencies to employ services and strategies that preserve resident privacy.
    b. **Strategies:**
        - Convene meetings on topics of data governance to develop and share guidance based on agency experience.
        - Expand use of privacy-enhancing solutions and guidance offered by OTI
    c. **Indicators:**
        - Number of meetings and resources provided on best practices in data governance, information sharing and analytics
        - Number of data sharing projects leveraging an OTI privacy-preserving data service

3. **Goal:** Build a coordinated citywide approach to advancing digital equity
    a. **Outcome:** By 2028, complete citywide asset and capacity mapping through interagency Digital Working Group to better align investments and improve outcomes for New Yorkers.
    b. **Strategies**:
        - Convene Digital Equity Working Group quarterly to promote digital equity initiatives, support information sharing across city agencies. This will be done while taking into consideration public feedback centered around collection, retention, and sharing of data across government agencies and adhering to local citywide policies and laws that strengthen protections for all New Yorkers
        - Leverage Digital Equity Working Group to mobilize existing and new resources to invest in digital equity work
        - Mobilize existing and new resources to advance citywide digital equity initiatives
    c. **Indicators:**
        - Number of Digital Equity Working Group convenings
        - Completion of citywide digital equity asset and capacity mapping
        - Number of partnerships with community-based organizations for community equity outreach

Long-Term

1. **Goal:** Secure additional funding to ensure equitable access to broadband and other technologies for New Yorkers
    a. **Outcome**: By 2034, secure additional funds to maximize broadband and digital equity initiatives.
    b. **Strategies**:
        - Continue to track an evolving regulatory landscape and advocate at the state and federal levels for holistic investments in the city's broader digital equity ecosystem
    c. **Indicators**:
        - Dollars committed to NYC digital equity initiatives

2. **Goal:** Expand access to 5G wireless capability to all New Yorkers, especially in underserved neighborhoods, to reduce the digital divide
    a. **Outcome**: By 2030, work with LinkNYC franchise CityBridge to meet the franchise requirement that 90% of Link5G kiosks deployed across the city are concentrated in the Bronx, Queens, Brooklyn, Staten Island, and above 96th street in Manhattan.
    b. **Strategies**:
        - Continue to work with CityBridge to meet minimum Link5G kiosk deployment requirements in designated equity community districts with consideration given to public feedback centered around ensuring that technology investments advance access and opportunity or disproportionately impacting historically marginalized communities
    c. **Indicators**:
        - Percentage of Link5G kiosks in historically underserved neighborhoods

3. **Goal**: Publish a comprehensive citywide plan for expanding and promoting affordable home access to broadband internet in communities with fewer options for low-cost broadband, pursuant to Local Law 153 of 2025
    a. **Outcome**: Annually publish a citywide plan to expand home broadband access and adoption for public comment.
    b. **Strategies**:
        - Conduct focus groups, distribute surveys, and support data analysis to inform policies and programs affecting broadband adoption with consideration given to public feedback centered around ensuring that technology investments advance access and opportunity without increasing surveillance or disproportionately impacting historically marginalized communities
        - Annually publish a citywide plan that integrates insights gathered from agency feedback and public comment

c. **Indicators:**
    - Percent of households with home broadband, disaggregated by neighborhood
    - Percent of households with home and mobile broadband, disaggregated by neighborhood
    - Percent of households with a large-screen device, disaggregated by neighborhood
    - Number of eligible households enrolled in ABA plan

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #5: Check for and remove any formulas and computer processes that may be biased based on race, ethnicity, or poverty. This will prevent inequities in health care, housing, policing, criminal justice, employment, social service and more.

Spotlight Wins

- Big Apple Connect brings free high-speed internet and basic cable to residents of New York City Housing Authority (NYCHA) developments across the city. As of May 2025, more than 122,000 households across 220 NYCHA sites have enrolled, representing an 80 percent adoption rate among eligible households. In addition, a total of 23 of NYC Aging Older Adult Centers located within NYCHA developments are outfitted with free public Wi-Fi. Deployment of common area Wi-Fi hotspots are underway across NYCHA developments.

- OTI funds and administers NYC Connected Communities, a long-term, large-scale digital inclusion initiative that provides digital literacy and employment resources in historically underserved areas for thousands of New Yorkers every year. In partnership with LinkNYC, OTI has launched five Gigabit Centers, one in each borough, as part of the City's continuing efforts to bridge the digital divide for underserved communities. In Brooklyn, Brooklyn Digital Girl, Inc. empowers youths to pursue careers in Science, Technology, Engineering and Math (STEM) and offers in-person and virtual technology training for older adults. In Manhattan, Silicon Harlem provides digital literacy training, and workforce development programs to ensure everyone can access new opportunities. In the Bronx, the Andrew Freedman Home showcases community artwork, provides digital skill building programs, and offers public access to audio recording studios. In Queens, the Allen Community Senior Center enhances Older New Yorkers' technological proficiency to help them remain social and confidently access digital services in a supportive environment. In Staten Island, La Colmena connects immigrant communities with technology workshops and legal services, employment programs, and English classes.

Taxi and Limousine Commission

Mission and Commitment

The mission of the New York City Taxi and Limousine Commission (TLC) is to enhance the for-hire transportation system in New York City, work to provide equitable service, empower drivers, and offer safe and dependable transportation for residents and visitors.

Established in 1971, TLC plays a crucial role in licensing and overseeing various transportation services within New York City. As a Charter-mandated agency, TLC bears the responsibility for developing and enhancing for-hire transportation services in New York City. With over 175,000 TLC-licensed drivers facilitating approximately 800,000 trips daily, TLC enforces rules and regulations while establishing standards for service quality, insurance coverage, driver safety, and equipment safety and design.

TLC recognizes its responsibility in addressing these issues and commits to actively dismantling systemic harms that impact drivers and passengers. TLC will continue to advocate for and implement practices that promote racial equity in the taxi and for-hire vehicle industry.

Racial Equity Goals

Short-Term

1. **Goal:** Research additional ways to expand access to TLC-licensed services in all communities, particularly communities of color and low-income neighborhoods, while creating new opportunities for TLC drivers to earn income by serving these underserved areas
    a. **Outcome**: By the end of 2026, TLC will establish partnerships with twenty community-based organizations in target neighborhoods to identify barriers to accessing TLC-licensed services in communities of color and low-income communities, and to better understand the concerns of TLC drivers.
    b. **Strategies**:
        - Examine Taxi and FHV service availability and demand across the city, and create publicly accessible data visualizations of TLC-licensed trips by geographic areas of the city
        - Research whether designating drop-off and pick-up areas in underserved neighborhoods will help increase service
        - Hold listening sessions with TLC drivers in their communities and track concerns

- Conduct outreach and develop partnerships with community organizations, local leaders, and residents in underserved neighborhoods to understand specific transportation needs and challenges
- Issue a TLC driver survey quarterly to better understand the perspectives of our licensed drivers

c. **Indicators**:
- Number of partners engaged
- Number of licensees engaged at community events

2. **Goal**: Strengthen and increase education for TLC-licensed drivers to reduce discriminatory service refusal and support drivers in knowing their rights and the resources they need in their career
   a. **Outcome**: By April 1, 2027, ensure 100% of current drivers have taken the new, enhanced Driver License Renewal Course.
   b. **Strategies**:
      - Promote the new renewal course to all drivers, which provides scenario-based instruction and video simulations that range from driving in difficult conditions to using gender-neutral language when addressing a passenger and interacting with a TLC officer during a traffic stop
      - Expand the New TLC Driver Education Course to include additional anti-discrimination content
      - Conduct outreach to community organizations in areas correlated to the highest number of complaints alleging discriminatory service refusals
      - Provide community organizations and residents in underserved neighborhoods with education related to identifying discriminatory and location-based service refusals, the complaint process, and the importance of participating with TLC at administrative proceedings
      - Connect drivers with the information and resources they may need in their driving career such as how to check license status, maintain their license, know how to replace credentials, when to schedule a TLC appointment, English Language resources, financial counseling, how to sign up for health insurance, resources for mental health and emotional well-being, how to make a complaint against another TLC-licensed entity through the Owner/Driver Resource Center, and drivers benefits paid for by the Black Car Fund
      - Help drivers understand their rights as TLC licensees (including the Driver Pay Calculator, the taxicab driver bill of rights regarding leases and prohibited charges)
   c. **Indicators:**
      - Percent of drivers who have taken the new Driver License Renewal course

- Percent of drivers who have completed the New TLC Driver Education course
- Percent of drivers who are aware of the Passenger Bill of Rights and Driver Pay Calculator as indicated via driver surveys
- Reduction in discriminatory service refusal complaints

Medium-Term

1. **Goal:** Address digital and language access barriers faced by TLC-licensed drivers and the public in navigating agency services
    a. **Outcome**: By 2028, modernize 100% of agency platforms to ensure they are fully accessible by the public and TLC-licensed drivers.
    b. **Strategies**:
        - Ensure effective translation of public-facing materials in top citywide languages and languages most used by TLC-licensed drivers
        - Evaluate the feasibility of either incorporating a practical course to show TLC-licensed drivers how to navigate the TLC website, provide drivers with information for free or low-cost basic computer courses, or create a video that can be placed on the TLC website which provides step-by-step instructions on how to navigate the website
        - Partner with the NYC Department of Education and/or the New York Public Library to publicize their free ESL classes and work with them to sponsor a course targeted to drivers
    c. **Indicators**:
        - Percent of agency public-facing materials that are in plain language
        - Percent of agency public-facing materials that are available in the top citywide languages

2. **Goal:** Ensure that the needs and priorities of TLC-licensed drivers inform the design of TLC Connect so that drivers, especially those of historically marginalized backgrounds, encounter fewer administrative barriers
    a. **Outcome**: By 2028, ensure that 100% of applicants and TLC-licensed drivers can create and update their TLC profile information which will accelerate the processing of applications and documents.
    b. **Strategies**:
        - Pursue various human-centered design changes including providing users with a portal for automated application intake and submission, ability to access and manage profile information, self-service capabilities for compliance and payment processing, and centralizing electronic communication between licensees and TLC staff
        - Automate and modernize the enforcement and compliance of TLC rules and regulations
        - Accelerate the processing of applications, payments, and documents from licensees and applicants

- Empower and enable TLC staff to leverage data to build, manage and update reports

c. **Indicators**:
   - Average time spent by drivers handling applications and paying associated fees and fines

Long-Term

1. **Goal**: Address the role TLC-licensed vehicle emissions play in air pollution to mitigate the disproportionate impact of climate change on communities of color in NYC
   a. **Outcome**: By 2030, achieve a high-volume for-hire vehicles (HVFHV) fleet that is entirely zero-emissions.
   b. **Strategies**:
      - Collaborate with stakeholders, including other agencies, our licensees, and EV charging providers, to help develop charging infrastructure in New York City with a focus on where TLC-licensed drivers live
   c. **Indicators**:
      - Percent of HVFHVs that are zero-emission

2. **Goal:** Ensure the inclusion of all New Yorkers in our services by expanding accessibility in for-hire vehicle services
   a. **Outcome**: By 2030, improve accessibility by ensuring that 50% of taxis are wheelchair-accessible vehicles, which will provide access to people who have a disability.
   b. **Strategies:**
      - Explore programs that will provide passengers using e-hail service to request a wheelchair-accessible vehicle (WAV)
      - Continue working with Medallion Owners and Drivers to encourage the purchase of WAVs
      - Ensure that drivers are knowledgeable about how to treat and secure a wheelchair through training
      - Meet with the disability community to discuss and identify how we can provide equitable service
      - Explore and identify methods that will minimize the expenses associated with obtaining WAVs for TLC licensees
   c. **Indicators**:
      - Number of taxis that are wheelchair-accessible
      - Percent of taxis that are wheelchair-accessible
      - Number of drivers who received disability etiquette and wheelchair securement training
      - Number of affordable options available to licensees to purchase a WAV

- Number of licensees who use affordable options and programs to purchase a WAV

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #5: Check for and remove any formulas and computer processes that may be biased based on race, ethnicity, or poverty. This will prevent inequities in health care, housing, policing, criminal justice, employment, social service and more.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- Halfway through 2024, TLC-licensed EVs performed more than nine million trips, saving about 12,000 metric tons of CO2 emissions compared to those trips being performed by gas-powered vehicles. The disproportionate impact of climate change, emissions, and air quality on communities of color, and on communities of color in New York City specifically, is well documented, and TLC sees this initiative as an important element of our equity mission.

- In 2019, the TLC held twenty focus groups with drivers from different sectors and cultural backgrounds to better understand the reasons behind service refusals and the discrimination and trauma drivers face daily behind the wheel.

- Starting in 2022, TLC’s Mobile Outreach Team, Van Hailin’, has reached drivers and members of the public in all five boroughs of New York City. In addition to TLC services for TLC-licensed drivers, this mobile outreach unit also partners with community organizations for resource fairs to provide services, information, and resources to New Yorkers in their own communities.

- In 2024, new anti-discrimination content for licensees was developed and integrated into TLC licensure courses. The new training includes video content for drivers to prevent bias and discrimination, stressing the importance of serving and providing excellent customer service to all New Yorkers.

- New outreach material was developed in 2024 educating the riding public on discriminatory service refusals. The physical literature details what constitutes a discriminatory service refusal and how to properly file a complaint if refused service.

Health and Wellbeing



Health and Wellbeing

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: ***Compassionate and culturally responsive health, trauma, and mental health care***.

Structural racism has long shaped how resources, opportunities, and services are distributed across institutions in the United States, including those protecting and promoting health and well-being. These trends of displacement, enslavement, segregation, and discrimination are rooted in historic and ongoing systems of injustice that have structured access to housing, economic opportunity, environmental conditions, and health care.

New York City sits on the ancestral land of the Lenape, Rockaway, and Canarsie peoples. This system of exclusion continues to shape living conditions, exposure to risk, and access to care across communities. Race has no biological basis; it is a social construct that has shaped the distribution of opportunity and resources. Yet, structural racism, not race, continues to influence institutions and drive disparities in health outcomes across New York City.

Disparities in Health Outcomes

In New York City, neighborhoods most impacted by structural racism and uneven resource allocation experience the greatest health burdens and barriers to wellbeing. These structural conditions contribute to disparities across many health indicators, including HIV, tuberculosis, maternal mortality, infant mortality, mental health conditions, and chronic disease conditions such as asthma and diabetes.

For example, for the period of 2018-2022, Black New Yorkers were five times more likely to die of a pregnancy-associated cause than white New Yorkers,[lxvi] and infant mortality rates are more than three times higher among Black infants and twice as high among Puerto Rican infants compared to white infants.[lxvii] Asthma disproportionately affects Black and Latina/o/x children and those living in high-poverty neighborhoods, and children in the Bronx have historically higher rates of asthma-related hospitalizations than children in other NYC boroughs.[lxviii]

Other urgent public health challenges, such as gun violence, are also experienced inequitably across communities.

Discrimination and Inequities in Health Care and Medicolegal Systems

The medical system is no stranger to structural racism, as people of color,

particularly Black New Yorkers, have experienced a long history of discrimination and mistreatment at the hands of the American medical system itself. The Commonwealth Fund highlights “studies have found Black Americans are consistently undertreated for pain relative to white patients; one revealed half of medical students and residents held one or more false beliefs about supposed biological differences between Black and white patients, like the former have higher pain tolerance than the latter.” [lxix]

People with additional marginalized identities, including individuals with a non-English language preference (NELP), LGBTQ+ communities, and people with low incomes who rely on Medicaid or lack insurance also experience disparities in care. Language barriers are associated with lower quality of care, poorer clinical outcomes, longer hospital stays, and higher rates of hospital readmissions. Access to language assistance services is therefore essential to ensuring that health care is safe, effective, patient-centered, timely, and accessible for all patients.

In addition, gaps in provider training affect the quality of care experienced by LGBTQ+ patients. Many medical education programs provide limited instruction on LGBTQ+ health beyond HIV-related topics, contributing to a lack of awareness of LGBTQ+ patients’ needs and experiences. As a result, LGBTQ+ individuals — particularly LGBTQ+ people of color — encounter stigma, inappropriate language, and substandard care in health care settings. The absence of comprehensive federal protections against discrimination in health care also creates an inconsistent landscape for patients and providers across the country.

Disparities are also reflected in medicolegal systems responsible for investigating deaths and identifying patterns that affect community health. Structural bias in investigations, interpretation, or death determinations can reinforce inequities. Drug overdose deaths, for example, disproportionately affect neighborhoods with historically marginalized populations and often reveal unmet needs among families and communities. City initiatives such as the Drug Intelligence and Intervention Group (DIIG) program connect impacted families with trained social workers who provide overdose prevention resources, housing assistance, financial services, and other critical supports.

Challenges to Health Funding

Developing long-term public health strategies is challenging when external constraints such as funding fluctuations and hiring limitations affect the capacity of public health institutions. Sustained investment is essential for maintaining the workforce,

infrastructure, and programs needed to prevent diseases, respond to emerging threats, and address longstanding health inequities.

The COVID-19 pandemic brought unprecedented funding for public health efforts, enabling the City to respond quickly and direct resources to communities disproportionately impacted. However, much of this funding was temporary and was not sustained at the federal, state, or local level. As a result, maintaining and expanding the public health infrastructure developed during the pandemic presents ongoing challenges.

Public health institutions are also operating within a shifting political and policy environment in which scientific evidence, public health authority, and the role of government in protecting community health are increasingly contested. The sum of these factors, legal constraints and diminishing funding weaken the infrastructure needed to sustain prevention-focused work and respond effectively to emerging health threats.

Public health systems are most effective when they are supported consistently, and not only during emergencies. Many of the most significant public health achievements, including the control of infectious diseases, vaccinations, improved food safety standards, and reductions in infant mortality were made possible through sustained investment and prevention-focused strategies. Ensuring that public health institutions have the resources and flexibility to act proactively is critical to protecting the health and wellbeing of New Yorkers.

Unified Commitment

The agencies in this section recognize that advancing health and wellbeing requires sustained investment in strong public health, health care, and medicolegal systems that protect and serve New Yorkers. Addressing these longstanding disparities will require coordinated action to confront the structural conditions that shape health outcomes and ensure that every community, regardless of who they are, has an equal opportunity to thrive.

Department of Health and Mental Hygiene

Mission and Commitment

The mission of the New York City Department of Health and Mental Hygiene (NYC Health Department) is to protect and promote the health of all New Yorkers, and its vision is a city where all New Yorkers can realize their full health potential, regardless of who they are, where they are from, or where they live.

In 2016, the NYC Health Department launched Race to Justice to build its capacity to address structural racism and health inequities and has committed to uprooting white supremacy and its impact on health and well-being while shifting resources and power to the communities that bear the greatest burden of marginalization, racism, and health inequities. Additionally, the NYC Health Department declared racism a public health crisis on June 8, 2020, and expanded on this declaration through direct actions across the agency, including the Board of Health resolution declaring racism a public health crisis in October of 2021.

Because racism is a race-explicit system, anti-racism requires race-explicit strategies. Additionally, intersectionality, which acknowledges the unique impact and experience of oppression when a person or community holds multiple marginalized identities, is a critical strategy to fight the public health crisis of racism. The crisis of racism in this country is long-standing, and our nation's response will need to span generations and be enshrined through deliberate and strategic government action to undo centuries of harm.

Racial Equity Goals

Short-Term

1. **Goal**: Create and implement a structure to report bias (implicit and explicit) and interpersonal, institutional, and structural racism within the NYC Health Department
    a. **Outcome:** By the end of 2026,
        - Institute a reporting structure and process for staff to report bias and racism that achieves 80% or more satisfaction with how complaints are resolved from staff who use it.
        - Reduced differences in satisfaction rates with the reporting structure and complaint resolution process between staff of color and staff who identify as white.
    b. **Strategies**:
        - Partner with the Office of General Counsel to develop workflow, reporting mechanisms, and procedures for reporting bias (implicit and explicit) and interpersonal, institutional, and structural racism

- Develop and implement training for human resources, administration, and racial equity staff on reporting process for all staff

c. **Indicators**:
   - Number of staff trained on the process for reporting
   - At least 50% of staff report feeling satisfied with the reporting structure
   - Percent of staff who feel knowledgeable on how to report bias and racism within the NYC Health Department increases from baseline percent, disaggregated by race and ethnicity
   - Percent of staff who feel comfortable with reporting bias and racism within the NYC Health Department increases from baseline percent, disaggregated by race and ethnicity
   - Percent of staff who report feeling confident in how reporting bias and racism are resolved increases from baseline, disaggregated by race

2. **Goal**: Identify priority neighborhoods considering current Action Center and Bureau of Neighborhood Health catchment areas using measures of structural racism, neighborhood conditions, and disease burden and HealthyNYC priority health outcomes, to inform focused agency decision-making about investment and programming to address health inequities and distribute resources where they are most needed
   a. **Outcome**: By the end of 2026, publish the priority neighborhoods as determined by the NYC Health Department and the criteria used to determine the priority neighborhoods.
   b. **Strategies**:
      - Update the criteria for neighborhood prioritization with attention to race and ethnicity, income, inequities in disease incidence and prevalence, health and social resources, and other items, as determined
      - Assess community priorities in the neighborhoods through meaningful engagement to compare and align with the NYC Health Department's strategies and priorities
   c. **Indicators:**
      - The prioritization list aligns with the Health Department's commitment to addressing structural inequity including disinvestment, racism, and poverty
      - Priority neighborhoods are used to inform decision-making related to agency resource allocation

Medium-Term

1. **Goal**: Ensure that equity is embedded in enforcement practices and associated policies to support dismantling systemic and structural racism and bias

a. **Outcome**:
    - By 2028, 100% of newly proposed changes to the NYC Health Code to address environmental health issues are assessed using the internal NYC Department of Health Environmental Health Division Regulatory Analysis Tool, and all communications regarding compliance with any such NYC Health Code changes that the Board of Health adopts use the internal NYC Department of Health Environmental Health Communications Equity Tool.
    - By 2028, address the top two priorities identified by Environmental Health Division supervisors in the Community of Practice to enhance equity in inspections and enforcement and ensure 100% of customer service training for inspectors and supervisors includes implicit bias training.
b. **Strategies**:
    - Apply the Environmental Health Division Regulatory Analysis Tool to ensure newly proposed changes to the NYC Health Code to address environmental health issues considering equity
    - Implement the Environmental Health Communications Equity Tool on new communications to the regulated community to ensure accessibility and promote compliance
    - Facilitate spaces for Environmental Health Division community-facing staff and supervisors to address challenges and improve equity in inspections
    - Equip all Environmental Health Division community-facing staff and supervisors with training to enhance equity in their interactions within the communities they serve
    - Embed equitable and consistent health inspection practices within the Environmental Health for Equity Strategic Plan to address systemic disparities
c. **Indicators**:
    - Percentage of proposed NYC Health Code changes addressed by the Environmental Health Division that are assessed using the Environmental Health Division Regulatory Analysis Tool
    - Percentage of communications projects for the regulated community that use the Environmental Health Communications Equity Tool
    - Percentage of supervisors with increased knowledge on supervisor resources after attending the Supervisor Community of Practice
    - Percentage of staff with an increase in knowledge after racial equity training during Annual Customer Service Training

2. **Goal**: Develop and implement strategies to cultivate strong, trusting relationships with not-for-profit service providers and vendors, including M/WBEs, as well as identify and address any barriers to participation in contracting opportunities, consistent with federal, state, and local law

a. **Outcome**: By 2028, ensure 100% of small business vendor invoices are paid within 30 days.
b. **Strategies**:
    - Ensure timely payment of small business vendor invoices to build healthy and strong relationships between vendors and the NYC Health Department, by strengthening use of data and reporting to signal when action is needed on invoices, and developing enhanced agency SOPs to align with new City invoicing and audit standards
    - Support vendors, including M/WBEs, participation in agency solicitations and contracting opportunities through procurement practices, consistent with federal, state, and local law
    - Continue implementing and evaluating the agency's established M/WBE utilization goals to ensure they remain effective and consistent with federal, state, and local law
c. **Indicators**:
    - Percent of invoices paid within 30 days or less
    - Value, number, and percent of contracts awarded to M/WBE firms, disaggregated by demographic categories

3. **Goal**: Reduce preventable morbidity and mortality in Black birthing New Yorkers to reduce the gap with white birthing New Yorkers
    a. **Outcome**: By 2028, a reduction in mortality in Black birthing New Yorkers will contribute to the citywide birth equity goal.
    b. **Strategies**:
        - Invest in place-based approaches to reduce mortality rates for Black people to reduce health care segregation and improve access to care
        - Improve the quality of health care for pregnant and postpartum New Yorkers in partnership with the communities in which they live
    c. **Indicators**:
        - Number of referrals for Black birthing New Yorkers with complex chronic illnesses
        - Number of enrollees in the Citywide Doula Initiative in Brooklyn

4. **Goal:** Develop, fund, and launch truth and reconciliation projects focused on repairing health inequities rooted in historical government policies or actions
    a. **Outcome**: By 2028,
        - Launch at least three truth and reconciliation projects focused on repairing health inequities.
        - Increase in trust of the NYC Department of Health among the communities involved in the truth and reconciliation projects.
    b. **Strategies**:
        - Conduct qualitative interviews of key informants who had worked and/or received services at NYC Health + Hospitals/Lincoln Detox

Center and/or Lincoln Recovery Center
- Complete archival analysis of documents from New York State and agencies pertaining to the closing and/or downsizing of city-run substance use services in the South Bronx
- Disseminate findings focused on the areas of redress the City can implement to repair health inequities related to opioid and other substance use in the South Bronx
- Identify and fund at least two additional truth and reconciliation projects in consultation with NYC Health Department staff

c. **Indicators**:
- Number of NYC residents engaged in ongoing truth and reconciliation projects
- Trust increases at least 10% among community members who attend a truth and reconciliation project event
- At least the first step to repair health inequities identified in strategy 3 are taken by 2028

5. **Goal**: Establish the NYC Health Department as a Response Ready organization that responds equitably, effectively, and rapidly to the full range of public health issues that affect NYC residents, while looking after the wellness of its staff
   a. **Outcome**: By 2028, achieve successful implementation of the Response Ready Blueprint with activities tagged as addressing health and racial equity and social justice implemented across all ten priority action areas for the NYC Health Department.
   b. **Strategies**:
      - Develop and maintain operational capacity to effectively manage day-to-day and emergency response functions through planning and training, interagency coordination, and ensuring the availability and scalability of operations while supporting infrastructure, including by enhancing our ability to assess and target critical community needs in response and recovery and bring staff's lived experience and community expertise into focus in our work
      - Recognizing the key role that trust in the Health Department plays in working effectively with communities and addressing disparities
      - Build trust with staff, the public, partner organizations, and other government agencies by communicating transparently, acknowledging past errors, investing in long-term partnerships, communicating timely public health guidance, and sharing learnings from previous emergencies with staff and partner organizations
      - Function as a trusted employer and support a resilient public health workforce by valuing the staff and supporting staff members' mental and physical health and well-being, and equity and parity in opportunity among staff day-to-day and during emergencies
      - Work toward health and racial equity and social justice goals by

prioritizing services for disproportionately impacted communities, centering equity in internal decision-making in day-to-day and emergency response functions and engaging in long-term equity work. This involves meaningfully incorporating input from staff at all levels of the agency, community members, and partner organizations

c. **Indicators:**
    - Percent of activities assigned as a component of the Advancing Equity pillar of the Response Ready Initiative that are being implemented
    - Percentage of Core, Tier 1, and Tier 2 Agency Responders that have taken the Race to Justice Core Workshop training

Long-Term

1. **Goal**: Ensure pay equity for agency employees that is inclusive of race, ethnicity, and gender.[51]
    a. **Outcomes:** By 2034,
        - Complete internal equity review and alignment that is inclusive of race, ethnicity, and gender identity to advocate for pay equity and civil service change.
        - Create data-informed brief to summarize findings from an agency-wide pay parity analysis.
    b. **Strategies**:
        - Require divisions to report on promotion and retention metrics disaggregated by race and ethnicity at accountability meetings to establish a baseline and identify where racial disparities exist
        - Conduct a title utilization and responsibility alignment review across the agency by comparing:
            - Office title
            - Civil Service title
            - Required skills
            - Supervisory responsibilities
            - Required qualifications
        - Develop regular reporting mechanisms of disaggregated data by race, ethnicity, gender identity, and title
        - Review salary bands against NYC True Cost of Living/TCOL
    c. **Indicators**:
        - Number and percent of employees with promotions and pay increases in higher-paid titles versus lower-paid titles, disaggregating

[51] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

by race, ethnicity, and gender identity
    - Percent of employees at minimum versus incumbent pay rates, with a breakdown for tenure by race, ethnicity, and gender identity
    - Percent of employees with completed Tasks & Standards and Performance Evaluations

2. **Goal:** Eliminate ethnic and racial inequities in patient satisfaction for NYC Health Department's Article 28 and 36 programs, fostering inclusivity and equity and elevating the standard of care offered
    a. **Outcome**: By 2034, achieve less than a 5% inequity in patient satisfaction scores among different racial and ethnic groups.
    b. **Strategies**:
        - Implement a multilingual patient satisfaction survey for Article 28 and 36 programs, tailored to each clinic's demographics, with a focus on diversity, inclusion, and patient preferences
        - Analyze survey data, focusing on satisfaction levels, reasons for clinic selection, and sources of information
        - Determine baseline disparities in patient satisfaction scores among different racial and ethnic groups
        - Engage program leadership and staff to discuss findings and improvement strategies to plan next steps
        - Develop a strategic plan to target and reduce inequities highlighted by the survey analysis and carry out recommendations over the following six years
    c. **Indicators**:
        - Percent of patient satisfaction surveys available in the top five languages spoken in each clinic
        - Number and percent of patient responses disaggregated by race and ethnicity
        - Percent of inequity in patient satisfaction scores decreases disaggregated by race and ethnicity year over year
        - 80% of clinics that implement at least 75% of the recommendations from the strategic plan
        - Percent decrease in inequities in patient satisfaction scores in clinics that have implemented the recommendations from the strategic plan decreases year over year

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.

- #9: Use and expand non-punitive responses to mental health and all crises. These responses should rely less on police where possible. People should be allowed to decide or contribute to decisions about their own care.
- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.
- #14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

Spotlight Wins

- **Environmental Health**: The Environmental Health Division Regulatory Analysis Tool evaluates newly proposed changes to the NYC Health Code related to environmental health. For each proposed change, the division assembles a core group of key internal stakeholders to conduct both quantitative and qualitative analyses, identifying and addressing any potential inequities that may be created or exacerbated by these changes, and assessing whether the proposed amendment would advance equity. The Environmental Health Communications Equity Tool, developed in collaboration with the Environmental Health Communications team, provides equity-centered questions and prompts to ensure that equity is considered at every stage of communication project planning and implementation. This tool is currently being piloted, and the division will implement a formal feedback process to continuously update and improve it.

- **HealthyNYC**: In 2024, the NYC Health Department launched the development of the HealthyNYC Learning Collaboratives, which brings together teams of peers and experts to work together to improve quality of services and health outcomes. The HealthyNYC Learning Collaboratives convene diverse stakeholder groups around the seven biggest drivers of loss of life expectancy, with the goal of implementing quality improvement mechanisms to better serve New Yorkers and reduce mortality.

- **Response Ready**: An important element of the Response Ready process was to design the project to make it inclusive and reflect the diversity of the NYC Health Department workforce. This included both the way equity was considered throughout the project as well as how a consultation process was developed and implemented. In the first phase of work, over 1,000 individuals contributed to the definition of Response Ready. In the second phase of the work, over 65 staff worked across 10 action areas to develop recommendations. The agency received 1,100 responses to an internal survey, held over 85 consultations, and received approximately 320 perspectives from staff as part of those consultations. This process resulted in a robust final product centering equity in the NYC Health Department's next steps for emergency response.

NYC Health + Hospitals

Mission and Commitment

As the largest municipal health care system in the country, NYC Health + Hospitals' mission is to deliver high-quality health care services to all New Yorkers with compassion, dignity, and respect.

Our vast network, comprising 11 acute care locations, five post-acute care facilities, and over 30 community health centers, forms the backbone of New York City's safety-net healthcare system. We serve approximately one million New Yorkers annually, with 70 percent of patients identifying as either Black/African American, Hispanic/Latina/o/x, or Asian American/Pacific Islander, and an estimated 30 percent of patients with non-English language preference (NELP). We serve marginalized groups who are more likely to experience poverty and face a disproportionate amount of harmful daily stressors and barriers, which contribute to and exacerbate chronic disease and health equity challenges. Over 70 percent of our patients either rely on Medicaid or have no insurance. This reality underscores our critical role in providing care to the city's most vulnerable and marginalized populations.

As we advance, we do so with a lucid understanding of the challenges before us and an unwavering commitment to health equity. The disparities we see are not inevitable—they are the result of choices made, and systems created.

NYC Health + Hospitals stands firm in its commitment to bridging gaps and breaking down barriers to healthcare access. Health equity is not just about providing services but about actively dismantling systemic barriers.

This report was developed in response to a City Requirement.

Racial Equity Goals

Short-Term

1. **Goal**: Foster a culture of inclusion and belonging from frontline staff to executive leadership to strengthen culturally competent care
    a. **Outcome**: By the end of 2029,
        - Achieve a 3.87 on employee engagement ratings.[52]
        - Increase employee engagement in employee resource groups.
    b. **Strategies**:

[52] Measured on a one-to-five scale, with one representing the lowest level of engagement and five representing the highest.

- Source and review training
- Roll out training System-wide and build effective communication strategies to increase staff completion
- Expand and strengthen the manager rollout of engagement results and action planning from the employee engagement survey
- Launch initiatives to strengthen employee sense of belonging throughout the System, including participation in employee resource groups
- Increase employee opportunities for engagement via workshops and training to strengthen retention
- Monitor number of employee resource groups
- Monitor number of employees participating in employee resource groups
- Work toward a 2029 goal of strengthening the Leader Index by reinforcing consistent, supportive leadership practices that promote listening, trust, and follow-through
- Promote shared decision-making, encouraging and enabling leaders to involve employees in decision making
- Provide guidance and tools to help teams keep employees involved in progress and next steps

c. **Indicators**:
   - Employee Ratings on Employee Satisfaction Surveys[53]
     - Willingness to recommend this organization as a good place to work *(baseline 3.84)*
     - Diversity pillar *(baseline 4.00)*
     - Belonging *(baseline 3.9)*
   - Number of EEO trainings offered by NYC Health + Hospitals
   - Percent of staff completing EEO trainings
   - Percent of leadership completing EEO trainings

Medium-Term

1. **Goal**: Invest in robust language access improvements to ensure equitable care for our diverse patient population
   a. **Outcome**: By 2030, enhance the provision of language access services by achieving a 93% average call satisfaction rate.
   b. **Strategies**:
      - Update public-facing website with information regarding language access services and patient rights around language access translated into at least 15 languages
      - Increase language services in mobile health units, used as part of the

[53] Measured on a one-to-five scale, with one representing the lowest score and five representing the highest score.

Street Health Outreach + Wellness (SHOW) program to reach diverse populations, with a focus on people experiencing homelessness
- Conduct an inventory of current language access equipment to determine new needs with stakeholders
- Work with vendors to distribute and implement equipment System-wide, with a focus on reducing wait time for interpretation
- Increase community outreach with community-based organizations at parades, marches, and festivals to promote language access and other services
- Launch a language access campaign and distribute promotional materials to increase awareness
- Create and launch a patient feedback collection process in the top 15 languages used to gain insight into the NELP patient population's experience with our services
- Explore the use of AI assistive technologies with qualified translator reviews

c. **Indicators**:
- Number of languages offered on public-facing website
- Percent of interpretation minutes used by staff in mobile health units
- Number of community events participating in promoting language access
- Call satisfaction rates
- Number of survey responses from NELP patients

2. **Goal**: Prioritize access to care to advance health equity for all patients
   a. **Outcome**: By 2030, increase the number of uninsured New Yorkers connected to affordable, high-quality primary, preventive, and specialty care, regardless of their ability to pay.
   b. **Strategies**:
      - Partner with community-based organizations, houses of worship, and anchor institutions operating in Taskforce on Racial Inclusion & Equity (TRIE) zip codes
      - Partner with elected officials and relevant city agencies to reach the hardest to reach zip codes
      - Reach every TRIE zip code
   c. **Indicator:**
      - Number of uninsured New Yorkers connected to care, disaggregated by race, ethnicity, and gender identity
      - Number of NYC Care outreach encounters, by TRIE zip code

Long-Term

1. **Goal:** Increase access to care
   a. **Outcome:** By 2034, every New York City Health + Hospitals patient has a

primary care physician.

b. **Strategies:**
    - Complete at least 100,000 outreach encounters per year
    - Maintain persistent multi-lingual public awareness and community outreach campaigns regarding NYC Care and the right to health care
    - Reach underserved communities, based on agency disparity analysis
    - Improve data pipelines across the System to accurately capture patients' data
    - Embed usage of automated Systems to monitor clinical outcomes according to race, ethnicity and language to improve clinical outcomes
c. **Indicators**:
    - Number of outreach encounters in historically underserved communities and TRIE zip codes per year
    - NYC Care enrollment by zip code and race and ethnicity
    - Clinical encounters by NYC Care members by zip code

2. **Goal**: Increase community awareness of LGBTQ+ services throughout NYC Health + Hospitals
    a. **Outcome**: By 2034,
        - Increase the number of employees who would recommend NYC Health + Hospitals to family and friends who need care.
        - 100% of the five boroughs will have Pride Health services.
    b. **Strategies:**
        - Increase employee opportunities for engagement via workshops and training to strengthen retention
        - Increase employee opportunities for engagement via the system's participation in Pride Month activities
        - Expand Pride Health services to more facilities across NYC in collaboration with facility leadership to see an increase from the current 8 out of 40 eligible facilities that have services
        - Conduct outreach to the LGBTQ+ community across the city so community members are aware of these services
    c. **Indicators**:
        - Number of employees who would recommend NYC H+H to family and friends who need care
        - Mean score for employees who complete voluntary employment feedback survey, self-select as, "Yes I identify as LGBTQ+", and answer "I would recommend this organization to family and friends who need care", with the goal of increasing rating from 3.48 to 3.57[54]
        - Boroughs with implemented Pride Health services
        - Number of employees participating in systemwide Pride Month activities, with goal of increasing from 164 to 2500

[54] Measured on a one-to-five scale, with one representing the lowest score and five representing the highest score.

3. **Goal**: Identify and reduce health disparities of vulnerable communities
    a. **Outcome**: By 2034, advance anti-marginalization and repair strategies.
    b. **Strategies**:
        - Strengthen our relationships with community organizations to address the social determinants of health that contribute to health disparities
        - Prioritize initiatives that directly address health disparities, particularly in maternal and infant health, chronic disease management, and preventive care
        - Advocate for policies that address systemic inequities and tackle racial disparities in healthcare and hospital system
        - Leverage the NYC Care Program to ensure New Yorkers who cannot access insurance are being connected with affordable, high-quality primary, preventive, and specialty care, regardless of their ability to pay
        - Assess and refine metrics for health equity analysis for anti-marginalization rubric
    c. **Indicators**:
        - Number and percent of agency initiatives that meet established anti-marginalization criteria

Community Equity Priorities Referenced

- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.

Spotlight Wins

- NYC Health + Hospitals has implemented policies and guidelines to promote inclusive practices and affirming care to LGBTQ+ patients. For example, we have successfully supported the integration of ‘Sexual Orientation and Gender Identity’ (SOGI) demographic data in the System’s electronic health records and created and launched LGBTQ+ training programs to strengthen mental health providers’ skills. In addition, all 18 eligible NYC Health + Hospitals facilities have earned the “LGBTQ+ Healthcare Equality Leader” designation in Human Rights Campaign Foundation’s Healthcare Equality Index (HEI) annually since 2015 and all 5 eligible long-term care facilities have earned the “LGBTQ+ Long-Term Care Equality Leader” designation in the Human Rights Campaign Foundation and SAGE's Long-Term Care Equality Index (LEI). We have also developed various resources including ‘Transgender and Non-Binary Patient and Resident Room Assignment Guidance', 'Trans Guide to Care’, ‘LBGTQ+ Affirming Clinic Toolkit’, and the ‘Pronoun Guide’. Finally, we successfully advocated for the inclusion of transgender inclusive health benefits information in NYC Employee Benefits Summary Plan—implemented in the fall of 2017.

- NYC Health + Hospitals has expanded language access through the negotiation of a new interpretation contract, the launch of an Essential Documents library which provides quick access to critical documents in 13 languages as well as Braille, large font, and audio files, and a new internal website that contains updated language access information for staff. We are working on the implementation of new interpretation contracts, securing additional equipment at facilities, and providing access points for staff to improve language services, and hiring language access coordinators for facilities' external program.

Office of Chief Medical Examiner

Mission and Commitment

The New York City Office of Chief Medical Examiner (OCME) has two mission critical roles: to protect public health and to serve impartial justice through forensic science and medicine. Our agency's core purpose is to provide answers in support of families and communities during times of profound need.

At OCME, we take pride in our diverse workforce, valuing each individual's unique contributions. We are dedicated to providing fair and equitable services to the communities we serve. By building inclusive structures and initiatives, we ensure all stakeholders and members of the public we serve are treated with respect and consideration. Our commitment to equity is integral to our mission and daily operations.

OCME, an ethnically diverse agency, serves and recruits from one of the most diverse cities in the world and as such, maintains the strictest standards in ensuring the rendering of impartial determinations that are free from bias. The agency will continue its successful training in this regard and will remain committed to broadening the understanding of bias in its instruction and continue to enhance communication of information between medical examiners, law enforcement, medical professionals, and legal authorities to focus on the facts and not any preconceived notions of bias due to race, gender, age, culture, and other attributes.

Our efforts include, but are not limited to, continued training for forensic specialists in the promise and challenge of new technologies that provide greater detail and insight into normal and suspicious deaths, honoring religious objections to autopsy, and increasing partnerships with skilled genetic counselors and OCME's family outreach initiatives to support affected loved ones following sudden and unexpected loss.

In addition, we strive always to cultivate an unbiased environment through hiring a more racial equity-aware and enlightened team of forensic specialists. We endeavor to make the agency a critical resource for training professionals who come here for OCME's forensic excellence and groundbreaking technology that it offers.

Racial Equity Goals

Short-Term

1. **Goal**: Provide accessible and centralized racial equity trainings for all staff to fortify OCME's commitment to racial equity in and beyond our core areas of work

a. **Outcome**: By the end of 2026, expand the already robust racial equity training to be specifically tailored to different sectors within the agency and to roll out the training.
b. **Strategies**:
    - Assess understanding of what racial equity is throughout the agency utilizing research techniques such as surveys, observation, and group/one-on-one interviews
    - Partner with academic forensic bodies to design training modules that address historical bias in the forensic science field
    - Continue the efforts of the OCME CARES campaign and integrate racial equity principles
    - Provide comprehensive training programs, including managerial and employee sessions, and facilitate focus groups
    - Create a centralized digital hub of information and training materials on the OCME intranet which is accessible to all employees
c. **Indicators**:
    - Number of trainings created and completed by staff

2. **Goal**: Establish a biennial baseline demographic data review to identify and address racial silos and disparities across OCME units and foster equitable workplace opportunities
    a. **Outcome**: By the end of 2026, ensure 100% of OCME units have access to disaggregated employee and hiring data to make data-informed decisions.
    b. **Strategies**:
        - Collect data to identify trends where racial inequity leads to a lack of education and employment opportunities
        - Collaborate with the NYC Department of Health and Mental Hygiene (DOHMH) to access internal recruiting, hiring, and retention efforts data
        - Develop a method for collecting data that provides a breakdown of recruiting, interviewing, and hiring across different racial groups in all OCME units[55]
    c. **Indicators**:
        - Percent of OCME units with access to disaggregated employee and hiring data

Medium-Term

1. **Goal**: Build an inclusive workplace that actively strives to eliminate occupational segregation, strengthen employee retention and career advancement, and provide more attainable career guidance and resources for employees of underrepresented backgrounds

[55] This information is used for informational or communications purposes, only.

a. **Outcome**: By 2028, establish at least one employee resource group (ERG) where racial equity is addressed in areas such as mental/physical well-being, education, job training, and job advancement.
b. **Strategies**:
    - Demonstrate how addressing racial equity fosters understanding and tolerance to reduce workplace aggression and EEO-related issues
    - Establish EEO Focus Groups, Affinity Groups, and Employee Resource Groups (ERGs) to foster employee participation in creating support systems and tangible improvements in their work and life environments
    - Launch a formalized internal mentorship and technical training network linking staff with resources, pathways and opportunities for advancement.
    - Review the resulting data from Focus Groups, Affinity Groups, and ERGs, as well as Wellness activities to evaluate the impact of these efforts and help determine the most valuable next steps
    - Examine the success of retention efforts so that our office can address potential racial disparities in our staffing practices
c. **Indicators**:
    - Employee retention rate, disaggregated by race and ethnicity
    - Number of employees participating in ERGs, by race and ethnicity
    - Number of new internal programs and initiatives representing employees across units and career levels
    - The percentage of internal promotions into forensic science roles, disaggregated by race and ethnicity, prior and current role[56]

2. **Goal**: Address any underrepresentation of staff in certain roles within the agency through equitable hiring and recruitment practices for all vacancies
    a. **Outcome**: By 2028, implement inclusive workforce practices that attract diverse applicants.
    b. **Strategies**:
        - Update website language to reflect our diverse workforce to attract talent
        - Expand agency participation in internships, career fairs, and outreach programs with schools to build diverse recruitment pipelines
        - Partner with Historically Black Colleges and Universities and local institutions to promote opportunities in medical examiner, medicolegal investigator and other specialized forensic science roles.
        - Develop a pilot program to partner with one or more schools or outreach where the approach could be evaluated as to a successful plan
        - Additionally, OCME will ensure all job descriptions utilize inclusive language and focus on essential skills and qualifications

[56] This information is used for informational or communications purposes, only.

- OCME Human Resources will put a focus on ensuring programs continue to use diverse interview panels and ensure interview questions are inclusive and geared to skills needed for the position

c. **Indicators**:
   - Number of recruiting events attended
   - Demographic composition of applicants[57]
   - Demographic composition of staff
   - Percentage of applicants sourced from new partnerships who are successfully hired and retained, disaggregated by race and ethnicity and role[60]
   - Year-over-year demographic composition of candidates at each critical hiring milestone: application, first interview, final panel and formal job offer[60]

Long-Term

1. **Goal:** OCME has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
   a. **Outcome**: By 2034, maintain consistent implementation and assessment for M/WBE utilization.
   b. **Strategies**:
      - Partner with independent M/WBE contractors to fill various roles within the overall scope of OCME needs. This may be in the areas of security contracting, facilities, technician support, and administrative needs.
      - Release RFIs to diverse populations that are historically underutilized as vendors
      - Actively participate in procurement and M/WBE events to promote our needed commodities
   c. **Indicators**:
      - Percentage of agency contracts awarded to M/WBEs, disaggregated by race and ethnicity
      - Percentage of M/WBE contract utilization broken down across distinct internal OCME divisions (e.g. IT, laboratories, administration, operations) to track M/WBE procurement by sector

2. **Goal:** Establish internal and external programs with universities and high schools to highlight the options in a career in forensic science
   a. **Outcome**: By 2034, establish partnerships with at least one university and one high school, leveraging the life sciences corridor to be expanded in Kips Bay with the construction of the new Manhattan Forensic Pathology Center in the forthcoming SPARC Kips Bay facility.

[57] This information is used for informational or communications purposes, only.

b. **Strategies**:
    - In 2024, OCME's Forensics Week showcased the variety of work OCME does. This will be taken to schools physically and virtually to show what options exist throughout the agency
    - OCME will host classes in traditionally minority-based schools in forensic science and pre-med Forensic Medicine
c. **Indicators**:
    - Number of partnerships established with academic institutions
    - Number of students from partner institutions who successfully transition into paid internships, fellowships or permanent tracks in forensic science roles at OCME[58]

3. **Goal:** Continue to invest resources in and expand existing innovative OCME programs that reduce racial disparities, such as the innovative Drug Intelligence and Intervention Group (DIIG) program
    a. **Outcome**: By 2034, strive to expand the DIIG concept to at least one area in addition to drug fatalities.
    b. **Strategies**:
        - Mirror the efforts of DIIG to gain insight about where more targeted support with post-tragedy/fatality costs, psychological/emotional trauma, education, housing, and medical concerns is needed
        - Partner with city agencies, nonprofits, and community-based organizations to provide services in those areas
    c. **Indicators**:
        - Number of families reached
        - Number of families that are connected to services, disaggregated by race and ethnicity

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.
- #14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

[58] This information is used for informational or communications purposes, only.

Spotlight Wins

- To advance efforts in workplace inclusion, the Office of Equal Employment Opportunity (EEO) and Wellness completed the distribution and collection of feedback from all OCME staff regarding their experience of working in OCME.
    - As a result of a survey conducted in the first two quarters of 2024, EEO and Wellness held their first Focus Group meeting in July 2024 which invited the Department of Mortuary to share feedback about their specific issues in their work environment.
    - This highlighted how racial silos may limit the shape of opportunities and suggested that new programs developed over time would offer means of career path growth to those interested in pursuing further Forensics studies.
    - This has resulted in ongoing assessment, both internally and externally, of how OCME is seen by its employees and the public as an entity that uplifts the potential of all people. The very nature of its work as the City's mortuary attests that it exists for the ongoing support of all walks of life.
    - OCME's Outreach Unit connects those coping with the loss of a loved one to counseling services, burial information, and options for ongoing material support and relief.

- To highlight our core value of service, which calls us to meet the evolving needs of our customers inside and outside the agency with innovation, treating everyone equitably, and with dedication to the public good. The entire Procurement team and a staff member of the Department of Forensic Biology of OCME, received the annual New York City Excellence in Customer Service Awards on behalf of the agency.
    - The uniqueness and sensitivity of OCME's work extends to the highly specific mix of goods and services required to keep the agency functioning around the clock. Our committed Procurement professionals go the distance to find the right external vendors to match our agency's diverse needs, while making sure procurements align with cost, equity, and sustainability imperatives.
    - The customer service achievements of our team members attest to the excellence that, more often than not, unfolds without fanfare every day in countless ways around the agency.

- Since launching in 2022, OCME has served more than 3,000 family members of fatal overdose victims through the Drug Intelligence and Intervention Group (DIIG), the first-of-its-kind model that offers support to surviving family members and close contacts as they cope.
    - This program builds upon the City's work to reduce opioid deaths, which exhibit stark racial disparities.
    - This program goes beyond the traditional role of the medical examiner and focuses on addressing gaps in unmet needs. Through this initiative, when someone dies from an overdose, the OCME's investigation and response

now includes skilled social workers to engage with the decedent's family and friends who may also be at risk, and to provide support and a "warm handoff" to potentially lifesaving interventions. The wide-ranging services and referrals include grief counseling, substance use services, housing assistance services, health care, and more. This initiative is reaching traditionally underserved populations.

- Social workers are successfully reaching 73 percent of the people they've attempted to contact and 78 percent of the people they've spoken with have been provided or referred to at least one service.

- In Spring 2024, Chief Medical Examiner Dr. Jason Graham announced the launch of OCME CARES, the core values campaign to guide how employees interact with each other in the workplace and all the communities served by the agency during times of the most profound need. OCME CARES enhances the experience of our employees and customers in the following ways.
    - Internal education to support cross-agency/unit communication and opportunities for development and career growth leads to the removal of barriers that may have developed between units.
    - OCME CARES highlights our core values, which serve as a guiding compass for our organization's actions, culture, and outlook. The five core values of OCME are the following:
        - Commitment: Dedicated to the mission at all times
        - Accountability: Responsible to each other and the community
        - Resilience: Adapt in the face of adversity
        - Excellence: Achieve and maintain the highest quality
        - Service: Innovate to meet evolving needs

Community Safety, Rights, and Accountability



Community Safety, Rights, and Accountability

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: ***Humane, empathetic, and respectful treatment***.

Throughout our nation's history, communities of color, particularly Black individuals, have routinely experienced harm by racial violence from the legacy of slavery. Laws and policies also promoted segregation and normalized social exclusion, contributing to existing economic and social disparities. Additionally, racially biased criminal justice policies and unequal emergency responses have left New York City's Black and Brown communities feeling unsafe. It is imperative to protect every individual's rights, hold responsible actors accountable, and improve public and community safety for every New Yorker.

The Criminal Justice System

NYC data shows that people of color, particularly Black and Hispanic people, have been disproportionately impacted by criminal summons practices: from 2020 to 2022, more than 85 percent of criminal summonses were issued to Black or Hispanic people, though they represented 52 percent of NYC's population.[lxx] These disparities have profound and long-lasting consequences, eroding trust between the City's public safety institutions and the communities they serve, especially communities of color. Addressing these systemic biases and inequities in policing is foundational to the City's commitment to fostering more inclusive and equitable public safety practices.

Equity in the criminal justice system is also key to addressing our collective history of racial inequalities. Mass incarceration continues to impact minority communities, with its effects persisting and compounding intergenerationally. Historical evidence shows that the U.S. criminal legal system has long been shaped by racial discrimination and oppression, with policies and practices targeting Black Americans contributing to persistent racial disparities in different forms of criminal legal system contact.[lxxi] Current trends and policy priorities in areas such as policing, prosecution, bail, and prevention programs and other community interventions impact jail populations.

For many years, Black and Hispanic communities in New York City have been overrepresented in its jails, making up approximately 88% of the population (55.9% and 32.1%, respectively). Nationwide, we can observe similar disparities. Research also reveals that by age 38, 27 percent of Black men and 16 percent of Hispanic men in New York had been jailed, compared with 3 percent of white men.[lxxii] Additionally, Black men are often re-incarcerated, especially if they live in low-income neighborhoods.

These gaps not only reflect but also worsen broader inequalities in NYC and the United States.

In the mid-twentieth century, changes in the understanding of mental health disorders and developmental disabilities and subsequent policies, among other things, led to the deinstitutionalization of public psychiatric hospitals. Without subsequent funding to bolster community support, individuals discharged from these institutions often found themselves without the support needed to successfully reintegrate into their communities.

Studies show incarceration leads to many negative effects – on the incarcerated individual, their community, and society at large, regardless of the interventions offered in a carceral setting – such as disruptions to or loss of employment, strained family relationships, social stigma, and trauma. These effects are compounded when individuals enter custody with preexisting conditions and disparities, such as psychiatric disorders, homelessness, substance misuse issues, or lack of economic opportunity. Many jails and prisons fail to meet regulatory requirements and minimum standards, furthering harm.

Probation is intended as an alternative to incarceration aimed at equipping justice- involved individuals with the educational and employment skills necessary to avoid reentering the justice system. Individuals from marginalized communities are also disproportionately represented in probation populations.

Emergency Response and Community Resiliency

Pre-existing social and economic inequities also contribute to more severe outcomes for the City's most underserved communities before, during, and after various emergency responses such as fires, pandemics and environmental threats. For New Yorkers who experience the greatest burden of disasters, adverse outcomes include loss of life, property, cultural identity, and generational wealth and histories. Emergencies like the COVID-19 pandemic have demonstrated how certain communities are disproportionately affected by disasters, underscoring the need for an equitable approach to emergency management.

Redlining has historically shaped New York City, leading to racially segregated neighborhoods. Communities of color are relegated to living in environmentally hazardous areas, increasing disaster and emergency response risks. For example, environmental justice communities are more likely to be located near power plants and waste sites, increasing their exposure to toxins and hazardous environments under normal conditions and potentially increasing vulnerability during emergencies.[lxxiii]

Compounding historic disinvestment in certain neighborhoods has left these areas less resilient and less able to withstand natural disasters. The lack of infrastructure

improvements, such as residential home lifting and legal pathways for basement apartments, leaves residents vulnerable to the impacts of natural hazards. This history of neglect has made it harder for underserved communities to recover, often leaving them exposed to future emergencies.

Economic disparities, such as the racial income and wealth gaps, further hinder community wellbeing. Limited financial resources and time mean that some residents face greater challenges in accessing aid when and after disaster hits. For example, after a disaster strikes and the Federal Government designates the impacted area as a declared disaster area, homeowners, renters, nonprofits, and businesses can apply for disaster loans from the Small Business Administration (SBA). However, the U.S. Government Accountability Office has reported inequities in the SBA loan approval process, finding that SBA's lending criteria, including satisfactory credit scores, can pose barriers to underserved communities and that applications are declined primarily because of insufficient credit scores or lack of repayment ability.[lxxiv] This disproportionately affects low-income applicants, potentially leaving low-income neighborhoods further disadvantaged post-disaster.

Additionally, disparities in access to broadband and technological devices present barriers to access critical information during emergencies. Numerous underserved communities lack reliable access to digital resources, including community spaces and cultural institutions, which often serve as vital sources for information and shelter.

The fields of emergency management and fire and life safety have also faced challenges related to equity and representation. Historically, staff have primarily consisted of white males, many with a military and/or law enforcement background. Institutions in these fields have navigated complex and evolving steps toward a diverse and inclusive workforce, reflecting broader societal shifts and internal organizational change.

Unified Commitment

The agencies in this section recognize the need for robust and equitable approaches to community safety, rights, and justice.

Department of Correction

Mission and Commitment

The New York City Department of Correction (DOC or the Department) is dedicated to creating a safe and supportive environment while providing individuals in our care with a path to successfully re-enter their communities. The Department provides for the care and custody of people 18 years of age and older who are ordered to be held by the courts and are awaiting trial or who are convicted and sentenced to one year or less of jail time.

As a result of the *Nunez* class action lawsuit, the Department is subject to a federal consent decree and is monitored by a court-appointed Federal Monitor and Remediation Manager, who oversee several aspects of how the Department operates. Although DOC does not determine who is placed into custody or how long they remain incarcerated, the Department is nonetheless committed to supporting the people in its care and will work to address inequity and structural racism by maintaining jails that are safe and humane for both staff and those in custody.

It is the Department of Correction's role and responsibility to provide for the safe, secure, and humane confinement of persons in its custody. In addition, the Department recognizes that everyone benefits when people in custody are given the tools they need to have less adverse contact with the justice system in the future. DOC will continue to create opportunities—by way of workforce, educational, and skill development, and other programming and services—to meet a person in its care's needs and help individuals to reintegrate into their communities upon release. The Department recognizes that public trust is strengthened through transparency and accountability. Through ongoing evaluations, data-informed decision-making, collaboration with oversight entities, and continuous assessment of its policies, the Department aims to improve outcomes and strengthen public trust.

Racial Equity Goals

Short-Term

1. **Goal:** Prevent excessive or inappropriate uses of force and support de-escalation of conflict so that force does not become necessary
    a. **Outcome:** By the end of 2026, ensure all DOC uniformed members of service have completed newly developed training courses related to conflict resolution and appropriate use of force. Professional development for staff in core correctional practices will support the goal of ensuring DOC jails are safe and humane for staff and people in custody (PIC), which will reduce harm for these marginalized communities. Improved training and safer, more

humane jails will also support increased recruitment and retention, which will enable the Department to better provide for the custody, care, and control of those within the jails. Improved staffing levels will contribute to further violence reduction, as well as better program and service delivery for individuals in DOC's care.

b. **Strategies**:
    - Revise and implement training courses for staff that are effective in preventing excessive or inappropriate use of force and supporting de-escalation of conflict so that force does not become necessary, and the jails are safer for all

c. **Indicators**:
    - Percent of uniformed members of service who have completed newly developed training courses related to conflict resolution and appropriate use of force

2. **Goal:** Ensure staff and those in DOC's care remain safe from violence and resulting injury so that no one is further marginalized and can ultimately thrive
    a. **Outcome**: By 2026, continue to work to achieve an overall reduction in violence in the jails, including violent incidents among people in DOC's care and assaults on staff by persons in DOC's care.
    b. **Strategies**:
        - Prioritize the hiring and retention of staff and expand partnerships with government and nonprofit agencies to offer increased levels of service delivery and programming, thus reducing idle time and supporting the conditions necessary for treatment, rehabilitation, and effective reentry
        - Continue to review the dashboard provided by DCAS to determine which titles experience underutilization, especially those in which racial inequities exist
        - Conduct targeted recruitment for both uniformed and non-uniformed titles by attending career fairs and cultural events throughout New York State and utilizing insight data to inform future recruitment efforts
        - Develop a new survey to gauge employee satisfaction with the Department as an employer and gain perspectives on different aspects affecting employee decisions to remain at the Department, such as Human Resources policies, pay and perks, work-life balance, and relationships with peers
        - Track and evaluate violent incident rates disaggregated by racial groups to identify any disparities and root causes
    c. **Indicators**:
        - Number and percent of violent incidents disaggregated by race and ethnicity
        - Recruitment and retention rates disaggregated by race and ethnicity

Medium-Term

1. **Goal:** Invest in and expand jail-based programs and services to bolster therapeutic outcomes, support impacted individuals and communities in recovering from harm, and create a safer and more humane environment for people in custody and staff
    a. **Outcome:** By 2028, through continued collaboration with NYC Health + Hospitals/Correctional Health Services, operationalize two remaining[59] therapeutic commands situated in North Central Bronx and Woodhull Hospital. Outposted Therapeutic Housing Units (OTxHUs) are jail facilities within a hospital that serve patients in DOC's care who have serious health conditions, following the jail-based therapeutic housing model. OTxHUs will improve access to care for incarcerated persons who do not require inpatient admission but would benefit from close, regular access to specialty and subspecialty care available in hospitals.
    b. **Strategies**:
        - Work with Correctional Health Services to support the design and construction of the new facilities for persons with serious health conditions who would benefit from close, regular access to specialty and subspecialty care
        - Continue transition planning efforts, to include policy and training development and logistics planning
        - Enhance services and strategically inform new partnerships by developing a feedback scale to be implemented at the close of each program or program cohort so that the Department can assess both qualitative and quantitative data surrounding program efficacy
        - Further assess any programs as needed by investigating data pertaining to program participation and infractions or recidivism, where appropriate
        - Enhance reentry services and expand partnerships with government and nonprofit partners by regularly assessing and updating the streamlined processes in place to link incarcerated people with discharge planning and housing, paying attention to options in a wider selection of neighborhoods based on neighborhood of origin and connection to person- and needs-based resources
        - Continue expanding partnerships with government and nonprofit partners to support individuals both while incarcerated and post-release for more continuous and sustainable change; base updates and new partnerships on data garnered from needs assessments and surveys of persons in custody to evaluate the efficacy and impact of each program
    c. **Indicators**:
        - Percentage of operational beds at new facilities
        - Number of individuals in DOC's care being served at new facilities

[59] The first of the three jail facilities, the Outposted Therapeutic Unit at Bellevue Hospital, opened in April 2026.

- Percentage of program and service enrollment, disaggregated by race and ethnicity

2. **Goal:** Build and improve robust data[60] pipelines that can be disaggregated by various demographics, such as race, age, and gender identity to identify disparities in service provision
    a. **Outcome**: By 2028, leverage 100% of newly created data systems to better disaggregate data Department-wide and within each system, and to better support historical data tracking that can be used to analyze and respond to trends in disparities.
    b. **Strategies**:
        - Revamp incident reporting data flows and revise incident reporting policies
        - Transition from paper-based logbooks to a digital logbook system to track compliance with minimum standards and other regulatory requirements more efficiently[61]
        - Improve incident reporting and tracking across the Department to support better data analysis, including disaggregation of certain indicators
    c. **Indicators**:
        - Number of applications developed that replace paper-based tracking processes and/or create new data tracking systems
        - Number of paper-based tracking processes transitioned to data systems that enable demographic disaggregation

3. **Goal:** Assess and evaluate implementation of accommodations and programs/program changes to continue to enhance safety, dignity, and care for transgender, gender non-conforming, non-binary, and intersex (TGNCNBI) individuals in the Department's care, and reduce instances of violence
    a. **Outcome:** By 2028, track and report accommodations provided as well as programs implemented or refined to support this population.
    b. **Strategies:**
        - Review trends in program participation as it relates to gender identity to assess gaps and successes and determine appropriate changes
        - Continue to assess programs and services by soliciting feedback directly from people in DOC's care, so that offerings are targeted to their unique needs and to specific subpopulations, reduce idle time, and address harms
        - Identify trends within grievances related to gender identity and implement identified solutions

[60] The Department currently publishes reports containing disaggregated data, including the Population Demographics Report, on its website. https://www.nyc.gov/site/doc/about/demographics-reports.page.
[61] The Department is in the process of modernizing several of its data, tracking, and operational systems to increase transparency and improve data pipelines.

- Continue to expand our partnerships to provide human-centered, culturally competent re-entry services specific to the LGBTQ+ community

c. **Indicators:**
   - Instances of violence experienced by the population
   - Programs implemented and/or refined
   - Number of accommodations provided

Long-Term

1. **Goal:** Prioritize agency resources to focus on personal growth, wellness, and community-connections for individuals in DOC's care and staff
   a. **Outcome**: By 2034, operationalization of all borough-based jail facilities will strengthen connections to families, attorneys, courts, medical and mental health care, and faith and community-based organizations. Being closer to home and transit will enhance the network of support systems for people who are detained and help prevent future returns to jail. Modern sites will also serve as a catalyst for positive change in the community and the criminal justice system. For staff, the benefits will include being closer to home and/or mass transit, and new infrastructure that promotes their safety and wellness.
   b. **Strategies**:
      - Center safety and well-being for those in custody and for staff by providing space for quality education, health, and therapeutic programming
      - Support smoother transitions back into the community
      - Collaborate with the Department of Design and Construction (DDC), which is awarding separate Design-Build contracts for each of the four new facilities, as well as early works packages at all four facilities, resulting in a total of nine contracts
      - Conduct focus groups in partnership with the DDC and several contracted partners representing groups affected by the borough-based jail program, including currently and formerly incarcerated individuals, staff, members of advocacy groups, and oversight agencies, to help inform design and improve operations, and the overall human experience
   c. **Indicators**:
      - Number of Borough-Based jails that are operational
      - Percentage of individuals in care and staff reporting that operational facilities support connection to families, services, and resources

2. **Goal:** Co-design, with people in custody, a racial equity and efficacy rubric for all programs offered across DOC facilities to ensure the needs of people in custody are met
   a. **Outcome**: By 2034, 100% of Department programs must pass the racial

equity rubric.

b. **Strategies**:
    - Expand and create a more robust process and schedule for fully assessing and restructuring programs based on the population's experience and feedback in tandem with the Federal Monitor's oversight, as well as employee feedback
    - Collaborate with relevant partner agencies to create focus groups to gather this information and create ways to translate this information into informative data
    - The feedback received from PIC focus groups will only be shared with internal teams to ensure regular updates to materials reflect the needs and requests of the population and are the most up-to-date with agency and citywide goals and mission. The information revealed during the focus groups will not be shared with any outside groups to support a confidential setting for PIC to be able to have honest and intimate conversations. This feedback would also inform DOC's budgetary process in terms of assessing which providers should continue to deliver services and which DOC may want to reassess or adjust.
    - Ensure Department programs continuously reference the rubric to maintain racial equity standards
c. **Indicators:**
    - Number of focus groups held
    - Number of participants in focus groups
    - Percent of Department programs assessed against the developed rubric
    - Percent of Department programs that pass the developed rubric

Community Equity Priorities Referenced

- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #18: Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.[62]

Spotlight Wins

- The Department has made immense strides to ensure the visit process is simplified and more family-friendly. DOC provides tele-visits and free DOC-Visitor buses from Manhattan and Brooklyn to reduce barriers to visitation.

- The Division of Programs and Community Partnerships has done phenomenal

[62] DOC can only focus on the second part of this priority ("to transform jails into rehabilitation centers").

work in advocating for and hiring Visit Facilitators who are present to make the visitation process more accessible for families and, in partnership with the Children's Museum of Manhattan (CMOM), child-friendly visits have been prioritized and implemented. New child-friendly visitation spaces were designed in collaboration with CMOM and installed at the George R. Vierno Center and at the Rose M. Singer Center. It is the Department's goal to install a child-friendly visitation space in all facilities. Incarceration can leave lasting scars on families, and DOC is committed to lessening the impacts of incarceration wherever possible. Visitation areas like the ones developed with CMOM support parents and children in maintaining a pivotal bond and provide elements of normalcy during a challenging time. Strong visitation programs, especially those between parents and children, help maintain family bonds, increase successful reintegration post-release, and help break the cycle of incarceration.

- The Department recently received a grant for $180,000 from the New York State Office of Mental Health's Suicide Prevention Center to expand wellness programs for staff. Our CARE Unit will spearhead this initiative, which aims to improve mental health in the workplace.

- The Department recently promoted a new class of Captains, where 46 percent of the staff members are Black and Brown employees.

Department of Probation

Mission and Commitment

The New York City Department of Probation (DOP) plays a critical role in advancing public safety through community supervision, operating at the intersection of the criminal and juvenile justice systems and the communities we serve. Through the use of Evidence-Based Practices (EBP), and a balanced approach that combines accountability, structure, treatment, and support, DOP works to ensure individuals on probation are held responsible for their actions while also providing meaningful opportunities for rehabilitation and growth.

Central to this work is the Department's commitment to helping individuals build stable, productive lives. DOP connects people on probation with education, workforce development, and supportive services that strengthen their ability to obtain and maintain employment. The Department also works to repair and restore relationships with families, neighbors, and communities recognizing that strong social connections and community engagement are essential to long-term success and improved public safety.

This Racial Equity Plan reflects DOP's vision of probation as a catalyst for fair and inclusive transformation. The Department is committed to identifying and addressing systemic barriers that have historically limited opportunity for many New Yorkers. By focusing on equitable access to services, culturally responsive supervision practices, and community-centered partnerships, DOP seeks to support individuals from diverse backgrounds in breaking cycles of justice involvement and realizing their full potential.

Through these efforts, the New York City Department of Probation remains committed to building a future where all New Yorkers regardless of race, ethnicity, national origin, or immigration status have equitable access to opportunity and the support needed to thrive, while strengthening safety and stability across our communities.

Racial Equity Goals

Short-Term

1. **Goal:** Provide ongoing anti-racism, and inclusive supervision training for all DOP staff
    a. **Outcome**: By 2027, ensure 100% of DOP staff complete annual racial equity and cultural sensitivity training tailored to justice-involved populations, including modules on LGBTQ+-affirming supervision and working with transgender and gender-nonconforming (TGNC) individuals. By the end of FY2026, convert the FY2024 one-time TGNC training into a tracked,

recurring annual requirement with documented completion rates reported as a distinct equity metric.

b. **Strategies**:
    - Partner with DCAS and the NYC Commission on Human Rights to develop and sustain agency-specific racial equity training, incorporating modules on implicit bias, procedural justice, disability awareness, and LGBTQIA+ inclusion
    - Formalize and sustain annual LGBTQ+-affirming supervision training for 100 percent of DOP staff, converting the FY2024 one-time training into a tracked, recurring requirement integrated into the annual staff development cycle
    - Track training completion rates and integrate all equity training into the annual staff development cycle
c. **Indicators**:
    - Percent of DOP staff completing annual racial equity and cultural sensitivity training
    - Percent of DOP probation staff, officers and supervisors completing annual LGBTQ+-affirming supervision training. Target: 100 percent by FY2026, sustained annually

2. **Goal:** Implement equitable recruitment strategies to increase representation from underserved communities
    a. **Outcome**: By FY2027, increase applicants from underrepresented neighborhoods for Probation Officer positions by at least 25% over the FY2024 baseline.
    b. **Strategies**:
        - Partner with community colleges, workforce programs, and community-based organizations in underrepresented neighborhoods
        - Conduct targeted recruitment campaigns across boroughs with historically underrepresented applicants
        - Expand outreach through city hiring initiatives focused on candidates from underrepresented neighborhoods
    c. **Indicators**:
        - Percent of applicants from underrepresented neighborhoods, compared to FY2024 baseline, for solely informational and communications purposes
        - Demographics distribution of Probation Officers applicants and hires, disaggregated by race, ethnicity, and gender identity[63]

3. **Goal:** Integrate a commitment to racial equity into Request for Proposals (RFP) for risk-reduction and programming contracts to better serve diverse communities and generate positive and equitable outcomes

[63] For informational and communications purposes only.

a. **Outcome**: By FY2027, assess and revamp 100% of new RFPs to build equity criteria into the selection process.
b. **Strategies**:
    - Develop and incorporate questions into requests for proposals (RFP) to gauge applicants' commitment to racial equity
    - Create and integrate criteria to assess for commitment to racial equity into the selection methodology for RFPs consistent with federal, state, and local law
c. **Indicators**:
    - Percent of new RFPs assessed
    - Percent of new RFPs updated with racial equity questions and criteria

4. **Goal**: Strengthen culturally responsive and affirming supervision, service access and accountability for LGBTQ+ and TGNC individuals on probation, with a focus on addressing the disproportionate barriers and inequitable outcomes experienced by Black, Latino, Indigenous, and other historical marginalized communities
    a. **Outcome**: By FY2027, DOP will ensure that LGBTQ+ and TGNC individuals on probation have equitable access to affirming supervision, condition modifications, grievance pathways, housing referrals, mental health supports, employment services, legal services, and other reentry resources, with implementation informed by racial equity data and community partnerships.
    b. **Strategies:**
        - Develop and implement LGBTQ+ affirming and TGNC-responsive supervision guidance and protocols in collaboration with the NYC Commission on Gender Equity (CGE), the Mayor's Office to End Domestic and Gender-Based Violence (ENDGBV), NYC Office of LGBTQIA+ Affairs, and LGBTQ+ community-based organizations
        - Expand partnerships and referral pathways with LGBTQ+ affirming providers including housing, mental health, employment, legal, and reentry organizations such as The Door, NYC Anti-Violence Project (AVP), Legal Aid Society, Callen Lorde Community Health Center, the Ali Forney Center and the Bronx Defenders
        - Integrate LGBTQ+ and TGNC case planning into supervision practices by coordinating with community-based providers, healthcare providers and NeON partners to address barriers related to safety, housing stability, healthcare access, employment, and successful probation completion
        - Review and update DOP policies, forms, supervision practices, and client-facing materials to ensure inclusive language, respect for affirmed names and pronouns, and equitable access to services, in consultation with the NYC Commission on Gender Equity (CGE) and community partners and stakeholders
        - Fortify confidential grievance and accountability processes for reporting discrimination, harassment, and inequitable treatment by

coordinating with DOP's Equal Employment Opportunity Office, the NYC Commission on Human Rights, and community partners
- Collect, monitor, and analyze data on service access and supervision outcomes for LGBTQ+ and TGNC individuals, disaggregated by race, ethnicity, gender identity, and sexual orientation where appropriate and voluntarily collected, to identify disparities and inform continuous improvement
- Engage LGBTQ+ and TGNC community organizations, people with lived experience, NeON Advisory Boards, and service providers to inform policy development, implementation, and ongoing evaluation of affirming supervision practices
- Provide recurring racial equity, LGBTQ+ cultural competency, TGNC-responsive, and trauma-informed training for probation staff and contracted providers. This would be in concert with the NYC Department of Citywide Administrative Services (DCAS), NYC Commission on Gender Equity, and other qualified training partners
- Develop and maintain an internal performance tracking system to assess implementation of LGBTQ+ affirming and TGNC-responsive supervision practices, referral outcomes, service utilization, and equity indicators

c. **Indicators:**
- Number and/or percentage of relevant DOP staff trained on LGBTQ+ affirming, TGNC-responsive, trauma-informed, and racially equitable supervision practices
- Number of LGBTQ+ affirming and TGNC-responsive community-based providers included in DOP referral pathways, including providers offering housing, mental health, employment, legal, crisis response, and reentry supports
- Number and/or percentage of LGBTQ+ and TGNC individuals on probation who receive referrals to affirming services, where data is voluntarily and safely available
- Number and/or percentage of referred individuals who successfully connect to affirming services, including housing, mental health, employment, legal services, and other reentry support
- Number of condition modification requests related to safety, housing instability, mental health, employment, caregiving, or gender-affirming needs, and the percentage reviewed, approved, or otherwise resolved
- Number of grievances or complaints related to LGBTQ+ or TGNC identity (i.e., misgendering, discrimination, harassment, denial of service, or confidentiality concerns), and the percentage resolved within established timeframes
- DOP’s development and/or update of supervision guidance, referral protocols, grievance procedures, or staff-facing resources to support LGBTQ+ affirming and TGNC-responsive practice

- Number of community engagement activities, provider consultations, or lived-experience feedback opportunities used to inform implementation
- Shifts in service access, grievance trends, successful completion, violation patterns, or other supervision outcomes for LGBTQ+ and TGNC individuals, disaggregated by race, ethnicity, gender identity, and sexual orientation where available and appropriate

Medium-Term

1. **Goal:** Ensure equitable access to information for New Yorkers of all language backgrounds and literacy levels
    a. **Outcome**: By FY2027, ensure that 100% of public-facing DOP materials are translated and accessible in accordance with Local Law 30 requirements.
    b. **Strategies**:
        - Conduct an audit of public-facing documents for translation and accessibility needs including the clothing closet palm card, NeON Works palm card, Your Guide to the Juvenile Justice Process, and Adult Probation Basics
        - Translate materials into all Local Law 30 languages
        - Implement plain language standards for all public-facing materials
    c. **Indicators**:
        - Percent of public-facing material available in all Local Law 30 languages

2. **Goal**: Provide immigration-responsive supervision[64] and equitable service access regardless of immigration status
    a. **Outcome**: By FY2027,
        - Ensure 100% of DOP staff complete training on immigration-responsive supervision practices consistent with city law (Executive Order 41 (2003), Executive Order 13 (2026) and Local Law 228) and complete a full audit and modification of all supervision conditions, program eligibility criteria, and DOP data practices that create unintentional immigration-related compliance barriers.
        - Ensure that all individuals on probation regardless of immigration status have equitable access to DOP supervision, programs, and services without facing immigration-related barriers to compliance.
    b. **Strategies**:
        - Train 100% of DOP probation officers and supervisory staff on immigration-responsive supervision practices including city law, appropriate limits on immigration status inquiries, how to respond to

[64] Supervision is immigration-responsive when it does not create unintentional immigration-related compliance barriers.

immigration-related fears, and referral pathways to immigration legal services integrated into the annual training cycle alongside short-term goal one
    - Audit all DOP supervision forms, intake documents, program eligibility criteria, and data collection practices to identify requirements that create barriers for undocumented individuals or those with immigration-sensitive circumstances and modify or remove those barriers consistent with NYC policy and applicable law (audit to be completed by FY2027)
    - Formalize a partnership with the Mayor's Office of Immigrant Affairs (MOIA) or designated community-based immigration legal services providers to ensure individuals on probation with immigration concerns have access to confidential legal information and referrals
    - Strengthen internal protocol for how DOP staff document, track, and publicly post requests by federal immigration authorities regarding an individual on probation, consistent with Executive Order 41 and Local Law 228
    - Expand multilingual supervision communications, program materials, and support services for individuals with limited English proficiency, tracking program participation and technical violation rates for LEP individuals as a distinct equity indicator
  c. **Indicators:**
    - Percent of DOP probation officers and supervisors completing immigration-responsive supervision training annually, with target of 100% by FY2027
    - Number of DOP forms, documents, and program eligibility criteria reviewed for immigration barriers; number modified as a result
    - Audit complete by FY2027
    - Formal referral partnership with MOIA or equivalent immigration legal services provider established by FY2027; number of individuals referred annually thereafter
    - Percent of supervision communications available in required Local Law 30 languages; program participation and technical violation rates for LEP individuals disaggregated by language and borough

Long-Term

1. **Goal:** Expand equitable access to employment, education, and violence prevention programs
  a. **Outcome**: By FY2030 or sooner, ensure that at least 80% of individuals on probation have access to workforce development, vocational training, educational programming, or violence prevention and community reintegration services with equitable access across all five boroughs and priority investment in communities with the highest supervision caseloads.

b. **Strategies**:
    - Expand partnerships with workforce development providers and increase capacity of programs offered through NeON Centers, with attention to geographic equity across all boroughs
    - Develop additional vocational training opportunities tied to high-demand industries, building on existing NeON programming including photography, CDL training, welding, and job readiness
    - Formalize the Emerging Leaders SYEP pipeline as a structured equity strategy, expanding access for youth and young adults facing employment barriers due to justice involvement
    - Expand partnerships with community-based service providers for violence prevention and community reintegration programming, scaling citywide with attention to boroughs with the highest caseload concentrations
    - Track program participation, completion, and outcomes disaggregated by race, ethnicity, gender identity, age, and borough to identify access gaps and drive resource decisions
c. **Indicators**:
    - Percent of individuals on probation participating in at least one employment, vocational, educational, or violence prevention program
    - Percent of individuals on probation with access to vocational training and violence prevention programs, disaggregated by borough
    - Program participation and completion rates disaggregated by race, ethnicity, gender identity, and borough

2. **Goal:** Expand equitable access to mental health and substance use services for individuals on probation
    a. **Outcome**: By FY2030 or sooner, ensure that at least 75% of individuals on probation with an identified mental health or substance use need are connected to culturally responsive services within 30 days of assessment or are actively on a waitlist for services and achieve a measurable reduction in mental health-related technical violations compared to the FY2025 baseline. All outcomes are tracked and reported disaggregated by race, ethnicity, gender identity, age, and borough.
    b. **Strategies**:
        - Expand co-located mental health and substance use services at NeON Centers, partnering with NYC Health + Hospitals, community mental health clinics, and harm reduction providers, prioritizing the three borough offices with the highest rates of mental health-related technical violations
        - Develop and implement trauma-informed supervision protocols for individuals with serious mental illness (SMI) or active substance use disorders, standardizing how Probation Officers respond to behavioral compliance issues before issuing a technical violation

- Require that all individuals on probation with a documented mental health or substance use need receive a formal service connection within 30 days of supervision start or clinical assessment, with Probation Officer accountability for documented follow-through
- Ensure all contracted mental health and substance use programs are culturally responsive, staffed by providers with lived experience where possible, and available in the top Local Law 30 languages with equity performance measures included in all vendor contracts
- Track and report mental health-related technical violations as a distinct category disaggregated by race, ethnicity, gender identity, and borough, and use this data to identify offices or boroughs with outlier violation rates that may indicate inequitable application of supervision conditions
- Develop and standardize criteria for identifying and tracking mental health-related technical violations

c. **Indicators**:
- Percent of individuals with identified mental health or substance use needs connected to services (or on waitlist) within 30 days disaggregated by race, ethnicity, gender identity, and borough. Target: 75 percent by FY2027
- Rate of mental health-related technical violations compared to FY2025 baseline disaggregated by race and borough
- Percent of individuals completing assigned mental health or substance use programming, disaggregated by demographics and tracked by contracted provider
- Percent of SMI/SUD cases with documented trauma-informed supervision review before a technical violation is filed
- Number of NeON sites with active co-located mental health or substance use service provider. Target: all five borough NeON locations by FY2027
- Percent of contracted mental health and substance use providers offering services in at least three Local Law 30 languages
- Mental health-related technical violations are defined as violations where mental health symptoms or treatment needs are identified as a contributing factor to noncompliance

3. **Goal:** Reduce recidivism among youth and young adults through targeted, data-informed interventions
   a. **Outcome**: By FY2030 or sooner, reduce re-arrest rates among youth and young adults (ages 16–24) under DOP supervision by at least 10% compared to the FY2025 baseline, with outcomes tracked and reported disaggregated by race, ethnicity, gender identity, and borough. By FY2026, establish the data infrastructure necessary to monitor youth recidivism on a consistent reporting cycle without reliance on manual extraction.

b. **Strategies**:
    - Expand trauma-informed and cognitive behavioral supervision models for youth, prioritizing individuals identified as highest-risk through DOP's risk and needs assessment tools building on the existing Arches Transformative Mentoring program which serves a predominantly Black and Hispanic youth population
    - Increase access to education, employment, and vocational programming through NeON Centers and community-based providers, with a focus on youth at highest risk of reoffending, particularly those without a high school diploma or stable employment
    - Strengthen partnerships with community-based organizations to provide mentorship, violence interruption, and reentry support to youth on probation, with priority investment in the Bronx, Brooklyn, and Queens where youth supervision caseloads are highest. Formalize the Emerging Leaders SYEP pipeline as a structured equity strategy
    - Implement ongoing case review processes to monitor youth outcomes and adjust supervision plans based on individual risk trajectories, ensuring no youth remains on a static supervision plan for more than 90 days without documented review
    - Develop and implement an automated data system to collect, track, and analyze re-arrest rates and technical violations among youth disaggregated by race, ethnicity, gender identity, and borough replacing current manual extraction processes and enabling analysis of which interventions are most effective for specific demographic subgroups
c. **Indicators**:
    - Annual re-arrest rate for youth and young adults disaggregated by race, ethnicity, gender identity, and borough
    - Technical violation rate for youth cohort, tracked separately from re-arrests, disaggregated by demographics and reported quarterly
    - Percent of youth on probation enrolled in at least one NeON or community-based organization program within 60 days of supervision start
    - Percent of enrolled youth completing assigned programming, disaggregated by race, gender identity, and borough
    - Percent of youth supervision cases with documented review within the 90-day standard
    - Automated youth recidivism tracking system operational by end of FY2026

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to

equity and social justice.

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.
- #18: Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.

Spotlight Wins

- DOP has invested a significant portion of its budget in underserved communities and will continue to do so through its NeON Centers. The NeON Centers have created multiple vocational classes including photography, NeON Arts, CDL training, welding, and job readiness courses which provide individuals on probation with opportunities to gain skills that can lead to careers. DOP has expanded the NeON Photography program from six (6) locations with 100 participants to ten (10) locations servicing 200 participants, offering vocational training modeled after college-level courses.

- DOP's Program and Evaluation Team continues to engage in ongoing communication and collaboration with our program partners, contributing to improved program performance and increased community engagement. During the last fiscal year, the Arches Transformative Mentoring program went from 299 individuals served in FY23 to 343 in FY24, bringing the program to 75 percent of its maximum capacity. The majority of Arches participants identify as Black or Hispanic, reflecting the program's reach into communities most impacted by the justice system and reinforcing DOP's equity commitments.

- DOP helped submit more than 1,008 Emerging Leaders Summer Youth Employment Program applications in 2024, approximately 200 more than in 2023. The Emerging Leaders Program supports youth ages 14-24 who face employment barriers, such as being justice-involved, by connecting them to paid, project-based activities and paid summer job opportunities.

- In recognizing the need for intersectional conversations, DOP partnered with DCAS to host LGBTQIA+ training, reaching 80 percent of staff since 2023. In FY2024, DOP also partnered with the NYC Commission on Human Rights to train all our staff members on working with transgender and gender non-conforming individuals.

Fire Department of the City of New York

Mission and Commitment

As first responders to emergencies, disasters and terrorist acts, the Fire Department of the City of New York (FDNY or Department) protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation and education programs. The timely delivery of these services enables the FDNY to make significant contributions to the safety of New York City and homeland security efforts.

FDNY is committed to upholding and promoting inclusive values, as well as equal employment opportunities throughout the Department. The Department's path toward workplace equity and employment opportunities has been multifaceted, marked by both progress and persistent challenges. The early challenges were defined by Irish Americans' struggle to join the Department in the 19th century. African Americans exemplified an indomitable spirit and struggled to be part of the FDNY family through most of the 20th century culminating in the Vulcan Society lawsuit in the early 2000's.

The Department continues to build on its campaigns of elevating everyday heroes to help create a workforce that reflects the City's demographics and spirit of excellence. Recognizing that its greatest strength is its people, FDNY takes a proactive role in expanding opportunities for professional development through training, mentorship programs, and coaching discussions.

FDNY works proactively to educate, engage, and empower communities to prevent emergencies before they happen. By focusing on outreach, education, training, and relationship-building, the Department helps reduce risk, increase preparedness, and build trust with the diverse populations it serves in its work.

By understanding the nearly 160-year history of service, acknowledging both challenges and triumphs, FDNY strengthens its collective ability to grow, adapt, and meet future challenges. This integrated focus on community engagement and employee development ensures the Department remains prepared to serve and protect the residents of New York City with excellence and integrity.

Racial Equity Goals

Short-Term

1. **Goal:** Utilizing internal FDNY data and insights from an ongoing Deloitte study in addition to FDNY's regular assessments of attrition mitigation, identify recruitment

campaign strategies to support viable candidates from underrepresented backgrounds for EMT and Firefighter positions

a. **Outcome**: By the end of 2026, assess the factors that contribute to the hiring, promotion, and retention of EMTs and Firefighters across all applicant demographics. Determine which factors most closely predict success of these milestones.
b. **Strategies**:
    - Review the results of the after-action analysis for the most recent Firefighter campaign. That analysis will include both quantitative and qualitative elements to update our recruitment blueprint for the next exam cycle
    - Leverage data from our last two EMT campaigns (where we recruited more EMT candidates than the previous five campaign years) to identify high-need areas and strategically expand our recruitment reach
c. **Indicators**:
    - Percentage reduction in the disparity of conversion rates between candidates from underrepresented backgrounds and majority demographics at each stage of the hiring process[65]
    - Percentage of applicants, candidates, and hires from historically underrepresented groups.[68]
    - Number of attrition mitigation programs and communication strategies that show improved candidate engagement and persistence
    - Annual public reporting of recruitment outcomes disaggregated by race, ethnicity, gender identity, geography, and other available demographics.[68]
    - Track trends for disparate impact at various stages of the hiring process (i.e., application, examination, qualification, hiring, and academy completion)

2. **Goal:** Strengthen equitable recruitment and assignment practices by using disaggregated demographic and geographic data to inform equitable recruitment strategies and support community-connected firefighter placement
    a. **Outcome**: By the end of 2027, establish an equity-informed recruitment framework that uses demographic, geographic, and workforce data to increase representation from historically underrepresented communities while continuing equitable assignment practices for newly graduated firefighters.
    b. **Strategies**:
        - Analyze recruitment outcomes using data disaggregated by race, ethnicity, gender identity, geography, language, and socioeconomic indicators

[65] For informational and communication purposes only.

- 5Develop community-specific recruitment goals informed by demographic data
- Expand partnerships with schools, CUNY, workforce organizations, and community-based organizations serving underrepresented communities

c. **Indicators**:
- Percentage of applicants and new hires from historically underrepresented communities[66]
- Number of targeted recruitment partnerships established
- Percentage of new firefighters and EMTs reflective of the communities and neighborhoods they serve over time

Medium-Term

1. **Goal:** Ensure equitable accommodations and implement substantive interim measures to provide privacy and comfort for women firefighters to foster an inclusive work environment that supports diversity, promotes gender equity, and ensures all members can perform their duties with dignity and respect
   a. **Outcome**: By 2028, assess 100% of requests from firefighters and ensure that all are on the pathway to receiving upgrades and/or substantive interim measures.
   b. **Strategies**:
      - Analyze current facilities in need of accommodation upgrades
      - Determine possibilities for upgrades and/or temporary remediation
      - Rearranging lockers to provide a hallway/separation
      - Constructing temporary changing rooms
      - Update records quarterly and provide Fire Operations and Personnel with updates on renovations that affect applicable facilities
   c. **Indicators**:
      - Number of discussions with Borough Commanders on ongoing gender-related facility needs
      - Percentage of identified facility interim measures and equity accommodations completed (compared to the number of accommodations requested over time)

Long-Term

1. **Goal:** Analyze Citywide medical emergency response times alongside neighborhood demographics to assess potential racial disparities and identify opportunities for resource allocation or reallocation to ensure equitable service delivery

[66] For informational and communications purposes only.

a. **Outcome**: By 2034, reduce disparities in response times to medical emergencies.
b. **Strategies**:
    - Utilize real-time data to monitor call volumes and health trends in underserved communities, allowing for dynamic adjustments in resource allocation
    - Employ predictive analytics to anticipate surges in call volumes and proactively allocate resources to areas most likely to experience increased demand
    - Develop a public awareness campaign to eliminate low acuity transports to hospital emergency departments
c. **Indicators:**
    - Number of minutes on average to respond to medical emergencies across the city
    - Multi-year reduction in medical emergency response times across the city

2. **Goal:** Implement a process for salary reviews to identify any racial disparities and make recommendations
    a. **Outcome**: By 2034, ensure any/all pay parity issues across the Department are regularly reviewed. For actions that can be addressed internally at the agency level, these actions will have been fully effectuated and measures to avoid parity issues will have been implemented. For parity issues that require external partner buy-in, a plan of action will have been drafted and shared with those partners.[67]
    b. **Strategies**:
        - Create a review process to establish parameters for analyzing salaries
        - Execute review process in each Bureau
        - Analyze results and formulate recommendations in an action plan
        - Implement recommendations that are within the purview of the Department, and seek partnership with other oversight agencies to increase pay parity
        - Support policy recommendations requiring collaboration with OMB, MOCS, DCAS, OLR, and other oversight partners
        - Participate as agency partners in working groups spearheaded by oversight agencies
        - Support interagency working groups or ERGs focused on compensation equity
    c. **Indicators**:
        - Percent of discretionary salaries reviewed for racial parity

[67] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

- Percent of discretionary salary increases reviewed for racial parity and corrective actions

Community Equity Priorities Referenced

- #14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

Spotlight Wins

- FDNY launched the 5th edition of its premiere multi-media storytelling project, We Are FDNY, in the first quarter of 2026. Featuring 24 members of the Department across a dozen Bureaus/Units, the campaign highlights unique and diverse stories from members that reflect all titles. We Are FDNY posters are displayed in all FDNY firehouses, EMS stations, training academies, dispatch and civilian offices. Monthly newsletters, social media posts and workstation desktops feature these unique stories.

- FDNY recorded a new Implicit Bias Training in July 2024 with a live audience. The edited version of the multi-module training focusing on personal development, leadership skills, storytelling-based narratives, risk management and experiences from the field will be uploaded on the agency Learning Management Services portal as part of a learning development tool for all 17,500+ personnel.

- FDNY launched targeted Community Risk Reduction (CRR) pilot programs in districts most impacted by fire incidents, using data-driven strategies to reduce fire-related injuries and fatalities and improve health outcomes in vulnerable communities. These pilots integrate proactive outreach, fire safety education, smoke alarm installations, and partnerships with community-based organizations to address neighborhood-specific risks. By focusing resources on historically underserved and high-risk areas, FDNY has strengthened its preventative approach, enhanced community trust, and contributed to measurable improvements in fire safety outcomes. The success of these pilots has positioned FDNY as a national leader in community-centered fire prevention, earning recognition for its innovative, equity-driven model.

- FDNY has advanced efforts to document and elevate the lived experiences and contributions of diverse members who have served the Department despite systemic barriers, laying the foundation for a comprehensive historical narrative timeline. Drawing from internal archives, member testimonies, and historical records, this initiative highlights the resilience and impact of various demographics across both uniformed and civilian roles. By beginning to integrate these narratives into leadership discussions and training spaces, FDNY is fostering a deeper,

shared understanding of the Department's history and its connection to present-day equity goals. This work represents a critical step toward institutionalizing inclusive storytelling and ensuring that the Department's history reflects the full breadth of those who have shaped it.

- FDNY successfully implemented its commitment to strengthening community connections by assigning newly graduated Probationary Firefighters who reside in New York City to the division in which they live whenever feasible, based on individual preference and operational needs. This milestone reinforces the Department's efforts to cultivate a workforce with strong community ties to the neighborhoods it serves, helping build trust, enhance community engagement, and draw on firefighters' local knowledge and lived experience. This initiative was successfully implemented while maintaining equitable initial firehouse assignments and supporting the Department's operational needs.

Mayor's Office of Criminal Justice

Mission and Commitment

The Mayor's Office of Criminal Justice (MOCJ) advises the mayor on the maintenance and improvement of a fair and equitable justice system. Through data, policy, program investment, contracting, and cross-system coordination, MOCJ works to improve public safety, reduce unnecessary incarceration, expand access to justice, and strengthen communities.

MOCJ will advance racial equity through four core pillars:

1. Workforce practices
2. Contracting and resource allocation
3. Program design and service delivery
4. Policy, legislative, and justice-system advocacy

These commitments will be supported by measurable outcomes, disaggregated data where feasible, community participation, public reporting, and clear internal ownership.

Public Feedback Incorporated
Community feedback called for stronger accountability, clearer metrics, transparent and disaggregated data, meaningful community participation, equitable workforce practices, targeted investment in prevention and supportive services, equitable access to diversion, and measurable reductions in racial disparities across criminal justice decision points. This updated plan is responsive by assigning review cadences, establishing public reporting, strengthening community engagement, and requiring corrective action when material disparities are identified.

Implementation and Accountability

- A cross-functional Racial Equity Planning (REP) Team will review progress quarterly and publish an annual aggregate progress update.
- Each goal will have a business owner, data owner, milestones, validated measures, and corrective actions when progress is off track.
- Data will be reported in aggregate, with privacy safeguards, consistent definitions, documented limitations, and revisions to targets when baselines, legal authority, or data-sharing conditions require adjustment.

Racial Equity Goals

Short-Term

1. **Goal:** Build a representative workforce and institutionalize equitable recruitment, hiring, pay, development, and promotion practices
    a. **Outcome:**
        - By the end of 2026, train 100% of hiring managers and executive leadership on equitable recruitment, structured interviewing, and promotion practices.
        - By the end of FY 2027, apply approved protocols to 100% of competitive recruitments and applicable discretionary promotion or salary-review processes and complete an initial aggregate workforce, promotion, and pay-equity analysis.[68]
    b. **Strategies:**
        - Adopt a standardized recruitment and selection checklist covering outreach, qualifications, structured interviews, scoring, panel composition, documentation, and conflict safeguards
        - Expand recruitment pipelines through CUNY, workforce and professional organizations, community-based partners, and City fellowship and internship programs
        - Review promotion pathways, stretch and acting assignments, professional development, salary actions, retention trends, and employee feedback for barriers and corrective action
        - Complete quarterly review and annual aggregate update
    c. **Indicators:**
        - Training and protocol compliance rates
        - Data trends review and update in aggregate for applicant, interview, selection, promotion, retention, representation, and salary[69]
        - Number of diverse partnerships for recruitment pipelines
        - Number of corrective actions

2. **Goal:** Establish durable racial equity governance, public accountability, and meaningful community participation
    a. **Outcome:** By the end of FY 2027, maintain a cross-functional REP team, assign an owner and data owner to each goal, complete quarterly progress reviews, publish an annual progress update, and conduct at least four engagement opportunities annually where feasible, including opportunities for youth, justice-impacted people, providers, advocates, and residents of communities disproportionately affected by violence and enforcement.

[68] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.
[69] For informational and communication purposes only.

b. **Strategies:**
    - Maintain an annual implementation work plan with milestones, ownership, data sources, risks, dependencies, decisions, and corrective actions
    - Utilize accessible neighborhood sessions, virtual meetings, surveys, focus groups, and existing advisory structures
    - Translate public-facing materials consistent with applicable Language Access requirements and available resources
    - Maintain a feedback disposition log explaining whether material recommendations were adopted, modified, deferred, or not adopted
c. **Indicators:**
    - Quarterly review completion
    - Annual report publication
    - Number of community engagement opportunities
    - Participation in community engagement opportunities, by target stakeholder groups (youth, justice-impacted people, providers, advocates, and residents of communities disproportionately affected by violence and enforcement) and neighborhood
    - Number of public-facing materials translated
    - Percentage of recommendations adopted, modified, deferred, or not adopted

3. **Goal:** Advance equitable contracting and transparent, data-informed resource allocation
    a. **Outcome**: By the end of FY2027, establish an aggregate baseline of MOCJ program and contract investments by program area and geography where reliable data exists, assess distribution against community need and justice-system impact, and incorporate racial equity and accessibility criteria into 100% of applicable new program solicitations and evaluation tools, consistent with governing law and City policy.
    b. **Strategies:**
        - Use a procurement and program-design equity rubric that addresses community need, target populations, accessibility, cultural responsiveness, participant voice, outcomes, and provider capacity
        - Conduct broad and targeted outreach to M/WBEs, emerging providers, and organizations with trusted relationships in underserved communities
        - Review aggregate allocations and improve forecasting, technical assistance, and payment practices to reduce barriers for smaller community-based organizations
        - Complete semi-annual reviews
    c. **Indicators:**
        - Percentage of program solicitations and evaluation tools incorporating the equity rubric

- Aggregate program and contract investments by program area and geography
- M/WBE participation and utilization, disaggregated by race and ethnicity
- Number of vendor outreach activities conducted
- Number of bids received from M/WBEs, emerging providers, and community-based organizations
- Number and percentage of contract awards to M/WBEs, emerging providers, and community-based organizations
- Payment timeliness
- Number of technical assistance engagements provided to vendors and community-based organizations

Medium-Term

1. **Goal**: Ensure equitable access to and outcomes from MOCJ-funded programs, including diversion and alternatives to incarceration
    a. **Outcome**: By the end of 2028, apply an equity review to 100% of new program designs and applicable solicitations and complete baseline reviews of priority portfolios. Material disparities in eligibility, referral, enrollment, service intensity, completion, or outcomes will receive a corrective-action plan.
    b. **Strategies**:
        - Map key decision points and barriers across diversion, alternatives to incarceration, pretrial services, reentry, housing, employment, education, mental health, legal support, and restorative justice programs
        - Analyze aggregate participant and outcome data by race and ethnicity and other relevant characteristics, where legally permissible and operationally reliable
        - Review eligibility rules, referral practices, assessment tools, waitlists, service location, hours of operation, digital access, language access, disability access, participant costs, and provider feedback mechanisms to identify and address barriers to equitable access
        - Complete semi-annual reviews
    c. **Indicators**:
        - Percentage of new program designs and applicable solicitations that undergo an equity review
        - Number of priority program portfolios completing baseline equity reviews
        - Referral rates, disaggregated by race, ethnicity, gender identity and other relevant characteristics where available
        - Eligibility rates, disaggregated by race, ethnicity, gender identity and other relevant characteristics where available

- Enrollment rates, disaggregated by race, ethnicity, gender identity and other relevant characteristics where available
- Program completion rates, disaggregated by race, ethnicity, gender identity and other relevant characteristics where available
- Participant outcomes, disaggregated by race, ethnicity, gender identity and other relevant characteristics where available
- Average time to service and waitlist duration
- Diversion program utilization
- Participant experience and satisfaction
- Number of identified disparities with corrective action plans developed and implemented
- Percentage of applicable contracts incorporating equity reporting requirements

2. **Goal:** Direct prevention and supportive-service strategies toward communities disproportionately affected by violence, enforcement, and chronic disinvestment
    a. **Outcome:** By end of 2028, work with Office of Community Service (OCS) to provide data that allows OCS the ability to use neighborhood-level data and resident input to guide community safety investments. Newly launched priority-neighborhood plans will include documented resident engagement and a service strategy considering violence prevention, restorative justice, mental health and trauma supports, arts and youth programming, employment, housing, and other locally identified needs.
    b. **Strategies:**
        - Combine data-driven prioritization with resident-led safety diagnoses and transparent selection criteria
        - Engage residents in problem identification, co-design, implementation review, and evaluation, including compensated participation when legally and fiscally permissible
        - Coordinate investments and services across City agencies and community organizations and assess whether resources align with violence, victimization, justice-system involvement, and social need
        - Complete semi-annual reviews
    d. **Indicators:**
        - Number of priority neighborhood plans with documented resident co-design
        - Investment and service capacity by priority geography
        - Number of resident engagement activities conducted
        - Resident participation in community engagement activities
        - Public safety indicators in priority neighborhoods
        - Resident-reported safety and trust
        - Racial and geographic concentration of violence and enforcement

- Number of neighborhood investment decisions informed by community input and neighborhood-level data

Long-Term

1. **Goal:** Embed a racial equity lens in all policy, legislative, budget, and major operational recommendations addressing structural inequities in the criminal justice system
    a. **Outcome:**
        - By the end of FY2028, finalize an equity-review rubric, define applicability, train relevant staff, and begin annual quality-assurance reviews.
        - By 2034, document a racial-equity review for 100% of priority policies, legislation, budget proposals, and major operational initiatives reviewed or recommended by MOCJ.
    b. **Strategies:**
        - Assess affected populations, historical and current disparities, distribution of benefits and burdens, community input, alternatives, mitigation, and monitoring approaches
        - Define full, expedited, and not-applicable review pathways and train policy, program, finance, procurement, legal, research, and executive staff on the equity review process
        - Include community and subject-matter input for high-impact proposals and track whether reviews change decisions or require corrective action
    c. **Indicators:**
        - Percentage of applicable policies, legislation, budget proposals, and major operational initiatives with completed equity review process
        - Number of staff trained on the equity review process
        - Number of equity reviews resulting in mitigation strategies, alternative approaches, monitoring requirements, or additional community engagement
        - Annual quality assurance reviews completed
        - Number of quality assurance findings and corrective actions implemented
        - Percentage of priority policies, legislation, budget proposals, and major operational initiatives reviewed using the equity review rubric

2. **Goal:** Establish measurable targets that identify racial disparities at critical criminal justice decision points
    a. **Outcome:**
        - By the end of FY2028, establish validated baselines and numerical reduction targets for at least three priority disparities within MOCJ's coordination or influence, potentially including jail

admissions, pretrial detention, diversion access, court supervision, electronic monitoring, case-processing time, disposition, and program completion.
    - By 2034, demonstrate sustained reduction and publicly report progress, limitations, and corrective actions.
b. **Strategies:**
    - Use a recurring analytic framework with appropriate controls and transparent methodology to examine outcomes by race and ethnicity, geography, and other relevant characteristics
    - Work with the Criminal Justice Agency to assess Release Assessment Tool recommendations, release decisions, and outcomes in aggregate, while respecting judicial independence and each partner's authority
    - Assess diversion and alternatives-to-incarceration access and convene justice-system partners to identify root causes, assign actions, and monitor results
    - Complete annual reviews
c. **Indicators:**
    - Number of validated baselines established for priority disparities
    - Number of numerical reduction targets established for priority disparities
    - Jail admissions, pre-trial detention, diversion access, court supervision, electronic monitoring, case-processing time, disposition, and program outcomes, disaggregated by race and ethnicity, geography, and other relevant characteristics where available
    - Release Assessment Tool recommendations, release decisions, and outcomes analyzed in aggregate
    - Percentage of corrective actions completed
    - Progress toward established disparity reduction targets
    - Public reporting of progress, limitations, and corrective actions

3. **Goal:** Review public safety practices and outcomes through a racial equity lens
    a. **Outcome:** By 2034, institutionalize recurring analysis of priority public-safety practices and outcomes by race and ethnicity, geography, and other relevant characteristics and use validated findings to inform policy, training, resource allocation, program design, and supervisory or oversight recommendations within MOCJ's authority.
    b. **Strategies:**
        - Establish baseline disparity measures and conduct recurring reviews of priority public safety data sets and initiatives
        - Where data and agency authority permit, examine enforcement contacts, summons and arrest outcomes, recovery or hit rates,

victimization, complaints, deployment or service patterns, and community-based alternatives
        - Interpret findings in collaboration with oversight entities, agencies, community representatives, and experts; track recommendations and publish aggregate findings while protecting confidential and sensitive information
        - Complete annual review
    c. **Indicators:**
        - Number of priority data sets reviewed
        - Number of recommendations informed by findings
        - Number of recommendations implemented or alternative corrective actions taken
        - Change in identified disparities
        - Community-reported trust, fairness, safety, and access to non-enforcement responses, where measured
        - Number of recurring disparity analyses completed
        - Public release of aggregate findings

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #9: Use and expand non-punitive responses to mental health and all crises. These responses should rely less on police where possible. People should be allowed to decide or contribute to decisions about their own care.
- #11: Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.
- #16: Reduce the number of people of all ages in jail, prison, or court monitoring for criminal offenses, and transform jails into rehabilitation centers.
- #18: Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.

Spotlight Wins

- **Workforce development and recruitment:** Since becoming a standalone agency in FY24, MOCJ has expanded pathways into public service through NYC Urban Fellows, DCAS Civil Service Fellows, Public Service Internships, and NYC Service. From the 17 participants engaged through these programs, five—nearly one-third—have entered City service through open positions at MOCJ.

- **Pretrial Release Assessment:**
    - MOCJ worked with the New York City Criminal Justice Agency to revise the City's pretrial release assessment to establish objective criteria to assist judges in determining likelihood of return to court in an effort to reduce racial and other disparities in pretrial detention.
    - The goals above build on this work through recurring aggregate analysis of recommendation patterns, release decisions, and outcomes linked to partner action and public accountability.

NYC Emergency Management

Mission and Commitment

NYC Emergency Management (NYCEM) helps New Yorkers before, during, and after emergencies through preparedness, education, and response.

NYCEM believes that equity in emergency management is a civil and human right. To better serve all New Yorkers, we strive to directly engage communities in planning, ensuring their concerns are heard and addressed. This includes expanding public messaging and emergency notifications to target hard-to-reach populations and working to build trust in government where it may have eroded. It also means identifying and addressing internal staffing disparities and advocating for equitable Federal management of recovery aid.

NYCEM is committed to building an emergency management culture and program that reflects the city's diversity and range of needs. This approach is closely aligned to NYCEM's mission: to help New Yorkers before, during, and after emergencies through preparedness, education, and response. As outlined in our 2022-2026 Strategic Plan, we are dedicated to closing emergency planning gaps to ensure the communities hardest-hit by disasters are prioritized and receive the resources they need to be both ready and resilient.

Racial Equity Goals

Short-Term

1. **Goal**: Collaborate with City leadership and subject matter experts to develop an equity-focused lens on emergency planning, operations, and recovery
    a. **Outcome**: By the end of 2026, include the Mayor's Office of Equity & Racial Justice (MOERJ) as an Emergency Operations Center (EOC) liaison to provide an equity perspective on Steering Committee calls.
    b. **Strategies**:
        - Cultivate a strong relationship with MOERJ to include the office as a liaison during emergencies
    c. **Indicators**:
        - Number of EOC liaisons/alternates

Medium-Term

1. **Goal**: Develop and implement citywide guidance that helps agencies incorporate the needs of historically marginalized communities into their respective emergency

plans (with particular attention to individuals in congregate settings, public housing and other populations disproportionately impacted by emergencies)

a. **Outcome**: By FY2028, NYCEM will develop, pilot, and begin implementing a racially conscious emergency planning framework and technical assistance for City agencies. This will support the integration of equitable preparedness, response, and recovery practices in agency emergency plans, particularly for agencies serving historically marginalized communities (i.e. NYCHA, DOC, etc.).
b. **Strategies**:
    - Develop standardized emergency planning guidance for City agencies that incorporates best practices and racial equity principles into agency emergency plans
    - Create planning guidance that assists agencies in identifying and addressing the needs of historically overlooked and underserved communities. This includes residents of NYCHA developments, people living in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods, individuals in congregate settings, people with disabilities and access and functional needs, immigrant communities, and people with limited English proficiency.
    - Partner with MOERJ and other relevant agencies to incorporate equity considerations into emergency planning templates, planning checklists, and planning reviews
    - Pilot the guidance with agencies serving populations disproportionately impacted by emergencies before broader implementation
    - Collaborate with community-based organizations and subject matter experts and involve them in the development and refinement of planning guidance
c. **Indicators:**
    - Percent of participating agency emergency plans that incorporate NYCEM's equity planning guidance
    - Percent of participating agency plans that include strategies addressing historically underserved populations
    - Number of community-based organizations and experts consulted for emergency planning guidance
    - Number of external and city partners consulted for emergency planning guidance

2. **Goal:** Enhance emergency management plans by incorporating a racial equity lens to ensure all communities are served effectively through the integrated planning and preparedness process.
    a. **Outcome:** By 2028, NYCEM will apply a structured racial equity review for all new emergency plans.

b. **Strategies:**
    - Develop and begin applying a racial equity lens when updating or developing an emergency planning document
    - Develop a structured process for including community partners in emergency plan development and review, and ensure there is a mechanism to incorporate feedback
    - Develop equity-related learning objectives for improving staff familiarity with equity best practices in emergency responses
    - Evaluate options for format and delivery of learning opportunities on equity best practices in emergency responses
    - Provide EOC Leadership Pathway participants with opportunities to engage with experts in equity in emergency management
    - Continue including Disability, Access, and Functional Needs (DAFN) and social vulnerability planning considerations as discussion areas during the City's Integrated Planning and Preparedness Workshop (IPPW)
    - Include agency subject matter experts (SMEs) on the exercise planning teams and identify planning gaps during exercise development
    - Incorporate racial equity considerations into EOC functional exercises
c. **Indicators:**
    - Percent of plans that have gone through an internal racial equity review
    - Number of Strengthening Communities partners engaged in plan development/updates
    - Year-to-year representation of historically underserved communities in emergency planning
    - Percent of plans where Strengthening Communities partners have been engaged
    - Number of equity-focused learning opportunities for EOC Pathway participants
    - Percent of participants and community members reporting increased ability to apply emergency measures
    - Number of exercises with racial equity considerations

3. **Goal**: Increase public awareness and utilization of NYCEM’s multilingual emergency communications and language access resources
    a. **Outcome:** By FY2028, increase awareness and utilization of NYCEM's multilingual emergency communication resources among communities with historically lower engagement and higher emergency vulnerability.
    b. **Strategies**:
        - Develop multilingual public education campaigns explaining available emergency communication resources

- Partner with NYC Mayor's Office of Immigrant Affairs (MOIA), community-based organizations, schools, libraries, NYCHA developments, and faith-based organizations to promote Notify NYC and other emergency communication tools
- Create simple multilingual educational materials explaining how emergency alerts are translated and distributed
- Coordinate with MOIA and other language access partners to improve outreach regarding existing multilingual emergency resources
- Coordinate and host community/public education sessions on the language and translation resources New Yorkers have access to in case of an emergency

c. **Indicators**:
- Year-to-year percentage of multilingual Notify NYC subscriptions among targeted communities
- Using community surveys to track and measure awareness of multilingual emergency resources
- Geographic distribution of multilingual subscribers across TRIE neighborhoods

4. **Goal**: Increase NYCEM's community engagement and outreach to improve emergency preparedness in TRIE neighborhoods
   a. **Outcome**: By 2028, increase agency presence in the 33 TRIE neighborhoods through Ready NY, Strengthening Communities, and Community Emergency Response Team (CERT).
   b. **Strategies**:
      - Evaluate existing NYCEM community engagement activities in TRIE neighborhoods and identify potential gaps in programming
      - Tailor community engagement strategies to each TRIE neighborhood to increase preparedness
      - Target CERT recruiting events in TRIE neighborhoods
   c. **Indicators**:
      - Number of partnerships made within TRIE neighborhoods by community engagement staff
      - Number of CERT recruiting events held in TRIE neighborhoods

5. **Goal:** Promote equitable recruitment and hiring process strategies
   a. **Outcome**: By 2028, ensure robust recruitment plans and equitable hiring processes are implemented for 100% of agency vacancies in staff and leadership.
   b. **Strategies**:
      - Continue paid college aide, DYCD summer youth employment program, and Silver Star programs at NYCEM
      - Showcase NYCEM's diverse workforce across recruitment events (e.g. career fairs, veteran's events, city-sponsored mass recruitment

events)
    - Finalize and implement the Equitable Recruitment Checklist to diversify candidate pools through increased engagement with a variety of stakeholders (e.g., strengthening communities' partners, John D. Solomon alumni) and media
    - Continue ensuring NYCEM hiring panels are diverse, with Human Capital Management (HCM) review and approval of panelists before candidates are interviewed
  c. **Indicators**:
    - Number of recruitment events attended
    - Percent of workforce representation across demographic groups[70]
    - Number of students participating in NYCEM programs
    - Demographic composition of workforce across titles and divisions, including executive leadership positions for routine operations and emergency operations[73]

6. **Goal:** Build NYCEM capacity to increase outreach to people speaking a language other than English and multilingual New Yorkers to ensure that access is not a barrier in emergency communication
  a. **Outcome**: By 2028, increase the percentage of people speaking a language other than English and multilingual New Yorkers who receive Notify NYC notifications by 10%.
  b. **Strategies**:
    - Identify funding for community groups to participate in reviewing translated materials
    - Develop support for Spanish and Chinese (Traditional and Simplified) in the Notify NYC mobile application
    - Promote WhatsApp emergency notification groups for public and ethnic media engagement
    - Test CERT volunteers for language access skills to expand outreach to multilingual communities
  c. **Indicators**:
    - Number of multilingual subscribers to Notify NYC
    - Number of users in WhatsApp groups
    - Number of CERT volunteers certified for language access skills

7. **Goal**: Enhance heat season Cool Options messaging in TRIE neighborhood areas to reduce heat-related illness among vulnerable populations
  a. **Outcome**: By 2028, establish recurring "Cool Options" messaging in print, media, and out-of-home marketing in 100% of TRIE neighborhoods.
  b. **Strategies**:
    - Assess the effectiveness of the 2024 heat season messaging campaign, identify the most effective messaging tools, and determine

[70] For informational and communications purposes only.

which TRIE neighborhoods have already received Cool Options messaging
    - Develop a multi-year roll-out plan to place Cool Options messaging in every TRIE neighborhood, taking into account language accessibility, ethnic media ad placements, and geographic balance
    - Begin designing graphics and developing long-term relationships with media outlets and community-based ethnic newspapers in the identified zip codes
    - The enhanced Cool Options messaging will begin in the summer of 2026 and grow progressively until Q4 2028, at which point every identified zip code should have annual Cool Options messaging in place
  c. **Indicators**:
    - Percent of TRIE neighborhoods with recurring Cool Options messaging
    - Percent of advertising and marketing spending in TRIE neighborhoods annually
    - Number of emergency department visits and EMS calls related to heat in TRIE neighborhoods

8. **Goal**: Ensure that NYCEM is better supporting residents of basement apartments to combat flooding to reduce preventable deaths, which disproportionately affect low-income and immigrant New Yorkers
  a. **Outcome**: By 2028, increase enrollment in the Notify NYC Basement Notifications group by 100%.
  b. **Strategies:**
    - Analyze data on basement apartments in NYC to better target NYCEM strategies and determine program effectiveness
    - Increase the number of community events highlighting Notify NYC/basement apartments group within TRIE neighborhoods
    - Engage Strengthening Communities in door-to-door canvassing for basement apartments in TRIE neighborhoods
    - Partner with elected officials to encourage enrollment in the Notify NYC Basement Notifications group
  c. **Indicators**:
    - Number of community events participated in, including Ready NY and Capacity building sessions
    - Year to year percentage of preparedness outcomes in targeted communities
    - Number of Notify NYC enrollments in basement apartment group

Long-Term

1. **Goal:** NYCEM has had 30% goal for M/WBE utilization and will continue to

implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

a. **Outcome**: By 2034, maintain consistent implementation and assessment for M/WBE utilization.
b. **Strategies**:
    - Create a tracking system and regular reporting system to monitor M/WBE contract utilization across the agency and analyze the disparity within the disparity in agency contracting
c. **Indicators**:
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded, disaggregated by race, ethnicity, and gender

2. **Goal**: Incorporate a commitment to racial equity in recovery planning to equitably support historically marginalized communities, who are disproportionately impacted by emergencies and disparities in response
    a. **Outcome**: By 2034, incorporate strategies, operations, and data tracking in 100% of recovery plans that focus on equitable outcomes for disaster survivors.
    b. **Strategies**:
        - Track recovery through a racial equity lens in NYCEM Recovery Dashboards and post-disaster reports
        - Advocate/partner with organizations to allocate and distribute local (i.e., non-Federal, non-State) recovery funding to historically disadvantaged communities
        - Conduct analysis, overlaying collected damage assessment and financial recovery data with socioeconomic layers, including TRIE neighborhoods and high Social Vulnerability Index (SVI) areas, to advocate for disaster declarations and equitable distribution of federal recovery aid
        - Partner with academic institutions to learn recovery planning best practices incorporating racial equity considerations
    c. **Indicators**:
        - Number of recovery dashboards that include equity variables in the analysis of damage and recovery aid
        - Number of reports that document past damage/recovery aid through a racial equity lens
        - Number of academic partnerships to study best practices for incorporating racial equity
        - Number of grants provided to low-to-moderate income (LMI) communities in historically disadvantaged communities for when there are major disasters

3. **Goal**: Ensure 2030 census data informs NYCEM's commitment to provide and expand language support in communications to people speaking a language other than English and multilingual New Yorkers through Notify NYC
    a. **Outcome**: By 2034, review census data and identify additional languages to support within the Notify NYC program.
    b. **Strategies**:
        - Identify any additional languages that should be supported
        - Engage vendors to discuss potential for adding language support
    c. **Indicators**:
        - Number of Notify NYC enrollments in newly supported languages
        - Number of additional top languages identified by NYC Census
        - Percent of additional top languages incorporated into Notify NYC

4. **Goal**: Incorporate a racial equity lens when coordinating hazard mitigation funding applications from City agencies
    a. **Outcome:** By 2034, incorporate a racial equity assessment into all mitigation planning, funding requests, and federal advocacy.
    b. **Strategies**:
        - Track hazard mitigation applications for funding and awards and overlay with TRIE neighborhoods
        - Utilize analysis to provide insights into mitigation funding and racial equity (i.e., where additional hazard mitigation funding could support TRIE neighborhoods)
        - Incorporate analysis into mitigation advocacy opportunities to further advocate for equitable mitigation funding
    c. **Indicators**:
        - Dollars of mitigation funding requested and obtained for TRIE neighborhoods

Community Equity Priorities Referenced

- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #14: Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.

Spotlight Wins

- The 2024 NYC Hazard Mitigation Plan is a public document that identifies the natural hazards facing New York City and specifies long-term strategies to reduce those risks and the City's vulnerability to them. NYCEM made sure to incorporate

the perspectives and context of historic and on-going inequities and injustices, including adding a goal to create a healthy and equitable environment, incorporate perspectives and context of race and inequities based on historic redlining and highlighting where vulnerable neighborhoods are located, and other improvements.

- NYCEM is committed to ensuring equity in public communications and outreach. Specifically, we have prioritized translating agency materials and emergency messaging to reach all New Yorkers across a range of platforms. In 2021, NYCEM rolled out multilingual Twitter (now known as X) notifications. In 2023, NYCEM coordinated with OTI to enhance NYCEM's website, enabling non-English speakers to translate the website into multiple languages on desktops and within cell phone browsers. NYCEM also natively translated the updated Cooling Center Finder and the new Hurricane Evacuation Zone Finder in 12 languages. In addition, in 2023, NYCEM launched a Notify NYC notification group for residents living in basements which may be prone to flooding and other hazards. This group's enrollment is largely concentrated in majority-minority neighborhoods.

- In 2023, the Strengthening Communities program added 20 new networks to its roster, expanding the program to a total of 35 community networks across all five boroughs. Most of these networks overlap with TRIE neighborhoods (32 out of 35 Strengthening Communities networks are in TRIE neighborhoods, with the other 3 operating citywide), advancing NYCEM's efforts towards more equitable response and recovery operations in hard-to-reach communities.

  NYCEM utilizes a thoughtful awards program entitled "Annual Performance Awards" that recognize and celebrates our staff and the invaluable contributions our employees have made at NYCEM. All staff are invited to submit nominations. The committee making the decision awards is comprised of 100 percent women and 25 percent minority. The Chief Equity & Diversity Officer (CEDO) who leads the Office of Inclusion, Diversity, Equity, and Accessibility (IDEA) serves on the NYCEM Awards committee for the purpose of embedding EEO/Diversity and Inclusion events/awards. The CEDO will continue to work with the awards committee on its inclusion of the Lonestar Award for the NYCEM employee who demonstrates a strong commitment to IDEA on or outside of the job into the employee recognition program. This plan year's NYCEM Annual Performance Awards and Nominations took place during the January Birthday Babies/ Awards Ceremony, January 28, 2026.

- Office of Inclusion, Diversity, Equity and Accessibility (IDEA) developed a Cultural Sensitivity in the Workplace training for all staff held July 14, 2025.

- IDEA leads NYCEM's implementation of the agency Racial Equity Plan, collecting metrics across Bureaus/Offices, reviewing progress, and guiding teams in achieving goals and objectives over time.

- NYCEM employees Eric Stoessel and Thea Paulucci created the LGBTQ+ Emergency Managers ERG on June 2, 2025. The ERG’s purpose is for queer-identifying colleagues and allies to network, hold social events and participate in volunteer projects.

- The 2025 NYC Hazard Mitigation Plan is a public document that identifies the natural hazards facing New York City and specifies long-term strategies to reduce those risks and the City's vulnerability to them. This document serves as foundational overview for citywide capabilities and strategies. NYCEM made sure to incorporate the perspectives and context of historic and on-going inequities and injustices, including by adding a goal to create a healthy & equitable environment, incorporating perspectives and context of race and inequities based on historic redlining, and highlighting where vulnerable neighborhoods are located, along with other improvements.

New York City Police Department

Mission and Commitment

The mission of the New York City Police Department (NYPD) is to enhance the quality of life in New York City (NYC) by working in partnership with the community to enforce the law, preserve peace, protect the people, reduce fear, and maintain order.

The NYPD acknowledges its responsibility to address disparities and is committed to implementing these initiatives to promote equity, fairness, and inclusivity within the NYPD and in its service to the broader community.

Building on its existing diversity efforts, the NYPD is looking to further increase representation within its ranks, particularly in leadership positions and in specialized units. This demonstrates the NYPD's understanding that a diverse workforce at all levels is crucial for effective community policing and building trust.

As the NYPD continues to build on its progress, these initiatives have the potential to create a more trusted, responsive, and just police force that better serves all New York City residents.

Racial Equity Goals

Short-Term

1. **Goal:** Strengthen equitable workforce practices and systems to remove unnecessary barriers and support equitable opportunity throughout an employee's career
    a. **Outcome:** By the end of 2026, improve equitable access to employment opportunities and strengthen career pathways across the department by reducing barriers to recruitment and hiring and expanding opportunities for retention, mentorship, leadership development, and career advancement.
    b. **Strategies:**
        - Assess the NYPD's Police Officer hiring process by focusing on outreach, the background check, the psychological exam, the job standards test, and the disqualifications process
        - Develop recommendations through the Panel on Applicant Hiring and implement recommendations to reduce unnecessary barriers in the hiring process
        - Identify and analyze barriers that underrepresented groups face in recruitment, hiring, retention, and career advancement opportunities across the department
        - Leverage existing workforce development initiatives such as the

Rank to Rise Mentorship Program and develop additional initiatives to address workforce equity gaps identified through disaggregated demographic analyses
    - Continuously monitor and evaluate progress toward workforce equity goals and use workforce demographic data to refine recruitment, hiring, retention, mentorship, leadership development, and career advancement strategies
    - Develop a plan of action to improve the process and mitigate any disparate outcomes
  c. **Indicators:**
    - Length of recruitment and hiring timeline
    - Rate of attrition throughout the recruitment and hiring process
    - Demographics of applicant pool and new hires
    - Workforce demographics, disaggregated by bureau, rank, race/ethnicity, and gender
    - Retention rate of historically underrepresented groups
    - Percentage of recommendations from the Panel on Applicant Hiring implemented
    - Percentage of workforce participating in a mentorship/leadership development program disaggregated by bureau, rank, race/ethnicity and gender
    - Number of targeted recruitment initiatives conducted in the 33 Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods[71]

2. **Goal**: Build agency-wide capacity to recognize and address implicit bias, race-based trauma, and hate crimes by developing and piloting comprehensive training for new hires and integrating key concepts into ongoing professional development
  a. **Outcome:** By the end of 2026, implement and institutionalize a comprehensive training curriculum for 100% of new hires with core concepts embedded into ongoing workforce development.
  b. **Strategies:**
    - Identify and engage key stakeholders and community experts in the development of the curriculum
    - Conduct a needs assessment to identify specific training requirements and pilot training curriculum
    - Integrate implicit bias, race-based trauma, and hate crime training concepts into existing leadership development opportunities
  c. **Indicators:**
    - Number of community experts engaged in development of material

[71] A TRIE Neighborhood in New York City is a designated area identified by the Taskforce on Racial Inclusion & Equity as a priority due to significant racial and economic disparities, particularly exacerbated during the COVID-19 pandemic. These neighborhoods receive targeted resources and support to improve health equity and socioeconomic conditions.

- Percentage of new hires completing the training curriculum
- Percentage of employees demonstrating an increase in understanding of implicit bias, race-based trauma, hate crimes, through pre- and post-assessments

3. **Goal:** Center community voices in the development of an equitable enforcement approach within the NYPD to address systemic issues while fostering trust and collaboration with the communities served
    a. **Outcome:** By the end of 2027, collect community feedback on equitable policing approaches in all 33 TRIE neighborhoods.
    b. **Strategies:**
        - Organize community forums and workshops in all 33 TRIE neighborhoods to discuss policing needs and concerns
        - Collaborate with local community-based organizations, to facilitate discussions, gather community-informed feedback
        - Incorporate community-informed feedback into the Department's equity review processes to help inform priorities, recommendations, and implementation planning
        - Assess changes in community trust, participation, and engagement to inform continuous improvement of equitable policing efforts
    c. **Indicators:**
        - Number of community forums and workshops held, and attendance rates, by TRIE neighborhood
        - Survey results measuring community perceptions of police engagement and trust
        - Percentage of TRIE neighborhoods engaged through community forums, workshops, or other community engagement activities

Medium-Term

1. **Goal:** Quantify, track, and analyze racial disparities in stops, frisks, and searches in an effort to reduce identified disparities and support continuous improvement
    a. **Outcome:** The Racial Disparities Review Committee will regularly analyze the Department's Stop, Question, and Frisk (SQF) practices, review data, and identify opportunities to reduce racial disparities in enforcement.
    b. **Strategies:**
        - Use data to monitor, analyze, and seek to reduce racial disparities in the Department's SQF enforcement
        - Identify and seek to reduce unaccounted-for racial disparities
        - Prepare data models to analyze trends in Department-level and command-level disparities
        - Focus on outlier commands driving unaccounted-for racial

disparities in SQF enforcement
- Report to the public regarding racial disparities in SQF enforcement

c. **Indicators:**
- Reduction in unaccounted-for racial disparities in stop activity
- Reduction in unaccounted-for racial disparities in post-stop outcomes

2. **Goal:** Increase the representation of underrepresented groups in specialized units across the NYPD
   a. **Outcome:** By 2028, increase representation of underrepresented groups across all the specialized units of the NYPD through targeted outreach and data-informed recruitment strategies.
   b. **Strategies:**
      - Identify which units are considered specialized within each of the bureaus
      - Identify specific underrepresented groups and identify clear, measurable steps to increase outreach
      - Create outreach programs specifically designed to attract candidates from underrepresented groups
      - Implement a data-driven approach to monitor representation levels over time
   c. **Indicators:**
      - Demographics of the workforce in specialized units, disaggregated by bureau, rank, race, ethnicity, and gender identity, and other relevant demographic characteristics

3. **Goal:** Train all recruits using scenario-based training focusing on identifying unconscious bias, race-based trauma, and hate crimes to foster mutual respect, enhance trust, and ensure that all community members are treated with dignity and understanding
   a. **Outcome:** By 2028, ensure incoming recruits on cultural competence, communication skills, and sensitivity needed to effectively interact with diverse communities, including immigrants, religious groups, the LGBTQIA+ community, families experiencing domestic violence, the deaf or hard-of-hearing, the blind and low vision, and people with developmental, learning, mobility, and mental health disabilities, including individuals who are neuro-divergent.
   b. **Strategies:**
      - Implement a pilot training program with select officers and collect feedback to make necessary adjustments to the curriculum
      - Roll out the comprehensive training curriculum to all relevant units
      - Establish a system for ongoing monitoring, evaluation, and updates to the curriculum to reflect emerging research, community feedback, and operational needs

c. **Indicators:**
    - Percentage of recruits who complete the training curriculum
    - Percentage of participants demonstrating improved cultural competency proficiency in post-training assessments

4. **Goal:** Develop and implement pilot community policing initiatives in selected TRIE neighborhoods, focusing on prevention and early intervention strategies to address local concerns
    a. **Outcome:** By 2028, implement at least one community-driven policing initiative in each of the TRIE neighborhoods, resulting in measurable improvements in community satisfaction and trust.
    b. **Strategies:**
        - Collaborate with community stakeholders to design and tailor community policing programs that address local needs
        - Identify and implement pilot community policing programs in selected TRIE neighborhoods, focusing on prevention and early intervention
    c. **Indicators:**
        - Community satisfaction with police services, measured through surveys
        - Crime rates in pilot neighborhoods before and after implementation
        - Number of pilot community policing initiatives implemented in TRIE neighborhoods

5. **Goal:** Collaborate with relevant city agencies/offices on expanding co-creation of tailored, comprehensive community safety and crime prevention plans with residents in neighborhoods disproportionately impacted by violence
    a. **Outcome:** By 2028, implement community safety and crime prevention plans in all target neighborhoods, resulting in measurable reductions in crime in communities where plans have been implemented.
    b. **Strategies:**
        - Partner with the Mayor's Office of Criminal Justice, Department of Health and Mental Hygiene, NYC Housing Authority, Mayor's Office to Prevent Gun Violence, and community-based organizations to jointly create community safety and crime prevention plans
        - Engage precinct community councils—residents, faith leaders, youth, small businesses, nonprofits—in each target neighborhood; convene quarterly to develop evaluation criteria, priorities, and implementation strategies
    c. **Indicators:**
        - All indicators disaggregated by race, ethnicity, age and other demographics

- Crime rates before and after plans implemented
- Community trust before and after plans implemented
- Number of community safety and crime prevention plans developed and implemented

Long-Term

1. **Goal:** Create a more representative and inclusive NYPD at all levels through equitable recruitment, retention, and advancement practices
    a. **Outcome:** By 2034, increase representation in all executive titles and ranks of the NYPD to better reflect the internal demographics of the NYPD and the diverse population of New York City, ensuring a more representative and inclusive command structure.
    b. **Strategies:**
        - Collect and analyze workforce demographic data on gender, race, ethnicity, age, and other relevant demographic factors across all leadership levels
        - Create formal mentoring and development programs to prepare employees from underrepresented groups for leadership roles through network development and career guidance
        - Examine promotion rates to identify any disparities and implement a data-driven approach to ensure all members of service are promoted fairly on an equitable basis across the Department
    c. **Indicators:**
        - Workforce demographics of NYPD leadership, disaggregated by race, ethnicity, gender identity, age, and other relevant demographic characteristics
        - Comparison of NYPD leadership demographics to the overall NYPD demographics
        - Promotion rates for employees disaggregated by race, ethnicity, and gender identity
        - Time to promotion for employees disaggregated by race, ethnicity, and gender identity

2. **Goal:** Fully integrate equity principles into every aspect of NYPD operations and culture, creating a fair and just policing environment that builds trust with all communities served
    a. **Outcome:** By 2034, ensure equity principles become an intrinsic part of NYPD's decision-making processes, policies, and daily operations, resulting in measurable improvements in fair policing practices and community trust.

b. **Strategies:**
    - Implement a comprehensive equity impact assessment process for all new policies and initiatives
    - Establish an Innovation and Recognition Program to incentivize equity-focused solutions from officers and precincts
c. **Indicators:**
    - Percent of new policies and initiatives that undergo equity impact assessments before implementation
    - Number of officers or commands recognized for developing and implementing equity-focused initiatives
    - Number of equity impact assessments completed annually

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #18: Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.

Spotlight Wins

- **The Women's Institute:** A leadership development program designed to address the underrepresentation of women in executive roles. The program brings together 100 NYPD women from diverse backgrounds, ages, abilities, and identities, equipping participants with networking, mentorship, and professional development opportunities to support career advancement. Participants collaborate to research issues disproportionately affecting women in the workplace and develop evidence-based recommendations for Department leadership. By expanding leadership development opportunities and addressing barriers to advancement, the Women's Institute supports a more representative leadership pipeline and promotes workforce equity across the Department. The Women's Institute and its goals were incorporated into the Rank to Rise Mentorship Program, which was launched in February 2026.

- **The Rank to Rise Mentorship Program:** A Department-wide voluntary mentorship program designed to support leadership development, foster career growth, increase retention, and raise morale across all ranks and titles within the department, including executive-to-executive mentorship opportunities.

- **ASL Initiative:** The NYPD's American Sign Language (ASL) Interpreter Certification Pathway is a first-of-its-kind initiative designed to improve communication and accessibility for the approximately 200,000 Deaf and Hard of Hearing New Yorkers. In partnership with the Mayor's Office for People with Disabilities, the program trains officers in ASL fundamentals, interpreting techniques, and emergency communication to strengthen interactions and reduce communication barriers. Building on ongoing ADA efforts, the program includes a budget for an ASL curriculum, hiring a Deaf instructor, and covering the cost and preparation of the Registry of Interpreters for the Deaf (RID) test for officers. Additionally, the initiative establishes the NYPD's first dedicated ASL Response Team, providing on-call state-certified interpreters and conducting comprehensive courses to deepen officers' understanding of Deaf cultural norms. This effort enhances safety, understanding, and cooperation, ensuring concise communication in high-pressure scenarios and fostering a safe environment for the Deaf and Hard of Hearing community.

- **Equitable Decision Making:** Equips civilian and uniformed supervisors with tools to recognize how day-to-day management decisions can impact workforce equity and organizational culture. The training focuses on staff development, transparency, equitable distribution of training opportunities, overtime management, performance evaluations, and command assignments, helping leaders identify potential bias and disparate impacts in decision-making. By promoting more equitable and consistent management practices, the program supports fair access to professional development, career advancement, and leadership opportunities.

- The New York Police Department (NYPD) has made significant strides in areas of public service, community engagement, crime reduction, and organizational development. Below is a summary of key accomplishments:

    - **Neighborhood Policing Program**: Launched in 2015, has been one of the most significant milestones in fostering trust between officers and the communities they serve. Through Neighborhood Coordination Officers (NCOs), the program assigned officers to specific sectors of neighborhoods, giving residents a consistent point of contact to address local concerns. According to NYPD data, over 70 percent of surveyed residents in participating neighborhoods reported improved relations with local officers.

    - **NYPD Community Center**: Opened in 2019, a historic first-of-its-kind venue and partnership that provides a variety of high-quality educational, recreational and social programming for young people and adults. It serves as a place for family events, community meetings and a range of other enrichment opportunities. The center, located in the Brooklyn community of East New York, is the former site of a courthouse that underwent extensive renovations. The building now features classrooms, a computer lab, fitness

center, dance studio, music room, and counseling space.

- **Police Athletic League (PAL) and the Explorers Program**: Engage thousands of young people annually in mentorship, leadership training, and crime prevention education. By 2023, over 20,000 youth had participated in the Explorers Program, with many graduates pursuing careers in law enforcement, community service, or related fields.

- **Crisis Management System (CMS) Partnership**: The NYPD has developed partnerships with social services and nonprofits, such as the Crisis Management System (CMS), which focuses on violence interruption in neighborhoods with high rates of gun violence. The CMS, often described as “violence interrupters,” works to mediate conflicts before they escalate. The collaboration between the NYPD and community-based organizations earned praise for significantly reducing gun violence in high-crime areas.

- **Crime Reduction and Prevention Strategies:** The NYPD has seen remarkable crime reductions through strategic initiatives, including the CompStat system, which uses data-driven analysis to deploy officers where crime is most likely to occur. This was complemented by proactive measures such as Operation Impact (2003), where officers were deployed to high-crime areas. Between 2003 and 2023, New York City's major crime rates declined by over 40 percent, with homicides falling from 596 in 2003 to around 391 by 2023, according to NYPD reports.

- **Crisis Intervention Training (CIT) Program:** The NYPD revamped its training curriculum and increased its focus on de-escalation tactics, crisis intervention, and bias awareness. A comprehensive Crisis Intervention Training (CIT) program was introduced in 2015 and has since expanded to train all officers on responding to individuals with mental health needs. The training program has been recognized as a model for large urban police departments. Additionally, in 2022, the NYPD received commendation for integrating implicit bias training for all recruits and in-service officers.

Good Governance and Inclusive Decision-Making



Good Governance and Inclusive Decision-Making

Condition of Thriving: We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: ***Access and opportunity to participate meaningfully in government decision-making***.

To achieve racial equity, the City must hold itself to unwavering standards of governance, including building a representative and inclusive workforce, dismantling discrimination across the city, advancing accountability and integrity in our operations, implementing just enforcement and regulatory mechanisms, promoting transparency, and centering communities and participatory processes.

Representation and Inclusivity

Structural and institutional racism have historically impacted access to employment, leading to occupational segregation. This has not only caused disparities in wealth building, but also disparities in access to benefits such as health care, paid time off, and financial programs. Like employers across the country, there is significant occupational segregation in the City's workforce.

Jim Crow laws enforced racial segregation and discrimination, severely limiting employment opportunities for African Americans, relegating them to low-wage, low-skill jobs. Even as the New Deal introduced workforce protections like minimum wage laws, Social Security benefits, and overtime pay, these provisions often excluded people of color.[lxxv] Additionally, school segregation and discrimination in college admissions created significant barriers to entry across various industries. Access to government jobs—traditionally viewed as "good" jobs due to their benefits and potential for economic stability—was also affected by these structural inequalities. The civil service system, though designed to promote fairness in hiring through a competitive process, was still subject to bias and failed to address the systemic discrimination and barriers faced by people of color. It is important to note that most City positions are in the competitive class, for which New York State Civil Service Law requires candidates to take a test to determine their merit and fitness for the job. This, at times, has had an adverse impact on enhancing representation in various job titles. We recognize that these inequities contribute to persistent occupational segregation, pay disparities, and limited upward mobility for marginalized communities.

While considerable progress has been made to address these historical harms, disparities still exist. Data suggests that diversity in New York's state and local government agencies has increased over the last decade.[lxxvi] Despite the City's workforce diversity, racial disparities remain across civil service titles. Although approximately 60 percent of the City's workforce identify as people of color[lxxvii],

they are disproportionately represented in lower-paying civil service titles.

Civil Rights and Discrimination

The federal government passed the Civil Rights Act of 1964 to outlaw segregation in public spaces because exclusion and threats of violence denied Black people access to basic services such as hotels, restaurants, salons, and gas stations.

Anti-discrimination laws, like the NYC Human Rights Law, passed in 1965, were created to prevent and prohibit race and color discrimination, and signal the legal consequences for discrimination. Today, the NYC Human Rights Law is one of the broadest anti- discrimination laws in the country, with over 25 protected categories, including race, color, national origin, ethnicity, disability, gender identity, and sexual orientation. The NYC Human Rights Law prohibits housing providers, employers, and public spaces from discriminating against people on the basis of their identity. The City is committed to vigorously enforcing the Human Rights Law by investigating individual allegations of discrimination, and identifying larger patterns and practices of discrimination, which often disproportionately harm people of color.

While pursuing individual cases of discrimination makes up a significant portion of the City's enforcement, barriers remain for individuals to report discrimination and harassment. There is significant evidence indicating that communities most impacted by discrimination and bias under-report these experiences. Individuals may not report discrimination for many reasons including, a lack of awareness of legal rights, the emotional impact of reporting, time constraints, and fear of retaliation. However, it is also well documented that distrust in government is a major factor. A recent report indicated that government is distrusted in many countries around the world, with government distrusted in 17 of the 28 countries surveyed.[lxxviii] These factors likely impact reporting to the City. In recent years, less than 20 percent of claims were race-related, [lxxix] even though racial discrimination persists across New York City.

Accountability and Integrity

It is important to recognize that the City's institutions, staff members, and vendors can also inflict harm upon New Yorkers. As such, when we think about advancing racial equity through the law, we must apply many lenses, including the lenses of justice and equity, into all aspects of our internal- and external-legal matters.

In promoting integrity and equity for all New Yorkers, the City investigates individuals, including government actors, who steal or waste valuable public resources – including those intended to benefit vulnerable New Yorkers. These individuals who pose risks to the efficient and appropriate use of resources, or allow such risks to persist

unchecked, undermine integrity and transparency in City government.

Systemic corruption and misuse of public resources, when they occur, often disproportionately impact marginalized communities, particularly communities of color, to the extent that unethical or corrupt government entities or third parties divert public resources from their intended recipients. Recent examples of the City's work in this respect include a Florida woman charged with a years-long scheme to defraud approximately 120 low-income New York City residents out of tens of thousands of dollars of their Supplemental Nutrition Assistance Program benefits,[lxxx] and the arrest of a former senior fiscal officer for embezzling nearly $2.3 million from a nonprofit organization that received City funding to provide employment and education services for economically disadvantaged people and those with emotional, developmental, and/or physical disabilities.[lxxxi] It is imperative that the City's legal and regulatory enforcement ensure that racial inequities are not further exacerbated.

Just Enforcement and Processes

When City enforcement agencies issue summonses to residents, when a city agency files disciplinary charges against an employee, when a parent files a complaint regarding special education services for a child, or when other types of civil violations are alleged, the City seeks to adjudicate these matters in a manner that ensures fairness and equal treatment to all parties regardless of race or other status.

All administrative law judges and hearing officers in City administrative tribunals are bound by a judicial code of ethics, which includes a duty to act in a manner without bias or prejudice based on socioeconomic status or any status protected by the New York City Human Rights Law and New York State Human Rights Law.

Ethical rules also require administrative adjudicators to take specific steps to ensure that unrepresented parties are fully heard, including explaining the procedures, using plain language, providing translation and interpreters to overcome language barriers, and supplying information about low- or no-cost legal resources that may be available to those who lack the wherewithal to secure legal representation.

The City also has a Center for Creative Conflict Resolution, which is the City's central resource for conflict resolution services and restorative justice work, and central to that work is equity and fair treatment.

However, many factors outside of the adjudicatory process might result in unintended disparities – including enforcement strategies, fine structures, disciplinary decisions, and the laws and rules that define violations.

Transparency

Through the Municipal Library and Municipal Archives, the City works to preserve and provide access to records of New York City's municipal government dating from the first colonial settlements in the 1600s to the present day. The work of countless City clerks, librarians, and archivists over the past four centuries has allowed the City to not only preserve history, but to learn from it.

The Office of the United Nations High Commissioner for Human Rights stated that preserving and learning from history is "key to strengthen the global fight against racism."[lxxxii] In this spirit, the City has long been organizing and cataloging records that document government decision-making and engagement with residents.

However, records from the earliest collections in the 17th and 18th centuries are handwritten in English and cursive, making it difficult to decipher and make accessible to multilingual users with accuracy in real time. Collections must better reflect New York City's diverse communities, which requires not only expanding the types of records transferred to the Archives, but also ensuring that City agencies better document and report on stories and perspectives of underrepresented communities. Unfortunately, adherence to the City's charter mandate requirements for transferring archival records, managing records, and adding content to the Government Publications Portal has been inconsistent, leaving gaps in how government interactions with diverse communities are recorded and preserved.

Further, there are significant challenges in how terminology used by past record keepers to describe materials may now be considered offensive or insensitive. The City is actively leading initiatives to identify and remediate these inadvertent descriptions or cataloging terms to ensure that the City's records are inclusive. By eliminating outdated terminology and including more complete descriptions, we can better ensure that the records are accessible and meaningful to all New Yorkers.

In addition, the fields of library science, archive, and records management have historically lacked diversity. The profession remains disproportionately represented by white people, with the national ACENSUS II survey of archivists reporting that approximately 16 percent of respondents were people of color, while about 84 percent were white.[lxxxiii] These disparities appear not only in staffing, but also in pay. In New York City, underrepresentation persists despite a diverse applicant pool and is reflected in the City's Records Management Division.

Community-Driven and Participatory

Democracy, or government by the people, centers people's voices in decision-making and ultimately depends on the ability and will of people to manifest their individual and

collective power to organize for change. Civic engagement is both a right and responsibility and can include a range of activities such as voting, participating in public meetings, participatory budgeting, deliberative forums, and serving on voluntary boards.

However, the United States has a well-documented history of systemically restricting the power and influence of diverse communities in civic affairs and governance. This includes suppression of voting rights and systemic exclusion that restricts civic participation based on property ownership or English literacy requirements. When those in governing power systematically exclude and silence people along the lines of race, ethnicity, gender, class, religion, and other characteristics, they reduce people's power to one (1) advocate for their own well-being, two (2) define what is of benefit to communities, and three (3) develop a strong and reliable safety net for the most vulnerable members of society. Civic exclusion and disparities often go hand in hand.

In New York City, barriers to civic engagement are multi-dimensional and can be reinforced by different forms of discrimination, including disparities in access to housing, education, economic opportunity, and the criminal justice system. These disparities can compound barriers to political participation. Historically, redlining and discriminatory mortgage lending practices have contributed to economic disinvestment in communities and neighborhoods of color. School segregation disproportionately isolates Black and Latino students in under-resourced schools, perpetuating cycles of inequality and limiting equal educational opportunities.[lxxxiv] Additionally, disparities in the criminal justice system, including over-policing and harsh sentencing, disproportionately affect communities of color and can contribute to a pervasive mistrust of political institutions.

Health care inequality can adversely affect overall health and, in turn, create additional barriers to civic engagement. Employment discrimination and income disparities can restrict access to resources crucial for civic engagement, such as transportation to polling stations and time for voting. Finally, the digital divide remains a critical issue. Low-income communities across the city may have less reliable broadband services, high-quality devices, and other resources necessary to engage with the world around them online.[lxxxv] Whether seeking employment opportunities, engaging with school assignments, or participating in civic and political processes, limited digital access can disadvantage communities in various ways and hinder their ability to fully participate in society.

Language barriers compound these issues by further isolating marginalized communities from the democratic process. In New York City, nearly half of the population speaks languages other than English. Limited access to multilingual materials and services can make it more difficult for residents to access public resources and information about opportunities for civic engagement. Additionally, the language barrier can be compounded by the digital divide, as voters who

prefer translated materials in a language other than English may also have limited digital access and struggle to find up-to-date information about voter registration and polling locations in their language. These intersecting factors can create complex barriers to civic engagement, including reduced participation in local policymaking structures like public hearings or community boards, as well as voter participation, reflecting broader patterns of disenfranchisement that can perpetuate inequality and limit the political power of marginalized communities in New York City.

Unified Commitment

The agencies in this section are committed to building and maintaining a local governance structure that is adaptive, responsive, and equitable for all communities.

Civic Engagement Commission

Mission and Commitment

The purpose of the Civic Engagement Commission is to enhance civic participation, increase civic trust, and strengthen democracy in New York City.

The CEC has made strides in racial equity and inclusion and is committed to advancing racial equity in NYC. Specifically, within The People's Money program, CEC has adopted a population size and poverty level formula to guide the budget allocation for the implementation of the participatory budgeting (PB) initiatives. Most of the participatory budgeting program engagement happens within the Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods. More specifically, the Commission has partnered with non-profits in each neighborhood and invested in their capacity to engage residents in civic engagement. CEC's voter language assistance services rely on a methodology that was publicly vetted and reviewed by communities in order to determine the languages we focus on voter interpreter assistance. Our community board training includes topics such as language access and conflict resolution between board members, both of which are important strategies for creating more inclusive civic engagement.

In further developing our racial equity work and developing our plan, CEC will actively seek ways we can measure our reach and engagement with diverse communities, as well as how we are impacting civic trust as an outcome of engagement.

Racial Equity Goals

Short-Term

1. **Goal**: Ensure all CEC public facing material is accessible to diverse communities through meeting Local Law 30[72] and plain language requirements
    a. **Outcome**: By 2027, 100% of our information assets are available in all Local Law 30 languages.
    b. **Strategies**:
        - Collaborate with programmatic teams to compile an inventory of information assets and determine workflow for remaining translation
        - Develop rubrics to assess the accessibility, clarity, and cultural competence of our public facing assets
        - Leverage Language Access Advisory Committee (LAAC) to ensure translations are culturally competent

[72] NYC Administrative Code sec. 23-1101 *et seq*

c. **Indicators**:
    - Number of assets translated into all Local Law 30 languages
    - Percent of CEC assets reviewed through rubrics

2. **Goal:** Develop culturally competent communication and outreach strategies that leverage the arts to engage New Yorkers of diverse backgrounds
    a. **Outcome**: By 2027, 100% of artistic and communication strategies pass a rubric assessing accessibility and cultural competence.
    b. **Strategies**:
        - Develop rubrics to assess the cultural competency of our communication and artistic strategies
        - Collaborate with arts and culture organizations with a focus on TRIE neighborhoods, including youth serving groups, to increase New Yorker engagement with The People's Money process
    c. **Indicators**:
        - Number of art interventions[73]
        - Number of people reached
        - Number of new partnerships with diverse arts and culture organizations

Medium-Term

1. **Goal**: Develop disaggregated data pipelines for all participatory budgeting phases (idea generation, borough assemblies to create ballots, voting, and project implementation) so that we can determine how we reach diverse communities and identify any potential disparities
    a. **Outcome**: By 2029, 100% of participatory budgeting processes have data analytics dashboards created and made available to the public.
    b. **Strategies**:
        - Collaborate with participatory budgeting staff to develop data collection tools and strategies to measure how we are reaching diverse communities
    c. **Indicators**:
        - Number of data collection tools identified/developed to better track key indicators
        - Percent of participatory budgeting phases that have an analytics dashboard
        - Number of recommendations and strategy improvements made based on increased understanding of the footprint of our participatory budgeting operations

[73] Art that often exists in public spaces and communities, bringing it directly to people (rather than confined to a gallery) and often creates dialogue, awareness, and challenges perceptions.

2. **Goal**: Increase the technical capacity of Community Board members to carry out their duties to reduce poverty, discrimination, and inequality
    a. **Outcome**: By 2029, ensure that at least 75% of Community Board members who received capacity building training report an increase in knowledge on equity, and particularly racial equity.
    b. **Strategies**:
        - Source and provide capacity building trainings on topics such as youth outreach, conflict resolution, fair and affordable housing, diversity and accessibility, the city's budget, language access, parliamentary procedures, home ownership, harassment and discrimination, and the 2021 legislation on racial equity reports for rezoning
        - Work to increase attendance and re-enrollment to workshops
        - Create outreach strategies to target each community board by deploying CEC staff to attend at least one CB session a year
    c. **Indicators**:
        - Number of trainings
        - Number of attendees
        - Number of topics covered
        - Self-reported learning outcomes with Post workshop survey

3. **Goal**: Reduce language barriers for voters who prefer interpreter assistance in elections
    a. **Outcome**: By 2029, increase voting participation by New Yorkers who prefer interpreter assistance in poll sites.
    b. **Strategies**:
        - Facilitate language forums to inform voters of their rights to language services, ability to bring interpreters to the poll site, and information on what's on the ballot
        - To promote outreach and community engagement, the CEC will continue to build partnerships with youth and older adult serving organizations, faith leaders, TRIE Neighborhood Initiative partners, the NYC Campaign Finance Board, Libraries, NYC Public Schools, as well as elected officials
        - Increase voter language accessibility in NYC poll sites by providing interpretation services
    c. **Indicators**:
        - Number people that voted by using the poll site service
        - Number of sessions
        - Number of attendees
        - Satisfaction feedback survey
        - Number of poll sites by language
        - Number of interpreters by language
        - Number of languages

4. **Goal**: Collaborate with other agencies to introduce and encourage the usage of participatory processes to determine agency resource allocation or agency policy
    a. **Outcome**: By 2029, pilot with at least two city agencies to leverage to increase use of participatory processes.
    b. **Strategies**:
        - Engage with city agencies to have them facilitate their own Idea Generation Sessions as part of The People's Money
        - Engage with city agencies to have them support the planning and management of the projects that get to be implemented through The People's Money
        - Engage with city agencies to use data collected through The People's Money for policy making and priority setting
    c. **Indicators**:
        - Number of interagency relationships established
        - Number of interagency initiatives launched

Long-Term

1. **Goal**: Invest in historically underserved neighborhoods to strengthen civic engagement infrastructure, including investing in non-profit and community-based organizations providing essential services (e.g., employment support, disaster relief, housing support, economic development, arts and culture, etc.)
    a. **Outcome**: By 2034, increase and spend more of the participatory budgeting programmatic budget on diverse partnerships.
    b. **Strategies**:
        - Apply lessons learned from data analysis to proactively seek diverse partners that are led by and that service CEC priority populations that we have not been able to work with before
        - Enhance our budget management databases and practices to better report on demographic information from the organizations that we fund and other relevant information to assess that we are empowering through our operation budgets organizations led by CEC priority populations
        - Increase capacity building for partnerships to generate greater impact on communities CEC serves
    c. **Indicators**:
        - Number of priority populations specific partners
        - Number of distinct organizations in TRIE neighborhoods funded
        - Percent of total PB funding for partners serving

2. **Goal**: Increase agency among low income and diverse New Yorkers on how the city allocates funding to invest in community priorities

a. **Outcome**: By 2034, reach 100% of equitable representation in The People's Money's/Participatory Budgeting cycle including idea generation sessions, borough assembly committees, and the voting process in all boroughs in terms of race, ethnicity, and gender identity as captured by the most up to date census data.
b. **Strategies**:
    - Identify and address barriers to participation for priority populations and residents of TRIE neighborhoods
    - Advocate for more funding to the participatory budgeting program to scale impact
    - Continue to collaborate with City agencies like the public libraries, Mayor's Office of Immigrant Affairs, Department for the Aging, Department of Youth and Community Development, NYC Public Schools and community-based and led organizations who serve CEC priority populations to promote awareness and outreach
c. **Indicators**:
    - Percent of idea generation sessions held with priority populations and/or in TRIE neighborhoods
    - Percent of ideas produced from sessions in equity neighborhoods and/or from high-priority populations
    - Demographics of each Borough Assembly Committee
    - Percent of voters self-identifying residence in a TRIE neighborhood
    - Percent of voters self-identifying with at least one high-priority population

Community Equity Priorities Referenced

- #2: Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.

Spotlight Wins

- **The People's Money Year One Outcomes:**
    - **Project Implementation:** In the first cycle of The People's Money, 46 Projects were selected to be funded for a total of $5 million. 33 projects were funded at $50,000 in each one of the 33 TRIE Neighborhoods. The remaining 13 were larger in scale, and their funding was allocated based on population and poverty level distribution between the five boroughs: four projects were implemented in Brooklyn, three in the Bronx, three in Queens, two in Manhattan, and one in Staten Island for a total of $3.35 million.

- **The People's Money Year Two Outcomes:**
  - **Community Outreach & Ballots:** In Year Two (2), the CEC partnered with 84 community partners including 30 TRIE organizations. Together, they mobilized New Yorkers citywide to cast a total of 139,688 ballots. Over 50 percent of the total ballots (81,704) were cast by residents of TRIE Neighborhood zip codes. Additionally, 35,613 ballots were in a language other than English.
  - **Survey Results:** Based on the survey data retrieved from 107,744 voters, we found our community outreach successfully engaged groups that are underrepresented in traditional civic engagement processes. Minority voters made up the majority of survey respondents, and 37.6 percent identified as Hispanic or Latino. Other highlights include the participation of English Language Learners (24 percent of respondents), Public Housing Residents (10 percent of respondents), and Justice-Impacted Individuals (3 percent).

- **TRIE Neighborhood Initiative Outcomes:**
  - **Coalition-Building:** In FY 2023-2024, the CEC invested $1,575,500 in 30 TRIE Partnerships, which funds CBOs in priority NYC Neighborhoods to build a coalition, conduct community outreach to engage residents in The People's Money, and to host civic engagement workshops. Twenty percent (20 percent) of the TRIE Partnership funding was reinvested into TRIE Coalition Partnership as a means to strengthen community-building and civic infrastructure within TRIE Neighborhoods.

Commission on Human Rights

Mission and Commitment

For more than 80 years, the Commission on Human Rights ("CCHR" or the "Commission") has fought for a city free from discrimination where all New Yorkers can live, work, and thrive with dignity. Our mission was born out of the need to address racial tension and disparities, a commitment that remains as vital today as ever. We believe that diversity is the cornerstone of our city's strength.

Honoring our differences, the Commission uses the power of law, education, and community engagement to unify our city, even at our most challenging times. By centering equity in the daily lives of all New Yorkers, we draw on the rich histories and lived experiences of the communities we serve. Our work continues to grow and evolve to meet the ever-changing needs of all New Yorkers.

To advance fundamental rights for all New Yorkers, the Commission is committed to:

- Forge pathways to justice for individuals impacted by discrimination, resulting in individual remedies and systemic policy change through robust litigation.
- Cultivate respect, understanding, and inclusion to combat discrimination via education, outreach, and community engagement.
- Shape laws and policies that eliminate root causes of discrimination and advance equality, working with government and community partners.

To successfully address racial inequities and promote social justice, the Commission's role is to build bridges, foster meaningful dialogue, and work with stakeholders to identify and address gaps in the Law in a way that is responsive to the lived experiences of New Yorkers most impacted by bias, hate, and exclusion. Together, these efforts cultivate a city where everyone can live, work, and thrive regardless of identity.

Racial Equity Goals

Short-Term

1. **Goal:** Increase strategic partnerships with organizations in communities facing resource disparities, with a focus on Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods
    a. **Outcome:** In FY 2027, participate in at least one legal intake per borough to strengthen partnerships and visibility, focused on the highest need areas of NYC.
    b. **Strategies:**

- Work with partners imbedded in communities to enhance agency responsiveness and inform trainings and outreach
- Pilot new models of intake and collaboration in each borough to address some hurdles to reporting for marginalized communities

c. **Indicators:**
- Number of legal intake events conducted, by borough
- Number of strategic partnerships established with organizations in TRIE neighborhoods, disaggregated by neighborhood
- Number of TRIE neighborhoods engaged

Medium-Term

1. **Goal:** Expand Commission investigations to root out patterns and practices of discrimination relating to race, color, and national origin in employment and public places
   a. **Outcome:** By the end of 2028, launch up to five Commission-initiated investigations, which will be informed by prior Commission cases, to identify and eliminate racially discriminatory policies and practices, including those that have a disparate impact on Black New Yorkers.
   b. **Strategies:**
      - Strengthen the capacity to utilize statistical data and experts to identify disparate impact
      - Continue to strengthen information sharing with community-based organizations to identify repeat violators of the NYC Human Rights Law
      - Use agency data to identify repeat violators of the NYC Human Rights Law based on situations where individuals may report issues but not file a complaint
   c. **Indicators:**
      - Number of Commission-initiated investigations that address policies and practices with a disparate impact on Black New Yorkers in employment and public places

Long-Term

1. **Goal:** Enhance accessibility of services to reduce barriers to reporting and addressing discrimination
   a. **Outcome:** By the end of 2037, ensure that agency communications and intake services are accessible.

b. **Strategies:**
    - Review agency materials and create new materials that are at 5th grade reading level
    - Invest in and deploy new communication channels for intake appointments, complaint filing, document sharing, and ongoing engagement with complainants
    - Removal of barriers to complaint filing, such as need for notarization
c. **Indicators:**
    - Number of public facing materials that are accessible
    - Percentage of agency communication and intake materials that meet established accessibility standards
    - New technologies put into practice for communicating with members of the public
    - Percentage of language access requests that are fulfilled

Community Equity Priorities Referenced

- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
- #17: Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.

Spotlight Wins

- In 2024, the Commission and the Fair Housing Justice Center reached a landmark settlement to address pervasive housing discrimination. This is the Commission's largest housing settlement, resulting in the payment of $1 million in civil penalties to NYC and an agreement from the housing provider to set aside 850 apartments for New Yorkers with housing vouchers. This settlement is significant for equity and racial justice because 60-70 percent of voucher holders identify as Black, Latino, or Asian - nationally and in NYC.

- The Commission is educating about and enforcing new housing protections for individuals impacted by the criminal legal system, which took effect on January 1, 2025, as part of the Fair Chance Housing Law. Passed in 2024, this amendment to the NYC Human Rights Law paves the way to housing by limiting the use of criminal background checks in housing decisions.

Department of Citywide Administrative Services

Mission and Commitment

The NYC Department of Citywide Administrative Services (DCAS) makes city government work for all New Yorkers. Our commitment to equity, effectiveness, and sustainability guides our work in providing City agencies with the resources and support needed to succeed, including:

- Recruiting, hiring, and training City employees
- Managing 56 public buildings
- Acquiring, selling, and leasing City property
- Purchasing over $1 billion in goods and services for City agencies
- Overseeing the greenest municipal vehicle fleet in the country
- Leading the City's efforts to reduce carbon emissions from government operations

At DCAS, equity is a core value. Our commitment to equity, effectiveness and sustainability guides our work providing City agencies with the resources and support needed to succeed. DCAS acts on its commitment to equity by providing services that help municipal government uplift and empower all New Yorkers.

This commitment includes recruiting and retaining a workforce that reflects the talents and diversity of the city DCAS serves. DCAS provides the Workforce Profile Report, a snapshot of key demographic information and other characteristics about the City’s workforce, to help City agencies shape strategies to improve diversity and increase equity. As a source of centralized training within the New York City government for employees at all levels and agencies, DCAS is committed to providing professional development opportunities to facilitate career growth, along with training and tools to fight bias and discrimination in the workplace, including through the NYCityLearn platform.

DCAS also plays an essential role in progressing the City’s major emissions reduction goals, which benefit all New Yorkers, and more critically, communities disproportionately impacted by poor air quality. DCAS and its partner agencies have committed to incorporating equity measures into decarbonization planning and decision-making.

Collectively, these efforts will expand economic opportunities, address systemic issues, and move the agency and the city closer to achieving racial equity.

Racial Equity Goals

Short-Term

1. **Goal:** Deepen M/WBE vendor outreach and engagement efforts to enhance their capacity to participate in contracting opportunities. DCAS will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
    a. **Outcome:** By the end of 2026, conduct 180 one-on-one vendor engagement sessions annually.
    b. **Strategies:**
        - Inventory current outreach efforts and use M/WBE data to inform outreach strategies and initiatives
        - Host networking events with construction project managers to provide opportunities for M/WBE vendors to learn about subcontracting opportunities
        - Expand additional one-on-one virtual sessions for vendors and use sessions to identify barriers to M/WBE participation in contracting opportunities and provide recommendations
        - Educate DCAS Project Managers on the breadth of the M/WBE program, ways to improve their M/WBE search, and the challenges vendors face in the M/WBE contracting process
        - Implement outreach strategies, such as social media campaigns, and host M/WBE targeted events in collaboration with SBS, Office of M/WBE, MOCS and other agency partners
    c. **Indicators:**
        - Number of vendor engagement sessions held
        - Number of vendors served
        - Number of vendors satisfied with vendor engagement sessions

2. **Goal:** Build knowledge and capacity of city employees, including supervisory, and managerial employees, to identify, respond to, and combat racism and racial discrimination in the workplace
    a. **Outcome:** By the end of the first training cycle in FY27, ensure 100% of city employees have completed the mandated Everybody Matters EEO training that incorporates new anti-racism training.
    b. **Strategies:**
        - Convene a working group with agency partners such as the Mayor's Office of Equity & Racial Justice (MOERJ) and the City Commission on Human Rights (CCHR) and other stakeholders to define goals, outline content, and develop an implementation plan that includes engaging a vendor and/or NYCityLearn on content development and delivery

- Relaunch the Everybody Matters EEO training which will include anti-racism training content Citywide by communicating the training mandate and compliance expectations to agencies, monitoring compliance, and conducting outreach to agencies with low compliance rates
- At the end of the training cycle, update the training module as necessary to incorporate feedback, current policies, new legislation, etc.

c. **Indicators:**
- Percent of city employees that completed the training
- Percent of DCAS employees that completed the training
- Percent of agencies that have achieved 100% employee compliance

Medium-Term

1. **Goal:** Incorporate innovative procurement methods while maintaining compliance with federal, state and local law
   a. **Outcome:** By 2028, standardized process to identify opportunities for agencies to procure goods under $1.5M using the M/WBE methods.
   b. **Strategies:**
      - Review contracts to determine eligibility for unbundling (breaking large contracts into smaller contracts) and vet for approval
      - Communicate to agencies once eligible contracts are unbundled
   c. **Indicators:**
      - Percent of eligible contracts unbundled
      - Number of contract delegations to agencies

2. **Goal:** Complete a citywide pay equity analysis through a selected third-party vendor to study potential pay disparities within 30 selected civil service job titles and make policy recommendations
   a. **Outcome**: By May 2027, the selected vendor must submit the first of three pay equity analysis reports to the City (as per Local Law 27) outlining the methodology developed to complete the job title evaluation, initial pay equity analysis findings and recommendations for consideration to close any identified gaps. The second and third pay equity analysis reports shall be due 1 year and 2 years, respectively, after the first report has been published.
   b. **Strategies:**
      - Review data (e.g. background information, job descriptions, title specifications, pay authorizations and promotion trees) for the 15 civil service titles with the greatest deviation from citywide gender demographics and the 15 civil service titles with the greatest deviation from citywide racial or ethnic demographics as of June 30, 2025

- Using methodology approved by the City (including desk audits), the third-party vendor will assess the potential presence of pay disparity within the selected job titles

c. **Indicators:**
   - Number of civil service titles reviewed
   - Number of civil service titles where pay inequities were identified
   - Number of impacted employees (pay difference between employees performing similar work after accounting for job-related factors, e.g. years of experience and education)
   - Number and rate of salary adjustments needed, if applicable

3. **Goal:** Reduce barriers to employment within city government by reforming the city's minimum qualification requirements (MQR) for civil service titles
   a. **Outcome:** By 2028, review 150 civil service titles.
   b. **Strategies:**
      - Revise qualification requirements to credit relevant work experience and practical skills to expand qualifying pathways
      - Titles recommended for revision will be reviewed by user agencies, OLR, and the union, and if the revision is approved, the MQR of the civil service title will be updated and a new title description published
   c. **Indicators:**
      - Number of civil service titles reviewed
      - Number of civil service titles revised
      - Number of jobs impacted by change to MQRs
      - Number of job applications for positions with revised MQRs
      - Number of candidates on civil service lists for titles with revised MQRs

Long-Term

1. **Goal:** DCAS has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
   a. **Outcome:** By 2034, maintain implementation consistent with local law.
   b. **Strategies:**
      - Expand inclusive procurement practices
      - Develop design-build contract opportunities with a value ranging from $1M to $80M and set M/WBE utilization goals for multi-year contracts
      - For applicable contracts, review the scope of work and subcontracting areas with project managers
      - Engage M/WBEs as prime contractors, subcontractors, and through joint ventures, as applicable
      - Conduct research to better understand barriers to entry for M/WBE firms interested in pursuing joint ventures

c. **Indicators:**
    - Number of new vendors submitting responses to solicitations for DCAS contracts
    - Number of M/WBE vendors with DCAS contracts, disaggregated by race, ethnicity, and gender
    - Number of M/WBE vendors awarded prime contracts
    - Number of M/WBE vendors receiving contracts for small purchases
    - Dollar amount of contracts awarded to M/WBEs
    - Use of M/WBE Non-Competitive Small Purchase Method (NCSP) by agencies citywide

2. **Goal:** Advance environmental justice in NYS Disadvantaged Communities (DACs) by fulfilling the City's mandate for emissions reduction
    a. **Outcome:** By 2030, expand the electric truck program by 30% and install at least 50% of fast electrical chargers in Disadvantaged Communities (DACs).
    b. **Strategies**:
        - Identify target locations within DACs and assess feasibility of sites to host charging stations
        - Establish contracts and MOUs with vendors and primary stakeholders, and conduct prep work for installation
        - Install fast EV charging networks, and continuously test and inspect
        - Increase number of electric trucks in fleet
    c. **Indicators:**
        - Number and percent of fast chargers in DAC communities
        - Number of additional sites identified
        - Percent of additional sites confirmed and planned for installation
        - Number of electric trucks purchased or on order

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age and disability in city pay, promotions, and contracts.

Spotlight Wins

Expand Employee Knowledge of Equity and Inclusion Topics in the Workplace

- **Increase in completed equity and inclusion trainings by City employees/participants:** In FY24 City employees completed 435,996 DCAS-provided training courses in equity and inclusion, a three percent increase from FY23. This includes the "Everybody Matters" course, which covers the City's Equal

Employment Opportunity Policy, who is protected, what constitutes discrimination, and who is entitled to an accommodation. Additionally, Structured Interviewing and Unconscious Bias courses train employees in how to identify unconscious biases and the impact of bias on decision-making, providing tools for making fair employment decisions and best practice guidance in this area, including a review of the Uniform Guidelines on Employee Selection Procedures (UGESP).

- **DCAS's Race Equity Initiative (REI) for DCAS Employees:** DCAS launched its "REI Champions" program for DCAS employees. Twenty (20) DCAS employees were selected for the program: eight (8) as learning series specialists that contribute resources for the monthly learning series and twelve (12) as trainers to facilitate unconscious bias, structured interviewing, and bystander intervention training across the agency. In November 2024, DCAS launched Structured Interviewing training for its HR personnel and over 300 hiring managers.

Reduce the environmental impact of carbon emissions in Disadvantaged Communities (DACs)

- DCAS achieved 50x25 GHG reduction and major air quality improvement through implementation of NY State's largest EV fleet (5,700+), hybrid fleet (4,300+), electric charging network (2,400+) and biofuels program with all fleet, off-road equipment and the Staten Island Ferry now completely using biofuels. Orders are in place for 6,100 EVs, and 32 additional solar carports will be ordered in 2026 which will be placed at NYC Parks parking lots in DACs and made available to fleet and the general public.

Increase Access to City Jobs

Pathway Programs

- **CTE Automotive Technology Internships and EV Training:** In 2024, DCAS expanded its High School Automotive Internship Program from a summer, paid-learning opportunity to a year-round series of seasonal cohorts to broaden student access and engagement.

- **Expansion of the Civil Service Pathways Fellowship (CSPF) Program from 200 to 400 seats:** CSPF is a two-year program for City University of New York (CUNY) graduates that creates a pipeline to civil service careers.

- **Modern Youth Apprenticeship program:** In FY26, DCAS launched a first-of-its-kind pathway to help young New Yorkers, ages 16-24, launch good-paying careers in city agencies more easily. Up to 500 young adults at a time will be hired into the Youth Apprentice title for up to six years across city agencies.

Targeted Recruitment

DCAS doubled its efforts to engage communities across the five boroughs, especially with justice-impacted individuals. In FY25, DCAS participated in 308 career outreach

events, a 66 percent increase from FY24, reaching more than 15,075 participants. DCAS also hosted targeted hiring events for early-career professionals and individuals with disabilities. DCAS also partnered with DOC and ACS to conduct ten “Civil Service 101” information sessions reaching 128 participants across DOC facilities on Rikers Island and ACS-operated youth detention centers in the Bronx and Brooklyn.

Remove Barriers to City Employment

- **Minimum Qualification Review**: In June 2023, DCAS began reforming the city’s Minimum Qualification Requirements for entry level civil service titles. To date, DCAS has completed review of 70 titles with the potential to impact over 54,700 jobs.

- **New Exam Fee Waivers for NYC Public High School students and first-time civil service test takers:** Effective July 1, 2026 (as per Local Law 57 of 2025) New York City civil service exams are now completely free for NYC high school students and first-time test takers.

- **Bridge Exams:** Candidates apply for one exam, pay one application fee, and take a single test that can be used for multiple titles. In 2025, this format was used for public safety titles, resulting in over 3,800 applications.

- **Translatable Notice of Examinations (NOE):** Beginning in FY27, DCAS NOEs will be translatable in candidates’ preferred language.

Support Employee Advancement

- **Launch of the EPIC Program:** DCAS’s Education Propelling into Career (EPIC) Program allows eligible municipal employees to earn a high school equivalency diploma and 27 college credits, expanding career opportunities.

- **DCAS EV Basics & Safety Training Program for City Employees:** The program is part of a previously announced $1.4M public-private investment in the City's Green Economy Action Plan to train the municipal workforce for nearly 400,000 projected 'green collar' jobs expected over the next decade. In accordance with NYSDOL guidelines eligible employees must earn no more than $91,000 annually, and more than one-quarter must reside in Disadvantaged Communities.

- **Compensation Primers:** In June 2024, DCAS released Compensation Primers for non-managerial, managerial and Original Jurisdiction (OJ) employees. These comprehensive guides are the first of its kind in City government and explain all aspects of municipal employee compensation, including how wages are determined and what retirement and education benefits City employees are entitled to.

Capture Employee Viewpoints

- **Citywide Employee Viewpoint Survey (CEVS)**: Launched in September 2025. Over 16,300 employees completed the survey, representing an approximate 10% completion rate.

- **Citywide Exit Survey Analysis** DCAS's second annual Exit Survey Analysis was released in April of 2026. Employees reported positive experiences in their workplace, good relationships with their managers and coworkers, feeling supported in their work, and a sense of respect and belonging.

- **Career Counseling Feedback Survey (Local Law 75 – 2024):** The first career counseling report was published in January 2026.

- **Citywide Workplace Climate Survey (Local Law 101 - 2018):** The survey aims to assess employees' understanding of the city's EEO policy and the complaint and investigation process and their experiences with workplace discrimination. Perceptions of workplace safety and compliance have steadily improved, and a strong majority of survey participants believe their agency actively prevents EEO violations.

Department of Investigation

Mission and Commitment

The New York City Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating potential corruption, gross mismanagement, waste, and abuse by City agencies, entities, employees, and contractors. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government. DOI has oversight of more than 45 mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. As an agency charged with promoting accountability and integrity across City government, DOI recognizes the importance of advancing equitable and inclusive practices within its own workforce. DOI targets corruption through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. DOI's mission is to identify and seek to prevent criminal misconduct, waste, abuse, and mismanagement, and to ensure wrongdoers - whether public officials, City employees, contractors, or other third parties - are held accountable, and thereby improve the way City government functions. DOI recognizes that racial equity is advanced not only through workforce diversity and inclusion, but also through ensuring that City government systems operate with integrity, accountability, and transparency. As the City's independent watchdog, DOI's work helps strengthen public trust, which in turn supports equitable outcomes for New Yorkers.

As an agency responsible for the oversight of over 300,000 public employees, we recognize that, beyond our investigative mission, we have a responsibility to be a leader in promoting diversity and inclusion within our own workforce. Law enforcement agencies have historically faced challenges in recruiting, hiring, retaining, and advancing a workforce that reflects the diversity of the communities they serve. Public-facing agencies, especially law enforcement, should be comprised of a demographic makeup comparable to that of the community which they serve, as this will improve communication and relationships in both directions. All underutilization should be addressed and analyzed to determine the root cause and, if feasible, to implement an action plan towards a solution. For example, throughout FY2025 and FY2026, DOI experienced underutilization of employees who self-identified as Black or African American, specifically in the Technicians category. This category is comprised of Confidential Investigators and Special Investigators and represents the largest job category in the agency. This ongoing issue continues to be analyzed and addressed by the Executive Division, the EEO Office, Human Resources, and other relevant members of the agency. It is through this lens that our plan goals were prepared.

DOI recognizes that workforce representation is a racial equity issue and is committed to identifying and addressing barriers that contribute to disparities in recruitment,

hiring, retention, and advancement.

Racial Equity Goals

Short-Term

1. **Goal**: Ensure that DOI Hiring Managers recognize and address any potential racial biases that may occur during the interview phase of the hiring process
    a. **Outcome**: By the end of calendar year 2026, ensure hiring managers have learned and adopted an inclusive hiring framework.
    b. **Strategies**:
        - Develop and train hiring managers on a comprehensive hiring guide to promote equity in the hiring process
        - Collaborate with DCAS Learning and Development to deploy Unconscious Bias training in order to provide training that helps hiring managers at DOI identify and mitigate bias throughout the hiring process
        - Incorporate the EEO Office and Human Resources in the hiring process, including question development, conducting interviews, candidate review, and selection
    c. **Indicators**:
        - Percentage of hiring managers who have acknowledged their compliance with the DOI Hiring Manager Guidebook
        - Percentage of hiring managers who have attended and completed Unconscious Bias training
        - Demographics of recent hires and previous hires to assess training impact[1]

Medium-Term

1. **Goal**: Ensure that DOI's hiring practices address any identified racial disparities that may occur in the recruitment phase of the hiring process
    a. **Outcome**: By 2028, strengthen the agency's commitment to address any identified racial disparities by ensuring equitable outreach to racially diverse and underrepresented communities.
    b. **Strategies**:
        - Monitor and analyze utilization statistics to assess whether recruitment practices are improving employment of underrepresented staff, particularly in the Technicians job group
        - Expand strategies to increase diversity in recruitment, including posting on diversity-focused job boards, attending diversity-focused job fairs, and conducting outreach to schools and professional organizations

[1] For informational and communication purposes only.

- Perform regular assessments of job requirements, qualifications, and recruitment processes to identify and address barriers that may disproportionately impact applicants from historically disadvantaged communities

c. **Indicators**:
   - Percentage of recruitment events that occur at, or are focused on, diverse or underrepresented demographic groups
   - Percentage of recruitment budget dedicated to events that involve diverse or underrepresented demographic groups
   - Consistent adherence to utilization of statistical goals through verifiable data

2. **Goal:** DOI has a 10% goal for M/WBE utilization in our discretionary operational budget, and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local laws
   a. **Outcome:** By 2028, evaluate progress on the implementation of goals.
   b. **Strategies:**
      - Continue to identify contracting opportunities for M/WBE firms, including micro-purchases, small purchases, monitorships, and sub-contractors, and to directly engage with M/WBE vendors regarding opportunities
      - Collaborate with internal stakeholders to identify ways to improve M/WBE interest in DOI contracting opportunities
      - Perform regular assessments of eligibility requirements and qualifications to minimize barriers to access DOI contracts, including for M/WBE vendors
   c. **Indicators:**
      - Percentage of all contracts awarded to M/WBE vendors
      - Number of M/WBE contracts awarded, disaggregated by race, ethnicity, and gender

Long-Term

1. **Goal**: Advance racial equity and ensure pay parity within DOI's workforce in terms of hiring and promotions[2]
   a. **Outcome**: By 2034, ensure hiring and pay parity across all titles and levels at DOI are fair and equitable.
   b. **Strategies**:
      - Perform annual analysis of demographics and pay data, and report results to agency leadership, to address any potential pay disparities

[2] Subject to Office of Management and Budget policies. Additionally, when applicable, implementation of any workforce-related changes in furtherance of equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

- Perform annual analysis of recruitment strategies, qualified applications, job offers, and selected candidates, to determine if recruitment and interview practices have reduced any identified racial disparities in hiring
- Perform annual analysis of promotional opportunities and demographic data to both assess agency awareness of available promotions and to understand the impact on demographic distribution

c. **Indicators**:
   - Percentage of salaries that pass internal pay parity analysis
   - Percentage of qualified applications per job opening
   - Consistent adherence to utilization of statistical goals through verifiable data
   - Consistent adherence to equitable promotions utilizing statistical goals through verifiable data

Community Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age and disability in city pay, promotions, and contracts.

Spotlight Wins

- In 2024, DOI launched an Employee Resource Group (ERG) program designed to allow employees with similar interests or common characteristics, including cultural heritage, to create affinity groups. These ERGs have hosted diverse speakers on a variety of topics and have led diversity and professional development initiatives that are open to all staff.

- DOI maintains a robust Equal Employment Opportunity Program led by its EEO Officer. The EEO Office leads workforce analysis efforts and consistently works with leadership, human resources, and hiring managers to improve diversity in DOI’s workforce. DOI is overall a diverse work environment with a commitment to maintaining a fair and equitable workplace for all employees. DOI continues to make strong efforts to identify and address the underrepresentation of minority groups in its workforce.

- DOI is also a leader when it comes to providing contracting opportunities for minority-owned businesses and firms. As a law enforcement agency, DOI offers unique contracting opportunities to work on interesting and sensitive law enforcement matters.

Department of Records and Information Services

Mission and Commitment

The mission of the Department of Records and Information Services (DORIS) is to foster a more equitable civic life by preserving and providing access to the historical and contemporary records of New York City municipal government. To achieve this, the Department ensures that City records are properly maintained following professional library, archival and record management practices and makes materials available to diverse communities both online and in person.

DORIS is dedicated to fostering an environment that is equitable, diverse, and inclusive. DORIS is committed to ensuring access to its services for all individuals and to actively identifying, preventing, and eliminating barriers which may prevent access to its resources.

As stewards of historical and contemporary records of city government, DORIS has a unique responsibility to facilitate every New Yorker's access to records documenting government decisions and interactions. This also includes and encourages the agency to review how government actions may have caused harm to marginalized communities, fostering a sense of transparency and accountability.

As part of our commitment to racial equity, DORIS also has a responsibility to maintain a diverse workforce and, to this end, will continue outreach efforts to youth and young adults to guide them towards records management, library, archival, and conservation sciences programs, as well as provide paid internships to engage new audiences in the field. Through these actions, DORIS is dedicated to advancing racial equity, addressing historical harms, and ensuring that our city's records are accessible, inclusive, and reflective of all communities.

Racial Equity Goals

Short-Term

1. **Goal:** Analyze and leverage programming to highlight and uplift the histories of historically marginalized communities so that DORIS remains vigilant and aware of historical harm and community resilience
    a. **Outcome**: By 2027, increase the percentage of programs and events that include content addressing subjects that have been historically overlooked to 25% of all programming.
    b. **Strategies**:
        - Conduct a needs assessment to identify underrepresented histories in current programming

- Identify primary communities for outreach using data and collaborate with civic partners within target communities to tailor communication
- Develop a calendar of events to highlight themes of historical harm and resilience and evaluate impact of programming through feedback from community stakeholders to ensure continued relevance and inclusivity

c. **Indicators**:
- Number of programming events connected to the library and archival collections
- Percent of programming events that reflect the histories of historically marginalized communities
- Percent of participants reporting increased awareness of DORIS collections and services

2. **Goal:** Expand access to our library and archival collections by increasing partnerships with community-based organizations in historically underserved neighborhoods in the city by 20%, so that all New Yorkers have the opportunity to readily learn and interact with the agency's services
   a. **Outcome**: By 2027, increase partnerships with community-based organizations in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and/or historically underserved areas of the city as part of volunteer and programming outreach by 20%.
   b. **Strategies**:
      - Identify community-based organizations in historically underserved neighborhoods and develop partnership agreements that outline mutual goals and shared access to collections and services
      - Co-create outreach programs tailored to local needs and interests and regularly assess partnership impact and adjust programming based on feedback from partner organizations
   c. **Indicators**:
      - Increase in number of new partnerships with community-based organizations in historically underserved neighborhoods
      - Increase in number of New Yorkers in historically underserved neighborhoods participating in DORIS programming
      - Increase in number of participants reporting awareness of DORIS collections and services

Medium-Term

1. **Goal:** Advance equity in information management, preservation, and access by developing and implementing targeted training for DORIS staff and records officers across city agencies biannually with greater than 90% participation

a. **Outcome**: By 2028, publish training resources for record officers across city agencies and ensure 100% of agency-wide and division-specific trainings are implemented.
b. **Strategies**:
    - Conduct gap analysis to identify staff knowledge of equity concepts in information management
    - Develop or source training modules on equity and anti-racism in library and archival practices
    - Develop collaborative framework for implementing this across records management, library, and archival teams
    - Evaluate training effectiveness through post-training surveys and regular staff feedback
c. **Indicators**:
    - Percent of required city employees who complete enhanced Online Records Management training
    - Percent of agency divisions that engage with specific trainings on equity
    - Number of accepted and standardized Subjects and Names added to the collection guides' site
    - Number of agency record retention schedules reviewed using a racial equity framework

2. **Goal:** Develop and implement tools and platforms to improve public access to our collections, focusing on reaching diverse, historically underrepresented communities, and involving them in identifying and describing figures in our digital records to deepen understanding of our shared history
    a. **Outcome**: By 2028, increase events that engage communities of color in remediating online content and/or metadata associated with the collections of the Archives and Library by 25%.
    b. **Strategies**:
        - Identify baseline data for accessibility in user-experience on digital platforms across the agency using Google analytics and census data
        - Conduct user research to understand accessibility challenges faced by marginalized communities
        - Research available technological solutions to language and broader accessibility barriers to collections
        - Improve online platforms that showcase collections to expand user access and ease
        - Deploy training to all staff on using accessibility equipment and software
        - Host community information-gathering sessions around the tools so we can incorporate feedback

c. **Indicators**:
    - Number of visits by users in TRIE neighborhoods and/or historically underserved communities
    - Increased percent of public-facing staff trained to use tools and platforms
    - Number of engagement sessions held to receive input from underrepresented communities

3. **Goal:** Leverage primary source materials from the Archives and Library to promote informed discussions on structural racism and racial equity, particularly for educators and students
    a. **Outcome**: Empower students to have meaningful and informed conversations on structural racism and racial equity by expanding the showcasing of primary source content from our collections about historically underrepresented communities by 10% to bolster curricula used by the Department of Education and CUNY.
    b. **Strategies**:
        - Collaborate with NYC Public Schools and the City University of New York to identify curricula needs and select primary sources to integrate from the Archives and Library collections that highlight issues of structural racism and inequities
        - Develop educator toolkits or support their development in partnership with volunteers, academic experts, and racial equity organizations
        - Analyze data to identify primary communities for outreach and identify civic partners within the communities to tailor educational materials, such as blogs, or curriculum aids to content that addresses structural racism
    c. **Indicators**:
        - Number of NYCPS or CUNY curricula that incorporate content from the Municipal Library and/or Archives that reflect the City's diversity and/or can be used to facilitate discussions about inequities
        - Number of educator toolkits developed by DORIS that speak to structural racism and inequities
        - Number of students and educators engaged in the agency's educational programs
        - Percent of students and educators engaged who are located in schools within TRIE neighborhoods

4. **Goal:** Implement equitable and inclusive recruitment practices to ensure DORIS addresses any underrepresentation of staff in certain roles within the agency through equitable recruitment and hiring practices for all vacancies
    a. **Outcome**: By 2028, ensure 100% of open positions have an actionable recruitment plan to increase applications from individuals from underrepresented communities and provide a representative applicant pool.

b. **Strategies**:
    - Conduct a review of the current workforce to identify any disparities, disaggregated by demographic information
    - Develop internship and fellowship programs in library and archival professions
    - Partner with local schools, colleges, and professional organizations to promote careers in these fields
c. **Indicators**:
    - Demographics of workforce, new staff, and applicants[74]
    - Number of new partnerships developed to foster recruitment pipelines
    - Number of outreach and recruitment events aimed at students from underrepresented communities
    - Number of community members engaged at job fairs and presentations.

Long-Term

1. **Goal:** Implement pay equity analysis to address traditional racial disparities and occupational segregation in library, archives, and record management positions so that all work is valued
    a. **Outcome**: By 2034, develop an assessment to determine pay equity across DORIS and ensure 100% of full-time staff meet internal pay equity standards.
    b. **Strategies**:
        - Conduct a comprehensive review of pay to identify disparities based on race and position analyzing compensation against the True Cost of Living (TCOL) standard published by the NYC
        - Analyze city salaries and industry pay practices to develop a framework for implementing an equitable pay structure across job titles and functions, including records titles across all city agencies
        - Develop and implement a policy to regularly review and adjust pay to maintain equity[75]
    c. **Indicators**:
        - Percent of salaries that pass pay equity assessment and TCOL measure
        - Percent change in compensation differences over time, across demographic groups, referencing average pay by title, disaggregated by race, gender, and ethnicity
        - Percent of staff salaries reviewed against and meeting internal pay equity standards

[74] For informational and communication purposes only.
[75] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

2. **Goal:** Identify and address any occupational segregation in the Records Officer titles within the agency's workforce so employees of color are not underutilized in comparison to their representation in the profession
    a. **Outcome**: By 2034, eliminate under-representation in 100% of job category titles using the guidance of the Mayor's Office of Equity & Racial Justice.
    b. **Strategies**:
        - Analyze the demographics of current staff by job category titles
        - Provide professional development, training, and mentorship programs to support employees in advancing to these positions and leadership roles
        - Analyze hiring, promotion and retention trends in Record Officer titles to identify any barriers
        - Work with organizations who offer job placement for underserved communities
    c. **Indicators**:
        - Percent of agency employees participating in mentorship opportunities
        - Underutilization data for library, archives, records management positions (specifically management specialist job titles)

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.

Spotlight Wins

- The agency successfully developed and began implementing the first phase of the plan to address gaps in collection descriptions through the *In Her Own Name* project. This initiative aims to update metadata for women in the digital collections who are identified only by their husband's name or title. As a starting point, we have earmarked hundreds of images of women from diverse racial and ethnic backgrounds to be identified through research conducted by volunteers at agency-hosted events. The agency is also developing a similar initiative focused on identifying individuals in images from the David Dinkins Administration.

- The agency has developed several curriculum aids that leverage the rich collections of the Archives and Library. These resources are designed to support K-12 educators by deepening students' understanding of key topics and themes, all while engaging them with primary sources unique to our institution. Our latest educational toolkits cover a range of compelling subjects, including Community

Activism in NYC's Chinatown, LGBTQ Activism in 1970s and 1980s NYC, Asian Americans' Academic Experiences, and the Electrification of NYC. Each toolkit includes primary source materials, background information, discussion questions, and activities tailored to enrich classroom instruction. With the assistance of volunteers, the agency is working to identify more underrepresented stories of diverse communities to be explored using the collections of the Archives and Library. Additionally, the agency offers free educational programming to local schools and prioritizes schools in TRIE neighborhoods for outreach.

Law Department

Mission and Commitment

The Law Department's mission is to provide legal representation to the City of New York in the tradition of excellence and dedication, in the furtherance of the operation of its government. The Law Department, led by the Corporation Counsel, fosters a work environment which reflects our core values of justice, diversity, integrity, excellence, supportive work environment, teamwork, dedication, respect, and professionalism.

The New York City Law Department's lawyers and support professionals work collaboratively to pursue justice while providing the City with the highest quality legal representation. The Law Department represents the City, the Mayor, other elected officials, and the City's many agencies in all affirmative and defensive civil litigation, as well as juvenile delinquency proceedings in Family Court and Administrative Code enforcement proceedings in Criminal Court. The Law Department attorneys also draft and review local and State legislation, real estate leases, procurement contracts, and financial instruments for the sale of municipal bonds, and provide legal counsel to City officials on a wide range of issues such as immigration, education, and environmental policy.

The Law Department remains one of the most diverse law offices in the country. In addition, 22.5 percent of the department’s contracts are with minority and/or women business enterprises (M/WBEs). To promote equity, the Law Department seeks to increase the agency's visibility and enhance policies which impact the recruitment and retention of candidates from underrepresented groups. To build a work environment that continues to value and promote racial equity, the Law Department plans to evaluate additional programming to be offered/delivered to its workforce, including programs related to the intersection of law and racial equity.

Racial Equity Goals

Short-Term

1. **Goal:** Build an environment that values racial equity and provides our colleagues with a greater knowledge of the related theories of justice so they may apply that knowledge when providing counsel to or defending City agencies
    a. **Outcome:** By the end of 2027, provide two additional staff racial equity programs and trainings that address the intersectionality of law and racism.
    b. **Strategies:**
        - Continue to review and deploy relevant trainings offered by the

Department of Citywide Administrative Services in addition to the trainings on Microaggressions, Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety offered to staff in FY 2024
    - Source internally or externally through a vendor a training on the intersection of law and racial equity
    - Explore adding equity to the core values of the organization
c. **Indicators:**
    - Number of racial equity trainings offered by the agency
    - Percent of staff who complete racial equity trainings

2. **Goal:** Target citywide and community partnerships to increase connections between the Law Department and institutions or networks that engage individuals from racially diverse communities
    a. **Outcome:** By the end of 2026, increase Law Department's partnerships with institutions, agencies, and networks that engage individuals from racially diverse communities by 5%.
    b. **Strategies:**
        - Continue attending panels at various educational institutions and professional organizations that serve underrepresented communities
        - Explore partnering with new organizations and other government agencies that serve underrepresented communities
        - Identify and disseminate voluntary pro bono opportunities for Department attorneys
    c. **Indicators:**
        - Number of new partner organizations
        - Number of people engaging with the agency at events and online

Medium-Term

1. **Goal:** Enhance recruitment and retention strategies to build avenues of opportunity for diverse legal professionals
    a. **Outcome:** By 2026 and continuing into 2027, evaluate and update, where appropriate, the Law Department's recruitment plans to increase the pool of diverse candidates for all vacancies.
    b. **Strategies:**
        - Re-engage with iMentor, a High School Mentorship Program targeting prospective first-generation students from historically marginalized communities to establish an individualized partnership or to encourage Law Department staff to become mentors
        - Continue engagement with PENCIL Ladders for Leaders and

provide internships to high-school and college students interested in law careers
- Continue to participate in job fairs across the country, which attract law students and attorneys, from underrepresented backgrounds
- Expand participation in the Law School Ambassador Program to raise awareness about employment opportunities with the Law Department

c. **Indicators:**
- Number of Job Fairs attended
- Percent of Assistant Corporation Counsels participating as Ambassadors
- Number of students, ages 16-24, engaging with the Law Department
- Workforce demographics

Long-Term

1. **Goal:** Expand opportunities for unionized civil service members to better achieve a rate of pay consistent with the NYC True Cost of Living standards
   a. **Outcome:** By 2034, increase the rate of pay for unionized civil service members at the Law Department.
   b. **Strategies:**
      - Review and analyze salary and title structures for staff subject to collective bargaining agreements to ensure equity
      - Endeavor to implement a uniform organizational structure across all divisions and a review - every five (5) years - of salaries, responsibilities, and titles
   c. **Indicators:**
      - Percent difference in pay in title compared to other agencies with similar titles
      - Demographics of civil service members leaving the agency annually
      - Percent increase in salary for unionized civil service members

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability gaps in city pay, promotions, and contracts.[76]

[76] The Law Department's plan focuses on the first part of this priority ("Remove the gaps in race, gender, sexual orientation, age, and disability gaps in city pay, promotions").

Spotlight Wins

- The Corporation Counsel, Legal Recruitment, and Human Resources Offices hosted high school students, for the second summer, in 2025 as part of the agency's goal to support pipeline programs. This summer, in 2026, the agency onboarded high school and college students for internships at the agency's 100 Church Street location. This program was made possible through an ongoing community partnership with Pencil Ladders for Leaders.

- At the beginning of 2024, the agency in collaboration with external partners, provided additional trainings, including Microaggressions, Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety. We trained 1181 out of 1521 employees in Microaggressions. Our attendance for the Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety workshops ranged from 25-75 participants each. We sent 5-10 senior and mid-level managers to training on Building an Inclusive Culture Understanding Unconscious Bias, Creating a Culture of Inclusion: From Microaggressions to Microaffirmations, and Managing a Multigenerational Workforce: Leveraging the Talents of 5 Generations.

- The civil service title with the largest number of employees at the agency is the Assistant Corporation Counsel, which is not a title subject to collective bargaining. The Agency conducted an extensive review of salaries, resulting in a revised compensation structure, which improved pay equity for all 721 Assistant Corporation Counsels.

Mayor’s Office of Management and Budget

Mission and Commitment

The Mayor’s Office of Management and Budget (OMB) fulfills its mission by:

- Serving as the Mayor’s chief financial advisor;
- Developing and executing the City’s expense and capital budgets;
- Overseeing the budgets of nearly 90 City agencies and related entities;
- Enhancing operations management citywide, and evaluating the efficiency and cost-effectiveness of City services and proposals, and the fiscal impact of local, state, and national legislation;
- Providing vital information to government officials on the local, national, and world economies;
- Implementing the City's borrowing and bond programs and conducting legal reviews of capital projects for financing with bond proceeds; and
- Integrating environmental sustainability and resiliency into the City's financial planning to address current and future climate risks.

OMB’s mandate is to ensure that the City’s resources are managed and allocated effectively and efficiently, and the agency will continue to work with the Office of Equity & Racial Justice to explore ways of integrating equity considerations in the budget process. In parallel, OMB will redouble its efforts to cultivate an internal workforce that is equitable and inclusive at all levels, including leadership and decision-making roles.

The agency is committed to doing so with a key focus on recruitment and retention efforts.

Racial Equity Goals

Short-Term

1. **Goal**: Continue to support a diverse workforce across all levels of the agency
    a. **Outcome**: By the end of 2026, ensure recruitment plans are developed for all open positions in order to expand outreach and increase applications from underrepresented communities based on agency disparity analysis.
    b. **Strategies**:
        - Conduct an extensive analysis of demographic data as it applies to job applicants, employees, promotions, and separating employees, on an annual basis to help inform recruitment, hiring, promotion, and retention efforts
        - Continue targeted outreach to diverse applicant pools through expanded use of job boards and partnerships with community

organizations and educational institutions
    - Coordinate with the Learning and Development OMB unit to identify ways to better train managers and others involved in the recruitment process, building on efforts that require all employees involved in the hiring process to take the structured interviewing and unconscious bias courses offered by DCAS
    - Identify and expand leadership development opportunities that diversify advancement and decision making
  c. **Indicators**:
    - Demographics of workforce by position level
    - Demographics of new hires
    - Demographics of applicants[77]
    - Number of outreach events
    - Number of training courses offered

2. **Goal:** Assist city agencies in factoring equity into budgetary planning and decision-making consistent with mayoral directives and in compliance with federal, state, and local laws
  a. **Outcome**: In calendar year 2026, develop the tools that will assist City agencies in incorporating equity considerations into their budgetary planning and requests, and ensure that agencies utilize the tools in preparation for submissions for the Fiscal Year 2028 Preliminary Budget.
  b. **Strategies**:
    - Collaborate with the Mayor's Office of Equity & Racial Justice (MOERJ) to define criteria for agencies to use in evaluating budget and policy proposals
    - Develop guidance that supports agencies in applying such equity criteria to their budget and policy proposals
    - Review agency requests in light of such equity criteria, in addition to other budgetary requirements and constraints
  c. **Indicators**:
    - Percent of agencies that incorporate consideration of equity criteria when submitting budget requests

Medium-Term

1. **Goal**: Foster an inclusive workplace where employees feel a sense of belonging through investing in mentorship, support services, and professional development opportunities
  a. **Outcome**: By 2028, ensure at least 75% of employees share positive feedback related to workplace inclusion, belonging and opportunities for advancement through employee climate survey.

[77] For informational and communications purposes only.

b. **Strategies**:
    - Build disaggregated participant data pipelines for OMB's mentorship program to better track participation rate of senior managers and staff with fewer years of experience
    - Encourage greater participation of underrepresented gender and racial/ethnic groups in mentorship programs
    - Develop new programming and events which celebrate different cultures and heritages
    - Promote leadership development and advancement opportunities for employees from underrepresented groups based on agency disparity analysis
    - Create and advance Employee Resources Groups (ERGs)
c. **Indicators**:
    - Percent of employees sharing positive feedback through surveys and focus groups on workplace inclusivity and opportunities for advancement
    - Attrition data by race, ethnicity, and gender

2. **Goal:** Advance pay equity across all roles[78] to address the effects of occupational segregation and gender discrimination
    a. **Outcome:** By 2028, ensure 100% of OMB staff salaries are reviewed against and meet internal pay equity standards on an ongoing basis.
    b. **Strategies:**
        - Continue to thoroughly review compensation data to identify and address potential pay disparities
        - Continue to ensure consistent standards are applied in the hiring process to promote equity at the point of hire
        - Conduct bi-annual competitive citywide salary reviews to assess and maintain compensation alignment
        - Reference NYC's True Cost of Living (TCOL) measure as a benchmark in pay equity analyses to inform compensation decisions
    c. **Indicators**:
        - Percent of salaries that pass internal pay parity analysis
        - Average pay by title disaggregated by race, gender and ethnicity

3. **Goal:** OMB has had a 30% goal for M/WBE utilization and will continue to implement strategies to make further progress toward the goal, consistent with federal, state, and local law.
    a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.

[78] Implementation of any workforce-related changes in furtherance of the equity goals related to salary adjustments highlighted in this report must be consistent with collective bargaining obligations. See p. 430 for further information.

b. **Strategies**:
    - Continue to attend M/WBE outreach events and procurement fairs while also fielding calls and conducting procurement-specific outreach to qualified M/WBE vendors
    - Develop marketing strategies focused on underrepresented vendors
    - Evaluate and update procurement policies/criteria to remove potential barriers for underrepresented businesses
    - Convene annual meeting summarizing agency spending with M/WBEs and discuss potential barriers to participation
    - Actively review and adjust the agency's goal setting protocol for opportunities to improve M/WBE inclusion and target historically underutilized firms
c. **Indicators:**
    - Percent of all contract payments paid to M/WBE vendors
    - Dollar value of contract payments paid to all M/WBE vendors
    - Dollar value of contract payments paid to MBE vendors in the most recent fiscal year disaggregated by race and ethnicity
    - Dollar value of contract payments paid to Non-Minority WBE vendors city

Long-Term

1. **Goal:** Expand public reporting to improve public insight into city investments and equity commitments
    a. **Outcome:** By 2034, implement a reporting system that highlights the City's progress towards equity goals from a budgetary perspective.
    b. **Strategies:**
        - Collaborate with the Mayor's Office of Equity & Racial Justice (MOERJ) to define reporting requirements, core metrics, agency responsibilities for data tracking and reporting, and the scope of work of the reporting system
        - Identify interagency stakeholders who will coordinate, guide, and organize the information-gathering necessary for the reporting instrument
        - Ensure that the reporting format is not in conflict with other budgetary reporting or financial system requirements, and ensure that the format aligns with best practices in accessibility and user experience
        - Conduct periodic reviews to maintain alignment with strategic goals, improve data quality, accessibility and usability
    c. **Indicators:**
        - Completion of citywide public reporting system and governance structure

- Number (or percent) of citywide investments and equity commitments included in public reporting
- Launch of public reporting tool/platform

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #6: Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.

Spotlight Wins

- OMB has invested in a variety of initiatives to increase employees' sense of belonging and access to professional development. For example, the OMB Mentorship program is in its fifth year and has increased to a total of 104 participants, approximately 25 percent of the agency. Additionally, OMB has significantly expanded its professional development opportunities through the OMB Leadership Development Program "Catalyst," which focuses on mindset, relationships, culture, feedback, coaching, and performance. From 2023-2025, we've had 85 participants in the summer cohort program. Also, the agency launched the OMB Employee Equity Group (EEG) program in 2023, including two existing EEGs: PRIDE and BOLD (Black employee equity group) and adding a third: WIN (Women's Initiative Network).

- OMB has developed a yearly cycle of in-person events celebrating diverse cultures. During 2024-2026, OMB hosted events centered on the following areas: Black History Month, Women's History Month, Earth Day, Mental Health Awareness Month, Asian American Pacific Islander Heritage Month, Pride Month, Caribbean American Heritage Month, Arab American Heritage Month, and Hispanic Heritage Month. Each of these events was popular with all staff, often reaching maximum capacity based on available venue size. Each event included extensive planning to provide a mix of educational, community-building, and celebratory opportunities for all staff.

Office of Administrative Trials and Hearings

Mission and Commitment

The City of New York's Office of Administrative Trials and Hearings (OATH) is the City's central, independent, administrative law tribunal. OATH's mission is to ensure that everyone who appears at OATH receives access to justice, a fair opportunity to be heard, and a timely resolution of their case.

We are committed to ensuring OATH's staff treat all parties fairly and impartially, that all OATH adjudicators conduct themselves ethically and with the utmost level of professionalism, that OATH continually promotes access to justice for all, that OATH strives for the highest standards with respect to hiring, workforce development, contracting, and other internal practices, and that OATH makes information available to all parties, regardless of status, so that everyone has a full and fair opportunity to be heard when they attend an OATH proceeding. These are the areas that OATH has addressed and must continue to address.

Racial Equity Goals

Short-Term

1. **Goal**: Strengthen training for agency leadership to build internal knowledge and commitment to racial equity work
    a. **Outcome**: By the end of 2027, ensure at least 90% of OATH leadership have undergone racial equity training and demonstrated an increased understanding of how equity considerations relate to OATH's mission, workforce, and public-facing services.
    b. **Strategies**:
        - Source and collaborate with partner agencies to provide appropriate training for OATH leadership
        - Build leadership buy-in and facilitate additional conversations on the application of trainings in OATH's work
    c. **Indicators:**
        - Percent of senior leadership who completed training
        - Percent of leadership demonstrating increased knowledge in post-training assessments
        - Percent of leadership demonstrating deeper understanding in post-training assessments

2. **Goal**: Ensure all agency public-facing material is anti-marginalizing so that New Yorkers of different language preferences and literacy levels can access our agency's information and services

a. **Outcome**: By the end of 2026, ensure 100% of the agency's online informational materials, forms, and applications are written in plain language and translated into at least all Local Law 30 languages.
b. **Strategies:**
    - Conduct an inventory of agency's online material to identify gaps in language access and plain language
    - Work with translation vendors to update identified material, and update agency website with new material
c. **Indicators:**
    - Percent of agency online informational materials, forms, and applications written in plain language
    - Percent of agency online informational materials, forms, and applications translated into all Local Law 30 languages

Medium-Term

1. **Goal**: OATH has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
    a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
    b. **Strategies:**
        - Review submitted purchase requisitions
    c. **Indicators:**
        - Percent of all contracts awarded to M/WBE vendors
        - Number of M/WBE contracts awarded disaggregated by race, ethnicity, and gender identity

2. **Goal:** Build diverse recruitment pipelines to ensure equitable access to information about agency vacancies
    a. **Outcome**: By 2028, build at least 5 new recruitment pipelines through partnerships with diverse professional networks.
    b. **Strategies:**
        - Expand agency participation in recruitment fairs, workshops, and networking events
        - Develop and institutionalize contact databases through leveraging internal and external agency networks
        - Join networking listserves that allow access to diverse recruitment pipelines
    c. **Indicators:**
        - Percent of new partnerships developed with groups for underrepresented communities
        - Number of new hires informed of opportunity through new partnerships

- Retention rate of hires recruited from established partnerships
- Rate of change in employee demographics based on available data

3. **Goal:** Prioritize racial equity training for all agency personnel to understand the need for the work and how personnel can uphold these values
    a. **Outcome**: By 2028, 100% of agency personnel are fully trained on racial equity values.
    b. **Strategies:**
        - Source and collaborate with partner agencies to provide training for OATH personnel on racial equity
        - Communicate to personnel on importance of trainings and facilitate additional conversations on the application of trainings in OATH's work
    c. **Indicators:**
        - Percent of agency personnel trained on racial equity values
        - Percent of agency personnel demonstrating deeper understanding in post-training assessments

4. **Goal**: Promote the use of restorative practices and conflict resolution services throughout city government and in the city government's interaction with the public through the Center for Creative Conflict Resolution (CCCR)
    a. **Outcome**: By 2028, improve access to restorative practices, mediation, and conflict resolution services through CCCR to strengthen workplace equity, improve organizational culture, and support community-centered approaches to conflict resolution.
    b. **Strategies**:
        - Encourage agency leaders to maintain an active Alternative Dispute Resolution Coordinator (ADRC) for their agency
        - Build the internal capacity of the Alternative Dispute Resolution Coordinator (ADRC) network through continued quarterly meetings, workshops and 1:1 consultations
        - With the support of MOERJ, connect ADRC's directly with those in agencies responsible for racial equity work
        - Provide ongoing outreach about CCCR services through presentations and workshop opportunities
        - Expand CCCR training, mediation, coaching, group facilitation and restorative practices to mayoral and non-mayoral agencies that are not already working with CCCR
        - Support agencies in incorporating restorative practices, conflict resolution skills, and employee engagement strategies into the workplace culture
        - Identify public-facing agency opportunities in collaboration with sister agencies' leadership and ADRCs where restorative or alternative dispute resolution approaches may be appropriate as alternatives or

supplements to punitive enforcement
    - Support agency personnel involved in equity and racial justice work through CCCR trainings, coaching, facilitation, restorative practices, consultations and other technical support
    - Track the use of CCCR services, participant satisfaction, and new design initiatives to assess increased opportunities for building trust, improving communication, and enhancing conflict resolution capacity
  c. **Indicators:**
    - Number of external partners receiving CCCR services (Mayoral, Non-Mayoral, or Elective Offices)
    - Number of agencies incorporating restorative practices into workplace or public-facing programs
    - Participant satisfaction with CCCR services
    - Number of public-facing restorative or alternative dispute resolution sessions
    - Number of CCCR services provided
    - Number of City employes trained in conflict resolution or restorative practices

5. **Goal:** Proactively review, update, and communicate established policies agencywide to foster a culture of transparency and inclusion
  a. **Outcome**: By 2030, 100% of agency personnel are able to view all agency policies.
  b. **Strategies:**
    - Review all established policies with an eye toward transparency and inclusion
    - Create SharePoint or equivalent folders with published policies and FAQs
    - Develop protocol for updates to internal policies to keep up with changes in data
  c. **Indicators:**
    - Number of communications on existing policies, additional policies, or changes to existing policies
    - Number of policies revised incorporating best practices on inclusion and transparency

Long-Term

1. **Goal:** Build an inclusive workplace where employees are supported and advance their careers, particularly those of underrepresented groups based on agency disparity analysis
  a. **Outcome**: By 2034, 100% of agency divisions are representative of the City's population.

b. **Strategies:**
    - Create yearly “stay interviews” to understand the experiences of existing staff in under-represented populations
    - Administer survey capturing employee suggestions to foster a more inclusive workplace
    - Host professional development events within the agency that promote career development

c. **Indicators:**
    - Percent of stay interviews analyzed
    - Number of career counseling sessions conducted in a year
    - Percent of career counseling sessions conducted for underrepresented staff
    - Percent attrition of all staff
    - Percent attrition of underrepresented staff
    - Number of professional development events held yearly

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
- #3: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
- #4: Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
- #16: Ensure all city employees and their agencies, including the police and social service providers, are held accountable for any harm and abuse of power.

Spotlight Wins

- OATH ensures information is accessible by providing it in plain language and translating it into the top 10 languages spoken in NYC. Everyone has access to free translation services for help sessions, trials, hearings, community service and mediations. OATH also makes all forms and applications available in the top ten languages and has also made other documents such as outreach flyers, informational fact sheets, and handouts available in the top ten languages. In addition, OATH has redesigned a majority of the summonses that agencies use to have clearer plain language instructions, fewer words, and a helpful QR code which will redirect the reader to more information.

- Not having a lawyer should not limit one’s ability to navigate OATH’s processes. OATH has a Help Center which ensures that unrepresented

respondents receive non-legal answers to their questions, are aware of their rights, and understand the hearing process. A resident is afforded the opportunity to have a Help Session, which is a one-on-one meeting with a Procedural Justice Coordinator, in their language of preference. More than a dozen explanatory fact sheets on enforcement agency processes and OATH's hearing process are available at the Help Center and may be translated into the top ten languages. These include, but are not limited to, the following fact sheets: DOB Certificates of Correction; DOB Stipulations; DCA Settlements; Helpful Information for Haircutters, Hair Salons, and Barbershops; and Summonses Where Your Property Was Taken Away.

- OATH leverages technology to make our adjudications more accessible to parties. A text-message reminder system is available to all OATH respondents to help ensure that people never miss a hearing and get real-time updates about the status of their case. Since the inception of the text-message reminder system in September 2020, approximately 13,128 respondents have registered for these reminders. The text message system can also be utilized to initiate contact with our Help Center. In addition, during the pandemic, OATH added a call-back option to the Hearings Division remote hearings system, allowing respondents to avoid waiting on hold and instead request a call-back when their hearing is ready to go forward. Since this option was launched, around 82 percent of respondents have taken advantage of it. For outreach materials, OATH also created its own QR Code, which takes users to a specific page on the OATH website called "You Received a Summons, Now What?" This webpage enumerates all the options available for someone who has just received a summons including links to other webpages and online forms such as reschedule form, payment websites, hearing request forms and other pertinent information. OATH also meets people where they are. We have offices in every borough where people can come in person to ask questions and take care of OATH business. Each year, thousands of respondents come to our borough offices to get work done.

- Affinity-group bar associations have posted OATH job openings to their members, increasing and diversifying our potential recruitment pool.

- Integrally tied to racial justice and equity is the issue of interpersonal and group conflict and conflict resolution, and OATH's Center for Creative Conflict Resolution (CCCR) has been doing important work in this space. Since 2016, CCCR has been addressing workplace conflicts that include implicit bias and in-group/out-group biases, through early-intervention interest-based processes like mediation, coaching, training, and consultations. In 2023 alone, CCCR provided over 500 processes across city agencies and mayoral offices. CCCR is in the early stages of developing a two-part best practices model that is rooted in the theories and principles of

Restorative Practices aimed at fostering Restorative Work Environments (RWE) in City government workplaces and training and offering technical assistance to agencies that want to incorporate Restorative Practices into their public-facing work.

Office of Labor Relations

Mission and Commitment

The City of New York values our employees, retirees, and their families and recognizes our employees are the engine that keeps our city running. The NYC Office of Labor Relations (OLR) is a Mayoral agency whose mission is to negotiate and implement fair collective bargaining agreements while being responsible to NYC taxpayers; provide benefits that support the health and well-being of our workforce; and support the needs of our partner agencies and municipal unions.

More specifically, OLR's purpose is to:

- Represent the Mayor in the conduct of all labor relations between the City of New York and labor unions representing employees of the City, including collective bargaining negotiations between the city and its 149 collective bargaining units.
- Administer programs to support the health and well-being of NYC staff, retirees and their families through the Health Benefits Program, Management Benefits Fund, Employee Assistance Program, WorkWell NYC and Citywide Tax Favored Benefit Programs including the Deferred Compensation Plan and NYCE IRA.
- Act as a resource to agencies regarding workforce labor issues, including contract administration, personnel and payroll issues, labor-management meetings, adjudicating Step Three employee grievances and representing the City in arbitration, legislative and policy matters.
- Collaborate with the Municipal Labor Committee (MLC) to achieve affordable and high-quality healthcare for City employees, retirees, and their dependents.

OLR, through the collective bargaining process, is committed to treating all unions and the employees they represent in an equitable and fair manner. Furthermore, as the administrator of City health benefits, the deferred compensation plan, and other employee benefit programs, OLR is in a position to make efforts to improve access to benefits for all City employees and address any disparities. In collaboration with other agencies (i.e., DCAS, OMB and the Pay Equity Cabinet), OLR is also working to examine potential pay inequity in New York City through the identification (a) of any gender and/or race pay disparities within selected civil service titles and (b) the existence and magnitude of any occupational segregation in the City's workforce.

Racial Equity Goals

Short-Term

1. **Goal:** OLR has had a 30% goal for M/WBE utilization and will continue to

implement and evaluate goals going forward to ensure they are consistent with federal, state and local law

a. **Outcome:** Through 2026, maintain consistent implementation and assessment for M/WBE utilization.
b. **Strategies:**
    - Incorporate language emphasizing racial equity and related expectations in RFP/RFX/RFI's and micro-purchases, where appropriate
    - Reinforce requirement for M/WBE database to be used to source goods and services
c. **Indicators:**
    - Percentage of micro-purchases and contracts awarded to M/WBEs

2. **Goal**: Build disaggregated data pipelines for OLR programs to identify potential racial disparities in participation and barriers to access programs and services
    a. **Outcome:** By the end of 2026, analyze existing demographic data, with a focus on gender and race, of the participants in 100% of City funded benefit programs administered by OLR, and identify and implement appropriate methods to collect data from other OLR programs while ensuring that data collection does not create unintended barriers to participation.
    b. **Strategies**:
        - Gather and analyze existing participation data across programs to identify any disparities among underrepresented groups
        - Where demographic data is not currently available, develop plans to collect data or identify alternate measures (i.e., salary levels, home address/zip codes, union representation). An example includes incorporating demographic questions on all registration forms (i.e., flu clinics, financial planning seminars, other requests for services)
        - Identify potential challenges with collecting data and ensure that data requirements do not create barriers to participation
        - Implement a clear and adequately resourced process and structure for regularly tracking and analyzing participation in OLR programs
        - Compare OLR program participation data with the NYC Government Workforce Profile Report to assess alignment with workforce demographics by race and gender
    c. **Indicators:**
        - Number of programs for which demographic data is and is not collected
        - Number of participants in each demographic group/program

3. **Goal**: Review OLR's current hiring and promotional practices to ensure equity throughout the employment process, including job postings, interviews, hiring, and promotions to reduce potential workforce disparities
    a. **Outcome**: By the end of 2026, establish a clear and consistent hiring and

promotion process of OLR staff across 100% of agency divisions.

b. **Strategies**:
    - Identify job titles to target for initial changes
    - Review language of job postings and locations of postings for non-competitive jobs
    - Distribute all job postings to all CUNY schools and HBCUs, and develop relationships with career counselors
    - Reach out to a broader array of professional associations to help with job postings to diversify the pool of applicants
    - Develop structured interview guidelines and protocols for interview committee such as diversity of the interview team
    - Train hiring managers on updated hiring and interview protocols
    - Determine whether DCAS or OLR can track race, gender and ethnicity of applicants
c. **Indicators**:
    - Number and demographics of staff hired and/or promoted[1]

Medium-Term

1. **Goal:** Leverage OLR purchasing and contracting authority to advance equity among our partners and strengthen their commitment to racial equity in the delivery of services. OLR will continue to implement and evaluate its goals going forward to ensure they are consistent with federal, state and local law.
    a. **Outcome**: By 2028, collaborate with 100% of vendors to assess their equity programs and policies.
    b. **Strategies:**
        - Identify existing use of subcontractors by vendor to establish baseline
        - Review agency partnerships and request reports from different entities
        - Engage vendors in discussions regarding equity priorities and how that benefits the City's workforce, particularly where historical disparities in service delivery have been identified, and consider demonstrated commitments to equity when evaluating contract renewals
        - OLR's Legal Division will continue to partner with OCB and DC 37 regarding arbitrator panels composition to ensure broad representation
    c. **Indicators:**
        - Number of vendors with demonstrated commitment to racial equity

2. **Goal:** Ensure all NYC employees maximize their benefits and obtain the full value of their employment by increasing participation in OLR programs through targeted

[1] For informational and communications purposes only.

and tailored outreach and inclusive program design

a. **Outcome:** By 2028, expand the number of historically underrepresented participants, as identified through agency analysis, across 100% of City funded benefit programs administered by OLR.
b. **Strategies:**
    - Create targeted or new campaigns/programs to reach underrepresented communities of color
    - Build upon new targeted campaigns for Health Programs (ex. Smoking Cessation, Diabetes Prevention, Cancer Screening), Deferred Comp, EAP, WorkWell NYC
    - Review OLR's website, videos, informational materials, and other communications
    - Work with communications experts to assess OLR collateral, forms and website content and make improvements as appropriate
    - Simplify enrollment, educational, and communication materials to reduce barriers to accessing OLR programs, particularly for employees from historically underrepresented backgrounds
c. **Indicators**:
    - Number of programs identified as requiring changes to address participation barriers
    - Number and demographics of staff enrolled in OLR programs
    - Number of changes implemented to simplify enrollment and improve access

3. **Goal**: Collaborate with the Pay Equity Cabinet to identify potential inequities and occupational segregation within our city workforce and develop recommendations for addressing identified issues
    a. **Outcome**: By 2028, publish a report identifying any disparities, if any, within the job titles analyzed.
    b. **Strategies:**
        - Participate in a subcommittee working with an external party that will conduct review of pay equity
        - Work with DCAS and the external party to develop the scope and methodology of the study and formulate recommendations
        - Collaborate with DCAS, Pay Equity Cabinet, Law Department, OMB and Mayor's Office to develop recommendations for implementation
    c. **Indicators**:
        - Number of recommendations developed and delivered

Long-Term

1. **Goal**: Invest and commit a percentage of the OLR budget to advance racial equity as it pertains to staffing, contracting, and programming
    a. **Outcome**: By 2034, expand participation of historically underrepresented

groups across OLR contracting, programming, and staffing.

b. **Strategies**:
    - Continuously review representation across OLR programs and vendor staff/subcontractors, ensuring equitable participation across all categories
    - Dedicate staff resources to maintaining the demographic data for both internal and external usage
    - Work with our vendors to ensure they have diverse workforces, contractors, and programs that effectively serve a diverse audience
c. **Indicators**:
    - Demographic composition of program participants

Community Equity Priorities Referenced

- #1: Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.

Spotlight Wins

- WorkWell NYC's Project B.U.I.L.D. (Building Understanding, Inclusion, Learning, and Diversity) is committed to addressing matters of injustice and inequity by providing platforms to educate and develop awareness to improve the health and wellness of City employees in and out of the workplace. Examples of programs include Art is Life employee showcase – highlighting city employees' visual, performance and literary arts to support building understanding and community; education programs on identities, equity, race and justice, and allyship in the workplace. The 2026 Art is Life program, attracted 250 artist submissions and over 1,000 registrants to attend the gallery showcase and the first ever live performance at a professional Off-Broadway theater.

- The Health Benefits Program has added a new customer service call center to help enhance accessibility to retirees' health benefits. The call center handles approximately 12,000 calls per month and serves approximately 300 in-person visitors monthly.

- OLR's Legal Division internship program conducts broad outreach for all positions and internships through multiple channels (including but not limited to HBCUs, CUNY, SUNY, and various diverse bar associations and professional organizations). The program received a record number of law student applications for the Summer 2026 term.

- During our most recent round of labor negotiations, OLR reached an agreement with DC 37 to provide a $7,000 salary increase for 911 operators, funded through

resources dedicated to titles experiencing recruitment and retention challenges. Additionally, the agreement increased compensation for more than 100 City titles to at least $18 per hour and provided additional increases and bonuses for other titles through the parties' equity fund.

Looking Ahead

Plan Implementation

With the final Citywide Racial Equity Plan published, MOERJ will work closely with agencies operationalizing their short-, medium-, and long-term goals. The MOERJ team will source and craft tools and resources for agencies to accomplish their diverse goals and provide one-to-one technical assistance as well as guidance on tracking and reporting. MOERJ will also create spaces for agencies to come together, share, and sharpen their knowledge on racial equity work, with the goal of cultivating a community of internal change-makers to sustain and power the work ahead.

Equity in Budgeting

In creating the City's first racial equity planning process, MOERJ was committed to building the strategic framework necessary to not only advance equity but support structural reform.

MOERJ ensured the framework addressed the core levers of government so the plan could be transformative and sustainable. This meant centering things like service delivery, staffing, contracting, and budgeting from inception.

Centering budgeting during the racial equity planning process included working with agencies to consider if and how they allocate funds in their budget to remedy disinvestment and past harm as they contemplated how to approach their agency's plan and began to develop it. This could mean reallocating funds to meet the needs of historically marginalized communities, expanding services in key neighborhoods experiencing long-standing disparities, and more.

As we continue moving this process forward, we are committed to collaborating with our budget colleagues and other stakeholders to build and continue to strengthen a citywide equity in budgeting framework.

This work will be a foundational starting point and will evolve through implementation, learning, and ongoing collaboration. This includes partnering with the NYC Office of Management & Budget and other stakeholders on the following:

- Building a framework for a citywide equity in budgeting process, including review of best practices of other municipalities and considering complementary New York City budgeting approaches like climate budgeting

- Integrating a foundational equity budget review process in the Fiscal Year 2028 Preliminary Budget, providing an initial structure while ensuring opportunities to refine and improve the approach in future years

- Collaborate on timelines, assessment tools, and review processes that would allow agencies to evaluate where and how funding needs meet Racial Equity Plan objectives and goals, while simultaneously tracking progress prior to the release of the next Preliminary Racial Equity Plan in January 2028.

Data Disaggregation Vision

Included in the Preliminary and Final Racial Equity Plan is a north star in our vision for racial equity focused on data disaggregation (by race, ethnicity, gender identity, and other characteristics, including all those listed in the NYC Charter) across agencies to understand and act on unaddressed needs and historical inequities impacting communities today. MOERJ is continuing to build on guidance provided to agencies during the first preliminary planning cycle, with an emphasis on race and ethnicity, gender identity, and/or geography. For this cycle, MOERJ considered existing data disaggregation policies (including Executive Order No, 45 of 2019) as well as data gaps. Direct support was provided to agencies while building and refining plans to incorporate and expand on data disaggregation work that can help continually identify and address inequities.

As we move toward implementation and future planning cycles, we are developing an updated vision and standard for data disaggregation that we aspire to work towards as a city, recognizing that working towards a new vision will take time, resources, and infrastructure to do so, and will not happen within a single racial equity planning cycle.

The following *working* principles and standards provide the foundation from which we will build together. MOERJ will work with City agencies to review these working principles and guidance and gather input from stakeholders both inside and outside of government before they are finalized.

Data Disaggregation: *Working Principles*

The following working principles for data disaggregation are informed by best practices in equitable data collection and applicable federal statistical guidance[79].

Equity: Data collection and analysis should center the goal of identifying and addressing disparities. We should design data systems that illuminate inequities, with

[79] Includes U.S. Office of Management and Budget's 2024 revision to Statistical Policy Directive No. 15 (SPD 15) *Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity.*

particular attention to communities that have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality.

Self-Identification: Whenever feasible, demographic data should be collected through self-report, allowing individuals to identify themselves according to their own understanding of their identity. When self-identification is not possible, we should document the alternative method used and its limitations.

Transparency and Informed Consent: We should clearly communicate to respondents why demographic data is being collected, how it will be used, with whom it may be shared, and how it will be protected. Responses to demographic questions should generally be voluntary and we should document response rates to assess data quality.

Data Minimization: We should only collect the demographic data necessary for clearly defined equity analysis purposes. The level of detail collected should be proportionate to a particular agency's analytical needs and capacity to protect the data. We should articulate specific use cases before expanding demographic data collection.

Privacy and Security: All demographic data collection must comply with applicable privacy laws and the standards including applicable policies and protocols of the Chief Privacy Officer, and with privacy standards developed pursuant to NYC Charter Section § 3401(d)(2)(c). We should implement appropriate technical and administrative safeguards, including data anonymization, access controls, and secure storage protocols.

Community Engagement: We should engage with affected communities in developing data collection approaches, ensuring that categories and terminology reflect community preferences and lived experiences. This engagement is particularly important when collecting data about communities that have experienced historical discrimination or marginalization.

Data Disaggregation: *Working Standards*

The following working standards aim to establish proposed demographic categories and data specifications envisioned to enable the City to identify and understand disparities within and across populations. It aims to do this while allowing the specific measures, response options, and level of detail to vary according to purpose, necessity of the data collection, privacy and confidentiality considerations, response burden, population and context, and intended analysis.

These working standards include more detailed race and ethnicity categories, including further disaggregation in broad categories like Asian and Hispanic or Latino as well as write-in options; income and socioeconomic status and measures; and

additional demographic categories relevant to understanding disparities and experiences of communities that may otherwise be concealed in broader categories.

The working standards are a starting point and proposed to provide a meaningful level of detail for equity analysis, while allowing for additional categories when appropriate to the population, data collection purpose, etc.

Overall Race and Ethnicity Categories

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America who maintains cultural identification through tribal affiliation or community attachment
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent
- **Black or African American:** A person having origins in any of the Black racial groups of Africa
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race
- **Middle Eastern or North African:** A person having origins in any of the original peoples of the Middle East or North Africa
- **Native Hawaiian or Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- **White:** A person having origins in any of the original peoples of Europe

Detailed Race and Ethnicity Categories

Asian Detailed Categories: Bangladeshi, Bhutanese, Burmese, Cambodian, Chinese, Filipino, Hmong, Asian Indian, Indonesian, Japanese, Korean, Laotian, Malaysian, Mongolian, Nepalese, Okinawan, Pakistani, Sri Lankan, Taiwanese, Thai, Vietnamese

Black or African American Detailed Categories: African American, Afro-Caribbean (including Jamaican, Haitian, Trinidadian, Guyanese, Barbadian), African (including Nigerian, Ethiopian, Ghanaian, Somali, Eritrean, Kenyan, Liberian, Senegalese, Sierra Leonean)

Hispanic or Latino Detailed Categories: Mexican, Puerto Rican, Cuban, Salvadoran, Dominican, Guatemalan, Colombian, Honduran, Ecuadorian, Peruvian, Nicaraguan, Venezuelan, Argentinian, Chilean, Panamanian, Costa Rican, Bolivian, Uruguayan, Paraguayan

Middle Eastern or North African Detailed Categories: Afghan, Algerian, Bahraini, Egyptian, Emirati, Iranian, Iraqi, Israeli, Jordanian, Kuwaiti, Lebanese, Libyan, Moroccan, Omani, Palestinian, Qatari, Saudi Arabian, Syrian, Tunisian, Turkish, Yemeni

Native Hawaiian or Pacific Islander Detailed Categories: Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese, Palauan, Tahitian, Chuukese, Pohnpeian, Kosraean, Yapese, Carolinian

Additional Write-In Options: Race and ethnicity questions should include a write-in option allowing respondents to specify identities not listed. A process should be established for reviewing write-in responses to identify emerging communities and evaluate whether additional standard categories should be added.

Sexual Orientation and Gender Identity (SOGI) Data

Collecting data on sexual orientation and gender identity enables us to identify and address disparities affecting LGBTQIA+ communities. These data shall be collected following established best practices to ensure accuracy and protect respondent privacy. It is critical that it is collected following established best practices to ensure accuracy and protect respondent privacy.

Given the sensitive nature of SOGI data, it is critical to implement enhanced privacy protections and build working guidelines for use:

- SOGI data collected should have a clear, analytical purpose
- Access to individual-level SOGI data should be strictly limited
- Aggregate reporting thresholds should be applied to prevent re-identification
- Respondents should be clearly informed about how SOGI data will be used and protected
- Respondents should be able to update their SOGI data wherever possible and SOGI data should not be used to negatively impact a respondent's access to services or benefits
- Staff who collect SOGI data from New Yorkers should understand the purpose of the data collection and how to discuss it in an inclusive and respectful manner.
- SOGI terminology can be nuanced and evolve over time. Before using question or categories in data collection, surveys, research, or equity analysis, it is important to establish a shared understanding of terms being used and recognize that people may use different terms to describe themselves. Definitions should be used to support respectful, consistent data collection while preserving opportunities for self-identification.
- For definitions and additional guidance on terminology, staff should consult current resources including the NYC Commission on Human Rights' Gender Identity/Gender Expression Legal Enforcement Guidance and definitions contained in the NYC Human Rights Law and implementing regulations.

The following three-part SOGI data measure may be considered as a framework, with responses options that allow respondents to self-describe or decline to answer.

The specific SOGI measures and level of detail selected should be guided by purpose, necessity, privacy and confidentiality risks, respondent burden, and intended analysis. As these are working guidelines, specific question stems or survey wording are not yet included in this stage but will be considered based on feedback and input.

Overall Categories and Terms[80]

- Current Gender Identity
    - Woman
    - Man
    - Non-Binary
    - Prefer to self-describe (write-in text box)
    - Prefer not to answer
    - Don't know
- Sex Assigned at Birth[81]
    - Female
    - Male
    - Intersex
    - Don't know
    - Prefer not to answer
- Sexual Orientation
    - Straight/Heterosexual
    - Lesbian
    - Gay
    - Bisexual
    - Queer
    - Asexual
    - Pansexual
    - Prefer to self-describe (write-in text box)
    - Questioning/Unsure
    - Prefer not to answer

Income and Socio-Economic Status

When we collect income data, we should consider standardized bands relative to both the Federal Poverty Level (FPL) and Area Median Income (AMI), as appropriate to the agency's function. Standard income bands can include: below 100% FPL, 100–200% FPL, 200–300% FPL, 300–400% FPL, and above 400% FPL. For housing-related programs, agencies can additionally use AMI-based thresholds consistent with those

[80] Gender identity and sex assigned at birth are presented as a two-step measure. Collecting these two measures together, *when appropriate and necessary,* can provide a more complete understanding of gender-related demographic information and can support more meaningful equity analysis.

[81] Inclusion of sex assigned at birth as part of a two-step measure doesn't imply that it should be collected in all contexts. While this measure may be appropriate for certain health-related purposes or large-scale population surveys, it may be unnecessary or inappropriate for some administrative data collection. In contexts where sex assigned at birth is not necessary for the intended purpose, alternative questions can be considered.

used by the Department of Housing Preservation and Development (HPD). Agencies can cross-tabulate race and ethnicity with income data to identify intersectional disparities.

Where the NYC True Cost of Living Measure cost-of-living-adjusted income measures are available, it would be encouraged to use them alongside nominal income to present a more accurate picture of economic hardship across neighborhoods and demographic groups.

Geographic Data

Geographic disaggregation is essential for identifying neighborhood-level disparities and targeting interventions.

The following geographic units for disaggregation should be considered, alongside other maps and geographical boundaries (e.g. Taskforce on Racial Inclusion & Equity Neighborhood Map):

- Neighborhood Tabulation Areas (NTAs)
- Community Districts (CDs)
- Census Tract
- Borough (high-level geographic comparison)

Additional Demographic Categories

Beyond the categories already mentioned, we should collect and disaggregate data by the following characteristics as relevant to their programs and functions: language (primary language spoken at home and English language ability), age (using age bands appropriate to an agency's function), and disability status (consistent with definitions under the Americans with Disabilities Act), and Veteran status.

Advanced Methodologies for Equity Analysis

Methodologies that go deeper enable meaningful equity analysis. Advanced approaches are essential to achieving levels of granularity that allow for identification of disparity among or within groups.

This includes developing capacity to conduct intersectional analysis examining how multiple demographic characteristics interact to produce compound disparities. Intersectionality is essential for understanding the experiences of individuals who face compounded discrimination or disadvantages.

Proposed Intersectional Dimensions

- Race and Ethnicity × Gender Identity
- Race and Ethnicity × Age
- Race and Ethnicity × Geography (Neighborhood)
- Race and Ethnicity × Income
- Race and Ethnicity × Language Access
- Race and Ethnicity × Disability Status

Responding to Disparity Findings

The collection and reporting of disaggregated data serves us well when it informs decisions that advance racial equity.

When the City identifies a statistically significant disparity in an outcome indicator, the following actions should be taken:

- Investigate contributing factors through an operational lens, examining whether the disparity stems from policy design, access or outreach patterns, geographic distribution of services, eligibility criteria, or systemic factors
- Document the finding and its contributing factors in the Racial Equity Plan (REP)
- Connect the finding to a specific strategy or action in the Plan that addresses the identified disparity
- Report on progress in reducing the disparity in subsequent REP submissions. We should use disparity findings to inform resource allocation, service delivery design, staffing decisions, and geographic targeting of interventions

Future Planning and Conclusion

MOERJ aims to remain on the racial equity planning schedule outlined in the New York City Charter. In future planning cycles, we will engage our current agency partners to continuously reflect and update their plans and, as city entities shift, evaluate including additional city agencies to participate in the process.

The Citywide Racial Equity Plan marks the beginning of our City's collective work to close gaps in opportunity and outcomes for all New Yorkers. Although City agencies have initiated processes and practices to address racial disparities in their lines of work, this plan, for the first time, institutionalizes and streamlines existing and new commitments to racial equity across agencies. The goal is to holistically deliver for New Yorkers since structural racism is a cross-cutting and compounding issue.

Recognizing that we are far from overturning the intergenerational impact of over 400 years of colonialism, slavery, and exploitation, we are committed to learning from others on this path toward racial equity and listening to New Yorkers – particularly those most impacted by structural racism–to hold our City accountable to this process.

Acknowledgments

The Citywide Racial Equity Plan illustrates the collective labor, commitment, and perseverance of numerous communities, City leadership, MOERJ staff, City agency staff, advisors, and the City entities that championed this work and paved the path for us. We thank them for their monumental contribution to this plan and process.

New Yorkers

Thank you to over one million New Yorkers who flipped their ballot and voted on three historic measures in November 2022. We appreciate their commitment to civic engagement and want to uplift their choice to bring this process and plan to life.

We recognize that the ballot measures would not have been possible to vote on without the work of New Yorkers, past and present, who fought for racial equity and social justice. This plan is dedicated to the hundreds of thousands of New Yorkers who have suffered and continue to do so in the name of freedom and equity.

We also thank every New Yorker who engaged in the public review process of the Preliminary Racial Equity Plan and provided input on it. From providing feedback through MOERJ's public survey to attending townhalls organized by our Racial Equity Plan accountability partner, the Commission on Racial Equity (CORE), the time, voice, experience, and knowledge of every New Yorker who participated was and will continue to be crucial to ensuring it speaks to the needs of the people.

Mayor's Office of Equity and Racial Justice (MOERJ)

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NYC Agencies and Staff

We thank our city agencies and their staff for working diligently to develop their agency's first Racial Equity Plan and contributing to our City's vision for racial equity.

Administration for Children's Services (ACS)
Brooklyn Navy Yard Development Corporation (BNYDC)
Business Integrity Commission (BIC)
Civic Engagement Commission (CEC)
Commission on Human Rights (CCHR)
Department for the Aging (NYC Aging)
Department of Buildings (DOB)
Department of City Planning (DCP)
Department of Citywide Administrative Services (DCAS)
Department of Consumer and Worker Protection (DCWP)
Department of Correction (DOC)
Department of Cultural Affairs (DCLA)
Department of Design and Construction (DDC)
Department of Environmental Protection (DEP)
Department of Finance (DOF)
Department of Health and Mental Hygiene (DOHMH)
Department of Investigation (DOI)
Department of Parks and Recreation (DPR)
Department of Probation (DOP)
Department of Records and Information Services (DORIS)
Department of Sanitation (DSNY)
Department of Small Business Services (SBS)
Department of Social Services (DSS) / HRA / DHS
Department of Transportation (DOT)
Department of Veterans' Services (DVS)
Department of Youth and Community Development (DYCD)
Economic Development Corporation (EDC)
Fire Department (FDNY)
Housing Preservation and Development (HPD)
Landmarks Preservation Commission (LPC)
Law Department (LAW)
Mayor's Office of Contract Services (MOCS)

Mayor's Office of Criminal Justice (MOCJ)
Mayor's Office of Management and Budget (OMB)
Mayor's Office of Media and Entertainment (MOME)
NYC Emergency Management (NYCEM)
NYC Health + Hospitals (H+H)
NYC Housing Authority (NYCHA)
NYC Public Schools (NYCPS)
Office of Administrative Trials and Hearings (OATH)
Office of Labor Relations (OLR)
Office of Technology and Innovation (OTI)
Office of Chief Medical Examiner (OCME)
Police Department (NYPD)
Taxi and Limousine Commission (TLC)

City Agency/Office Advisors and Collaborators

We thank our other colleagues in NYC government who contributed to the racial equity planning process and/or review of the preliminary plan.

Mayor’s Office of Operations
Mayor’s Office for Economic Opportunity
Mayor’s Office of Climate and Environmental Justice
Mayor’s Office of Minority and Women-Owned Business Enterprises
Office of the Chief Counsel to the Mayor
Law Department

We also thank the NYC Commission on Racial Equity (CORE) leadership, Chair & Executive Director Linda Tigani and the Commissioners, as well as the staff for gathering and sharing community input on the Preliminary Plan to inform the Final Racial Equity Plan.

Racial Equity Advisory Board

We thank our present and past board members who provided important guidance that shaped NYC’s first Racial Equity Plan.

We especially honor the memory of the late Dr. Hazel Dukes, who served on the board and was a tireless advocate for racial equity for over seven decades. We are forever grateful for her courage, strength, and lifelong commitment to civil and racial justice.

Current Board Members

Ana Bermúdez, *Former Commissioner, New York City Department of Probation*

Grace Bonilla, *President & CEO, The United Way of New York City*
Fred Davie, *Senior Strategic Advisor to the President, Union Theological Seminary*
Jennifer Jones Austin, *Chair, Civilian Complaint Review Board*
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Sam Stanton, *Senior Policy Advisor and Legal Counsel*
Eden Mulate, *Policy Advisor*
Jacqueline Kennedy, *Public Engagement Director*
Steph Halpin, *Communications Director*
Chi Nguyễn, *Senior Advisor*
Davina Lee, *Intern*

Appendix

Appendix A: Glossary

Disaggregated data: Charter § 3400 defines "disaggregated data" as follows:

> Data collected from or about multiple persons or households, analyzed and presented as separate categories by different characteristics, such as race, cultural background, neighborhood, language, or gender, at a specified level of detail or granularity.

Disparity: "Disparity" means a lack of equality. As used in these preliminary plans, the term refers to a disparity between the experiences, circumstances, or outcomes of white New Yorkers and New Yorkers of color, except where the context indicates otherwise.

Diverse Workforce: A "diverse" workforce is one that includes people with a broad variety of backgrounds and experiences, relating to a wide range of characteristics, which may include (among other things) race, national origin, gender (including gender identity), economic status, education institutions attended, family circumstances, languages spoken, neighborhood(s) of residence, cultural awareness, challenges faced, prior work experiences.

Employee Resource Group (ERG): Groups within an organization that allow employees to connect around shared experiences and/or interests.

Equity: Charter § 3400 defines "equity" as follows:

> Equity as an outcome shall mean the achievement of a city where the worth, talents, and contributions of all people are valued and recognized, irrespective of race, gender, sexual orientation, gender identity, age, mental or physical disability, national or ethnic origin, immigration status, education, or economic status, and where these characteristics of identity, whether taken individually or through the ways in which they intersect, are not predictors or determinants of economic, political, social, or psychological outcomes, as they neither confer privilege nor deny opportunities.
>
> Equity as a process means the closing of gaps in policy, practice, and allocation of city resources through the prioritization of access, opportunities, and resources to those people and communities with the greatest need, whether due to historical or current marginalization or oppression, underinvestment, disinvestment, or under-resourcing of those people and communities, or due to the way in which their intersecting characteristics of identity serve to magnify inequities.

Local Law 30 Languages: Charter § 15(c) and Administrative Code § 1102,

enacted by Local Law 30 of 2017, requires that city agencies provide language access services in 10 designated languages: Spanish, Chinese (Cantonese, Mandarin, and Formosan), Russian, Bengali, Haitian Creole, Korean, Arabic, Urdu, French, and Polish.

Marginalization: Charter § 3400 defines "marginalization" as follows:

> The effects of past or current policies or actions that have had a long-term negative impact on an individual, family, community, or neighborhood, including, but not limited to, any collateral consequences of disproportionate law enforcement, any underinvestment in neighborhoods, or any disproportionately penalizing enforcement method. The term "anti-marginalization" means actions and policies that reverse and prevent the effects of past or current marginalization.

Minority-Owned Business Enterprise (MBE): Section 1304 of the Charter defines "minority owned business enterprise" and "women owned business enterprise" as:

> Business enterprises authorized to do business in this state, including sole proprietorships, partnerships and corporations, in which (i) at least fifty-one percent of the ownership interest is held by United States citizens or lawful permanent residents who are either minority group members or women; (ii) the ownership interest of such individuals is real, substantial and continuing; and (iii) such individuals have and exercise the authority to control independently the day to day business decisions of the enterprise.

M/WBE: A term used to refer to MBEs and WBEs.

Occupational segregation: Charter § 3400 defines "occupational segregation" as:

> The under-representation or over-representation of a group, identified on the basis of a shared characteristic protected by the employment related provisions of the city's human rights law, in a position or field of work to the detriment of that group's ability to obtain higher levels of pay, responsibility, flexibility, stability, or other indicators of job desirability.

Racial Equity: Charter § 3400 defines "racial equity" as follows:

> The term "racial equity" shall mean, when referring to an outcome, the achievement of equity with a particular focus on race or the intersection of race with other characteristics of identity. When referring to a process, the term "racial equity" shall mean the closing of gaps in policy, practice, and allocation of city resources through the prioritization of access, opportunities, and resources to those people and communities who, based on or at least in part due to race, have historically faced or currently face marginalization or oppression, underinvestment, disinvestment, or under-resourcing

Racial Equity Lens: A data-driven analytical process created and used to identify how policy, decisions, and programs might create intentional and unintentional disparate impacts or reinforce historical inequities.

Racism: The term racism can describe the idea that a particular racial group is better than others and is commonly recognized as an individual or group's negative beliefs and/or behavior towards others motivated by such ideas (interpersonal). But, just as often, it refers to policies and practices that create unequal outcomes, whether or not those institutions intend to do so (institutional), existing inequities that spread within a system of various institutions (systemic), as well as different systems that interact to perpetuate widespread racial inequality (structural).

Taskforce on Racial Inclusion & Equity (TRIE) Neighborhoods: The Taskforce on Racial Inclusion & Equity (TRIE) was established in 2020 in response to the disproportionate impact of COVID-19 on communities of color. In partnership with the NYC Department of Health & Hygiene (DOHMH), and utilizing pandemic, health as well as socioeconomic indicators, the Taskforce identified **33 neighborhoods**, now known as "TRIE neighborhoods".

Underserved community: As used in these Racial Equity Plans, "underserved community" refers to a racial group that is employed or receiving a service or benefit at a lower rate than the majority racial group.

Women-Owned Business Enterprise (WBE): See the definition of "minority-owned business enterprise".

Appendix B: Preamble and Statement of Values

In 2022, New Yorkers overwhelmingly passed three historic ballot measures that embed racial equity and justice in City government. The first measure was the addition of a preamble to the New York City Charter. A preamble is a statement at the beginning of a legal document that explains its purpose or goals. By adding a preamble, New Yorkers adopted a vision and statement of foundational values intended to guide City government in fulfilling its duties. In other words, City agencies and officials need to consider the preamble in carrying out their duties and mandates as they relate to planning, programs, and audits.

The preamble outlines three core foundational values:

i. Our government **Justly Values all Talents and Contributions**
ii. Our government **Ensures the Conditions of Thriving for Every Person**
iii. Our government **Embraces Vigilance, Remedy, and Reconstruction**

The preamble reads:

We, the people of New York city, declare that our city is a multiracial democracy, and that our diversity is our strength. We honor and respect the cultures, languages, and histories of all who call and have called this land home, and we celebrate their revolutionary imagination, courage, and resiliency.

We strive to be a city where the value, talents, and contributions of every New Yorker are recognized and embraced, and where equity and inclusiveness, community empowerment, accessibility, and opportunity for every New Yorker are the unwavering standards to which we are held accountable in all aspects of governance, business, and service delivery.

We endeavor to ensure that every person who resides in New York city has the opportunity to thrive with:

i. A safe, healthy, and sustainable living environment;
ii. A resilient neighborhood served by quality and accessible infrastructure and services as well as a robust local economy;
iii. Vibrant and welcoming public spaces throughout New York city, where everyone belongs and can move freely;
iv. Resources necessary to prosper economically and build wealth;
v. Safe, secure, and affordable housing;
vi. Quality and culturally-relevant child and youth supports, including early childhood and pre-kindergarten through twelfth grade education;

vii. Compassionate and culturally-responsive health, trauma, and mental health care;
viii. Access and opportunity to participate meaningfully in government decision-making; and
ix. Humane, empathetic, and respectful treatment.

We recognize that New York city sits on the traditional territories of the original inhabitants, the Lenape, and we endeavor to honor their stewardship of the land by protecting our environment and all living things.

We acknowledge the grave injustices and atrocities that form part of our country's history, including the forced labor of enslaved Africans, the colonialism that displaced Indigenous people from their lands, the devaluing and underpaying of immigrant workers, and the discrimination, racial segregation, mass incarceration, and other forms of violence and systemic inequity that continue to be experienced by marginalized groups, including, but not limited to, Black, Indigenous, Latinx, Asian, Pacific Islander, Middle Eastern, and other People of Color, women, religious minorities, immigrants, people who are LGBTQ+, and people with disabilities. We also recognize that these systemic injustices are at the foundation of so many of society's structures and institutions, and have caused profound physical, emotional, social, and psychological harm and trauma to individuals, families, and communities. They have also resulted in widespread loss of economic opportunity and intergenerational wealth. The effects of these harms are deeply engrained, systemic, and continuing. We are ever mindful that vigilance is required to prevent the recurrence of past or worsening of continuing harms. We must act intentionally to remedy these past and continuing harms and to reconstruct, revise and reimagine our foundations, structures, institutions, and laws to promote justice and equity for all New Yorkers.

The collective values set out in this preamble will guide the operation of our city government and inform and shape how the city carries out the duties, obligations, and authorities, and upholds and protects the rights set out in the charter. We, the people of New York city, united in our resolve to build a just and equitable city for all, recognize the efforts of those New Yorkers, past and present, who fought for racial equity and social justice, honor the contributions of those New Yorkers who have suffered in the name of freedom, and acknowledge all who fought, struggled, and dreamed for a better life and a better city. Together, we stand on their shoulders as we move boldly toward a brighter tomorrow for ourselves, our children, and future generations.

Appendix C: Historical Timeline

Note: This timeline is not meant to be a comprehensive summary of all historical events.

- **Pre-1624**: **Lenape People reside on Lenapehoking land** and have done so for over 11,000 years. The Munsee tribe inhabited modern-day New York region. Prior to European contact, the Lenape numbered 20,000. They traded, farmed, and hunted, were closely connected with the land, and are its rightful stewards.
- **1624: The Dutch established settlement on Lenapehoking land.** Specifically, the colony of New Amsterdam, colonizing Lenapehoking, the land of the Lenape people. This marked the beginning of Dutch settlement in what is now NYC, alongside the introduction of slavery in the region in 1626.
- **1653: New Amsterdam is chartered** and paves the way for the formal establishment of the city of New York later.
- **1664**: **British colonize New Amsterdam**, seizing control from the Dutch and renaming it New York. This expanded English colonial practices, including the use of enslaved African labor, which became a key economic driver in the growing colony.
- **1703**: **42% of NYC households** enslaved at least one person.
- **1712**: **First New York rebellion of enslaved Black People** to fight for their abolition. Twenty percent of the NYC population were enslaved.
- **1741**: **New York rebellion of enslaved Black people,** Black resistance to slavery and colonial rule emerged amid contested events knows as the 1741 Conspiracy, where coerced and disputed testimony helped drive prosecutions that resulted in executions and forced exile.
- **1762: Wall Street Slave Market ends**, banning the public sale of enslaved people. However, the economic entanglement of slavery with the financial institutions in NYC persisted for decades.
- **1776-87**: **American Revolution and independence**. U.S. adopts the Declaration of Independence on July 4, 1776, declaring “All men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.” Slavery continued to exist in NYC, contradicting stated ideals. Lenape people are fewer than 3,000, killed through infectious diseases, war, and genocide. New York briefly serves as the Nation’s first capital.
- **1801**: **Brooklyn Navy Yard** established as a federal navy shipyard.
- **1827**: **New York bans slavery**, following gradual emancipation laws. Nevertheless, NYC remained a large hub for slavery.
- **1830: Department of Finance** established.
- **1838**: **Weeksville Free Community** established by free African Americans and founded in Brooklyn, becoming one of the first self-sufficient Black

communities in the U.S. and offering refuge from racial discrimination and economic exclusion in NYC.

- **1845**: **New York Police Department** established.
- **1849**: **City Law Department** established.
- **1857**: **Seneca Village, a predominantly Black community founded in the 1820s, razed.** Located in what is now Central Park, it was forcibly cleared by the City under eminent domain to make way for the park's construction.
- **1862**: **Department of Buildings** established.
- **1863**: **Emancipation Proclamation issued by President Lincoln**, declaring the freedom of enslaved people in Confederate states and marking a turning point in the national abolition of slavery.
- **1863: Draft Riots**, a violent response to the Civil War draft, during which mobs attacked Black people, leading to the lynching of 11 Black men and widespread destruction in African American neighborhoods.
- **1865: Fire Department** established.
- **1870**: **Department of Health** established.
- **1873**: **Department of Investigation** established.
- **1879**: **Tenement Housing Act passes**, mandating reforms in building design to improve the health and safety conditions in urban housing, which were primarily inhabited by the working poor, including many African Americans and immigrants.
- **1880-1918**: **Immigration wave.** Social, political, and economic movements lead to waves from Southern and Eastern Europe (Italy, Poland, Russia, Greece), reshaping NYC's neighborhoods and workforce
- **1881**: **Department of Sanitation** established.
- **1895**: **Department of Correction** established.
- **1896**: ***Plessy v. Ferguson***. The Supreme Court rules segregation as a practice is valid as long as public and private institutions can be separate but equal.
- **1898**: **Incorporation of NYC**, brought together Manhattan, Brooklyn, Queens, the Bronx and Staten Island into a single municipality and laid the groundwork for modern urban planning, which would often disadvantage communities of color.
- **1900-1920**: **Progressive Era Reforms**. Push to establish more open and responsible government including expanded political rights for women and U.S. workers, as well as other policy reforms that aimed to regulate industry and protect consumers.
- **1911**: **The Triangle Shirtwaist Factory**, a fire in a garment factory that employed mostly young, immigrant women, kills 146 workers. The lack of accessible exits and sprinklers in the building, leading to the high death toll, sparks a movement for better working conditions for sweatshop and factory workers. The tragedy leads to the NYS Factory

Investigating Commission, which creates new state labor laws and influences factory safety regulation nationally, laying the groundwork for federal workplace safety policy.

- **1910-40s**: **Great Migration,** a decades-long migration of Black Americans from the South to the North due to Jim Crow practices and formalization of segregation in the South.
- **1914-19**: **Influenza Crisis and World War I**.
- **1918**: **Department of Probation** and **Office of Chief Medical Examiner** formed.
- **1920s-30s**: **Harlem Renaissance**, centered in Harlem celebrating African American arts, literature, and thought. It advanced and elevated Black voices, challenged stereotypes, and fostered a sense of racial pride and identity. This cultural flowering was intrinsically linked to the Great Migration, as the influx of Black Americans from the South to Northern cities like New York provided the critical mass of talent and energy to fuel the movement.
- **1929-1939**: **Wall Street Crash and Great Depression**, a period of severe economic downturn that disproportionately affected marginalized communities in New York, exacerbating unemployment and poverty among Black Americans.
- **1934**: **Department of Parks and Recreation** established.
- **1934**: **NYC Housing Authority** established. First Houses open in 1935.
- **1936: The City Planning Commission is created by the 1936 Charter;** the Department of City Planning is established and begins operating in 1938.
- **1935 & 1943**: **Harlem Uprisings**: Community resistance by Black New Yorkers protesting economic exploitation and racial injustice.
- **1940-45**: **World War II**. NYC became a key industrial and military hub, with African Americans contributing significantly to the war effort. However, racial segregation in housing and employment persisted, leading to tensions that would contribute to the postwar civil rights movement.
- **1940s-1950: Black New Yorkers desegregate spaces**, engaging in direct action campaigns to desegregate restaurants, theaters, and other public spaces, and contributing to broader efforts to dismantle racial segregation in the North.
- **1947**: **Jackie Robinson joins the Brooklyn Dodgers**, becoming the first African American to play in the MLB in the modern era, breaking the sport's racial barrier, and symbolizing broader challenges to racial segregation.
- **1949: Federal Housing Act sparks urban renewal**, funding projects across the U.S. and in NYC. Many of these projects displaced African American and immigrant communities, perpetuating racial segregation.
- **1954**: ***Brown v. Board of Education*** **Supreme Court ruling**, declaring segregation in public schools unconstitutional and overturning *Plessy v. Ferguson*.
- **1955: Commission on Human Rights** established.
- **1963**: **Cross Bronx Expressway completed**, creating a major highway that

cut through the heart of the Bronx and displacing at least 40,000 residents (largely Black and immigrant communities) and businesses.

- **1964**: **Civil Rights Act** signed.
- **1964**: **NYC School Student Boycott**, where more than 400,000 students and parents participated in a citywide boycott of public schools to protest the ongoing de facto segregation in New York's educational system, highlighting racial inequities in schooling and the failure to adopt an effective racial integration plan.
- **1965**: **Immigration and Nationality Act of 1965 passes**, fundamentally changing U.S. immigration policy by eliminating national-origin quotas and prioritizing family reunification and skilled labor. This increased immigration from Asia, Africa, and Latin America, shaping NYC neighborhoods for decades to come.
- **1965: Landmarks Preservation Commission** established.
- **1965**: **NYC Human Rights Law** passes, expanding the jurisdiction of the City's Commission on Human Rights to address discrimination in housing, employment, and public accommodations, particularly benefiting marginalized racial and ethnic groups.
- **1966: Human Resources Administration/Department of Social Services** established.
- **1966: The Civilian Complaint Review Board (CCRB) is established** in response to growing demands for accountability, creating an independent body to investigate police misconduct and make disciplinary recommendations to the NYPD Commissioner.
- **1967: Office of Labor Relations** established.
- **1968-1970: NYC Mayor Lindsay signs executive orders** prohibiting discrimination in City employment and contracting based on race, sex, age, and disability.
- **1969**: **Stonewall Uprisings** led by LGBTQ+ people of color, particularly Black and Latina Trans women. A series of spontaneous demonstrations against police harassment which sparked the modern LGBTQ+ rights movement.
- **1969: Students at City College (one of the earliest free public institutions of higher education in the U.S.), occupy buildings** to protest admissions policies and a curriculum that failed to acknowledge their histories and cultures, demanding greater representation of Black and Puerto Rican students and studies, given the school's location in Harlem.
- **1969: Department of Consumer Affairs** and **the New York City Health & Hospitals Corporation** established.
- **1969-76: Young Lords activism.** Led by Puerto Rican youth, African Americans, and Latino New Yorkers, the group demanded better City services like sanitation, education, and health care. In 1970, they occupied Lincoln Hospital in the South Bronx to demand accessible and adequate care in what they called "the Butcher Shop," where patients of

color experienced high mortality rates. Their work drew national attention through its framing of racial and economic justice as a public health issue.

- **1970s: NYC public school desegregation efforts through busing and other measures face significant resistance**, highlighting the ongoing racial divide in education despite legal mandates for integration.
- **1970s-80s: The Bronx is burning.** A wave of landlord arson, redlining, and City disinvestment led to the intentional destruction of housing at a massive scale, displacing Black and Brown residents and devastating entire neighborhoods.
- **1971: Taxi and Limousine Commission** established.
- **1973: DJ Kool Herc pioneers hip-hop** at Bronx party.
- **1975**: **NYC fiscal crisis** nearly bankrupts NYC, leading to severe cuts in public services and programs, which disproportionately impact low-income and marginalized communities.
- **1975-79: Department for the Aging, Department of Records & Information Services, Department of Environmental Protection, Department of Transportation, Department of Cultural Affairs, Department of Housing Preservation & Development, Office of Administrative Trials and Hearings** all established.
- **1977: NYC Blackout.** A massive power outage during an economic recession heavily impacts New York and struggling New Yorkers.
- **1978: NYC Mayor Koch** signs executive order prohibiting discrimination based on sexual orientation in City employment, services and contracting.
- **1980s-90s**: **War on Drugs**, U.S. government campaign to reduce illegal drug use through harsh law enforcement and penalties, disproportionately impacting communities of color and leading to mass incarceration.
- **1981: First mainstream news on HIV/AIDS.** *The New York Times* publishes one of the first major articles on AIDS amid widespread government indifference. While initially framed as a disease affecting only gay men, the epidemic devastates Black and Brown communities, sex workers, and people who use intravenous drugs. With little institutional support, people living with HIV/AIDS in New York City organize their own care, advocacy, and survival, eventually forming more than 200 grassroots organizations.
- **1988: Tompkins Square Uprising**, where clashes between police and demonstrators in the park erupt over gentrification, homelessness, and police brutality, exposing deep social tensions in the city.
- **1988: Mayor's Office of Contract Services** established.
- **1989: Charter amendments adopted by referendum provide for the establishment of the Equal Employment Practices Commission and an Office of Financial and Economic Opportunity** authorized to establish programs for minority and women owned businesses.

- **1989: Central Park Five Case**, where five Black and Latino teenagers were wrongfully convicted in 1990 of rape in Central Park. The case was highly publicized, and they were imprisoned based on coerced confessions. In 2002, they were exonerated after another person confessed to the crime, raising significant concerns about racial bias in the criminal justice system and the treatment of youth of color.
- **1990: David Dinkins** becomes the first Black mayor of New York City.
- **1990: Americans with Disabilities Act (ADA) is enacted,** expanding civil rights protections for people with disabilities and reshaping access to New York City's public services, infrastructure, and employment.
- **1990s-2000s: Stop-and-Frisk policing** leads to disproportionate stops of Black and Latino men for searches without probable cause. The majority of these stops do not result in arrests or reductions in crime. Continuing a pattern of hyper surveillance and racialized harm, the policy adds to growing mistrust between communities of color and the NYPD.
- **1990s-Present: Gentrification in NYC.** Public policy changes and new private developments lead to rising costs and the displacement of long-time, low-income residents as higher-income newcomers transform neighborhoods.
- **1991: Economic Development Corporation** and **Department of Business Services** established.
- **1992: The City's first program for minority and women owned businesses is established** by regulation.
- **1993: Department of Homeless Services** formed as separate agency.
- **1993: The CCRB is re-established** as an all-civilian agency independent of the NYPD with authority to investigate misconduct and recommend discipline to the police commissioner.
- **1994: Department of Information Technology & Telecommunications (currently OTI)** established.
- **1996: Administration for Children's Services, Department of Youth & Community Development, Mayor's Office of Criminal Justice, Department of Design & Construction,** and **Department of Citywide Administrative Services** all established.
- **1999: Killing of Amadou Diallo.** An unarmed 23-year-old West African immigrant is shot 41 times by four NYPD officers in the Bronx and killed. His killing ignited widespread protests against police brutality and racial profiling.
- **2001**: **The September 11 terrorist attacks** kill nearly 3,000 people in New York, including hundreds of firefighters, police officers, and emergency medical workers who die in the response and recovery effort. In the years that follow, Arab, South Asian, and Muslim communities raise concerns about surveillance and civil rights violations.
- **2001-02: Business Integrity Commission** established, **Department of Education** reorganized under mayoral control, **Department of Business**

Services renamed **Department of Small Business Services,** and **NYC Emergency Management** granted departmental status.

- **2005: Local Law 129 enacted**. Participation goals created for M/WBE program, increasing number of M/WBEs certified (700 to 3,500).
- **2006: Killing of Sean Bell.** An unarmed 23-year-old is killed by NYPD officers after 50 shots are fired into his car in Queens. His killing sparks protests against police brutality, impunity, and racial profiling.
- **2007-08: Great Recession**. Financial crisis triggered by the collapse of the housing market leads to a deep recession that causes widespread job losses and evictions, with Black and Brown communities disproportionately affected.
- **2010: Mayor's Office of Media & Entertainment** established.
- **2011: The Occupy Wall Street movement emerges in Zuccotti Park**, driven by widespread frustration with corporate power, high unemployment, and deep economic inequality. The movement popularizes the slogan *"We are the 99%,"* highlighting extreme concentration of wealth in the United States.
- **2012: Superstorm Sandy** causes widespread destruction in NYC, particularly in low-lying and coastal areas, with marginalized communities facing disproportionate damage and slower recovery efforts.
- **2012: Trayvon Martin, an unarmed 17-year-old Black teenager is fatally shot** in Florida by George Zimmerman, a civilian neighborhood watch volunteer. His killing and Zimmerman's 2013 acquittal spark national outrage and galvanize the Black Lives Matter (BLM) movement.
- **2014: Killing of Eric Garner.** An unarmed 43-year-old Black man is killed by NYPD officers during an arrest for allegedly selling loose cigarettes. His killing is captured on video, where he repeatedly says, "I can't breathe".
- **2014: Killing of Mike Brown, Jr.** An unarmed 18-year-old Black teen is shot by police in Ferguson, MO, sparking national protests, including in NYC, against police violence and racial injustice fueling growth of the BLM movement.
- **2016: Department of Veterans' Services** established.
- **2017: Local Law 30 enacted,** strengthening language access requirements across NYC agencies to ensure meaningful access to services for New Yorkers with limited English proficiency.
- **2017: Travel Ban.** The Trump administration restricts entry into the U.S. from several Muslim-majority countries, sparking mass protests across the nation.
- **2018: Civic Engagement Commission** established.
- **2020: Killing of Breonna Taylor.** A 26-year-old Black woman is shot and killed by police in Louisville, KY in her apartment during a nighttime police raid. Her death and the delayed response to it sparks nationwide protests against excessive force and drives momentum of the *Say Her Name* movement.

- **2020**: **NYC is the national epicenter of the COVID-19 pandemic**, with Black, Brown, and working-class communities disproportionately impacted due to structural health and socioeconomic inequities. COVID-19 widens existing racial gaps in life expectancy, making inequities in health outcomes more visible.
- **2020: NYC Taskforce on Racial Inclusion & Equity (TRIE) forms** under former NYC Mayor de Blasio and former NYC First Lady Chirlane McCray to identify disparities and respond to disproportionate effects.
- **2020: Murder of George Floyd and protests**. An unarmed 46-year-old Black man is murdered in Minneapolis, MN, when a police officer kneels on his neck for over nine minutes. This sparks international protests, including in NYC, demanding an end to police brutality.
- **2021: Stop Asian Hate Movement**, emerges in response to increased anti- Asian racism and violence during the pandemic. It aims to raise awareness, combat discrimination, and promote safety and equality for Asian Americans and Pacific Islanders in the U.S.
- **2021: NYC Racial Justice Commission, a charter revision commission** under Mayor de Blasio, tasked with examining structural racism and putting forward ballot questions aimed at removing barriers and promoting racial equity.
- **2021: NYC Board of Health passes resolution officially declaring racism a public health crisis**.
- **2022**: **NYC voters pass racial justice ballot measures**, marking a significant step toward institutionalizing racial justice reforms in the city.
- **2023: Killing of Jordan Neely**. A 30-year-old Black man experiencing homelessness and mental health distress dies after being placed in a chokehold on the NYC subway by Daniel Penny, a civilian. His death, and Penny's subsequent acquittal, sparks protests and renewed debate over public safety, vigilantism, and the criminalization of poverty and mental illness.
- **2023: Local Law 12** is enacted, requiring every NYC agency, in consultation with the Mayor's Office for People with Disabilities (MOPD), to develop and implement a five-year accessibility plan to ensure workplaces, services, programs, and communications are accessible and inclusive of people with disabilities.
- **2023**: **Advisory board launched** under former NYC Mayor Adams to guide implementation of Racial Justice Charter amendments; **NYC Mayor's Office of Equity & Racial Justice** and **Commission on Racial Equity** established.
- **2026**: **Mayor Zohran Mamdani releases New York City's first-ever Preliminary and Final Citywide Racial Equity Plan.**

Appendix D: NYC Neighborhood Maps

NYC Taskforce on Racial Inclusion & Equity (TRIE) Map

The map below shows the communities identified by the NYC Taskforce on Racial Inclusion & Equity (TRIE) as hardest hit by COVID-19 and facing significant health and socioeconomic disparities. When the Taskforce was established, these communities accounted for over 50 percent of New York City's COVID-19 cases. This map provides historical and geographic context for communities of focus through the TRIE Neighborhood Initiative.

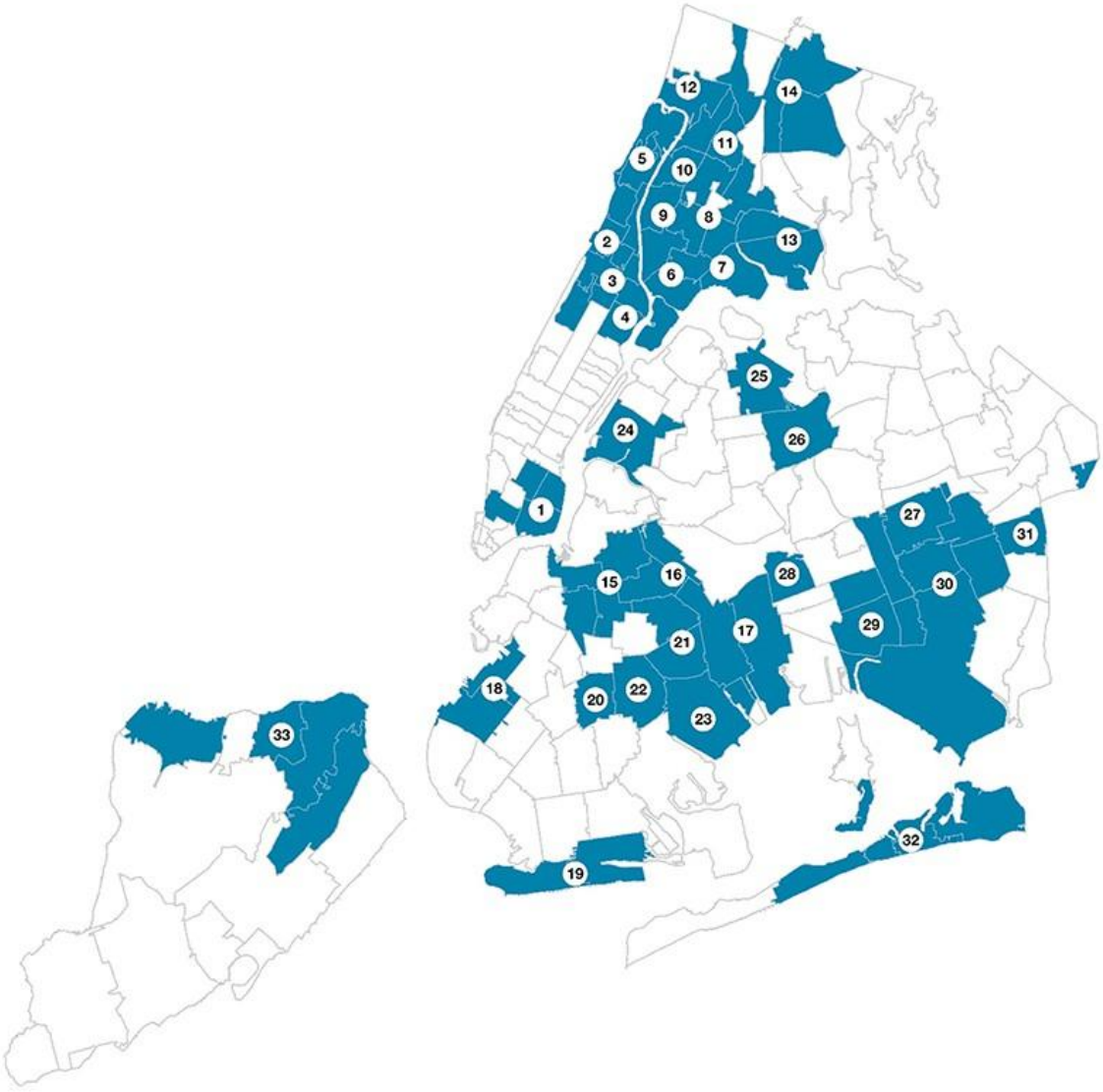


Figure C-1. *Communities Identified as Hardest-Hit by COVID-19 and Other Health and Socioeconomic Disparities, by Community District*
Source: *NYC Mayor's Office of Equity & Racial Justice*

NYC Poverty Rates and TRIE Neighborhood Map

The following map displays NYC poverty rates by community district, overlaid with NYC Taskforce on Racial Inclusion & Equity (TRIE) neighborhood boundaries. The NYC poverty rate refers to the percentage of the city population in poverty, as measured by the NYC Opportunity poverty measure, which accounts for housing and transportation costs, as well as benefits such as SNAP, housing subsidies, and tax credits.

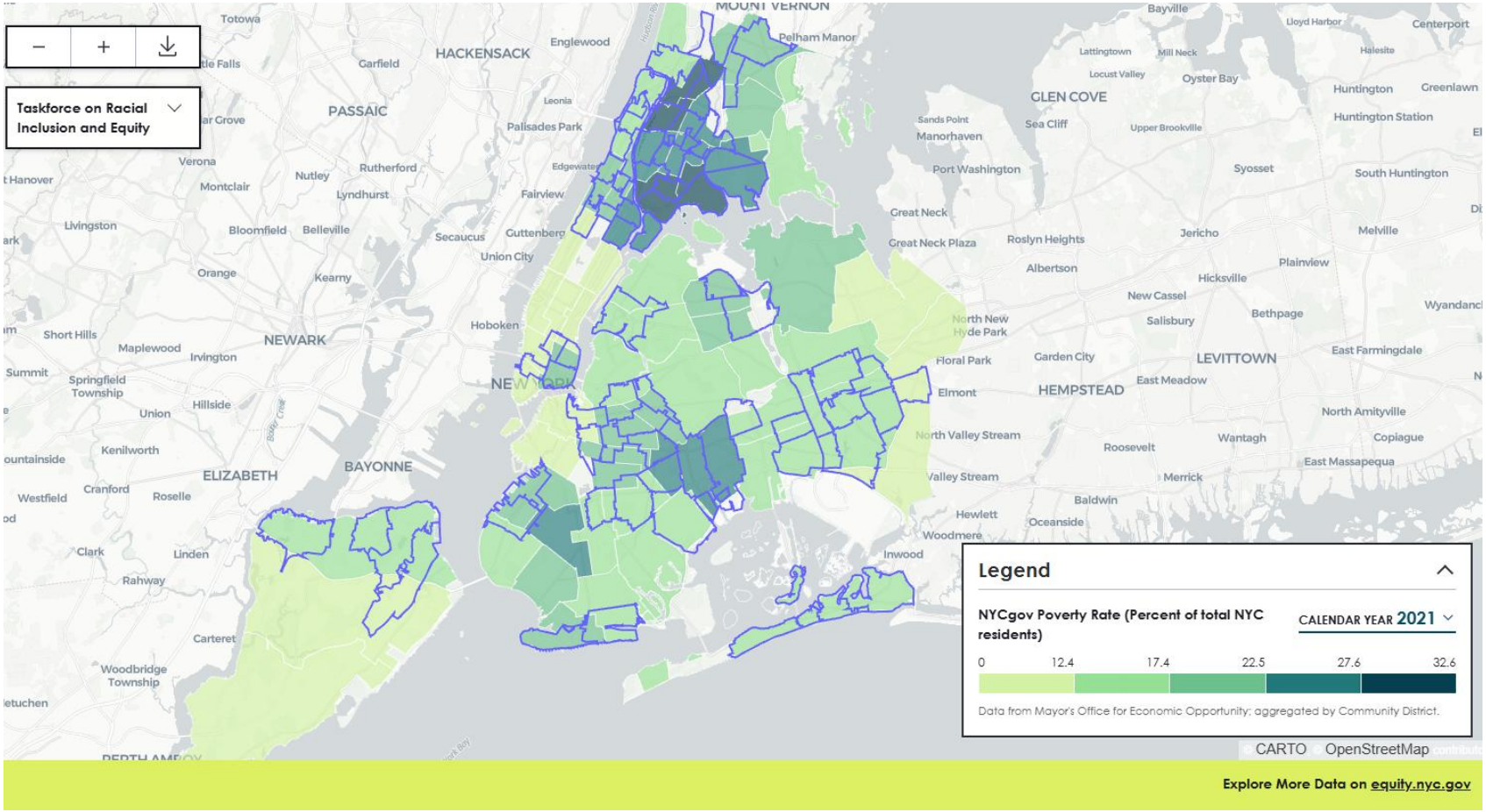


Figure C-2. *NYC Poverty Rates by Community District and TRIE Neighborhood Boundaries*
Source: *NYC Mayor's Office for Economic Opportunity, NYCgov Poverty Measure, 2021*

NYC Premature Mortality and TRIE Neighborhood Map

The following map displays NYC premature mortality (age-adjusted rate of deaths under age 65 per 100,000 people) by community district, overlaid with NYC Taskforce on Racial Inclusion & Equity (TRIE) neighborhood boundaries.

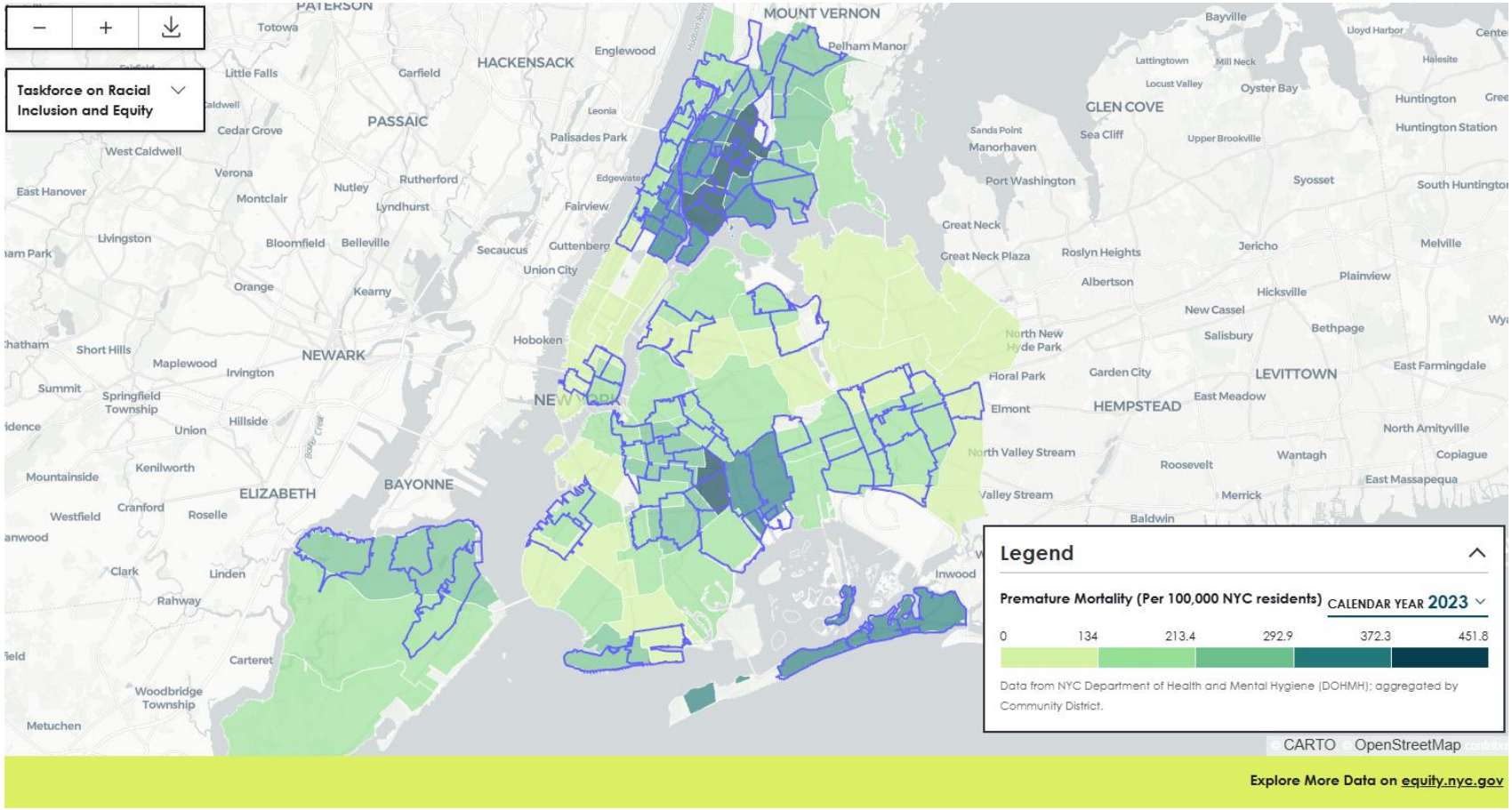


Figure C-3. *NYC Premature Mortality Rates by Community District and TRIE Neighborhood Boundaries*
Source: *NYC Department of Health and Mental Hygiene, 2023*

NYC Unemployment and TRIE Neighborhood Map

The following map displays the unemployment rate among residents ages 16 and older, excluding people serving in the Armed Forces and those not in the labor force, by community district, overlaid with NYC Taskforce on Racial Inclusion & Equity (TRIE) neighborhood boundaries.

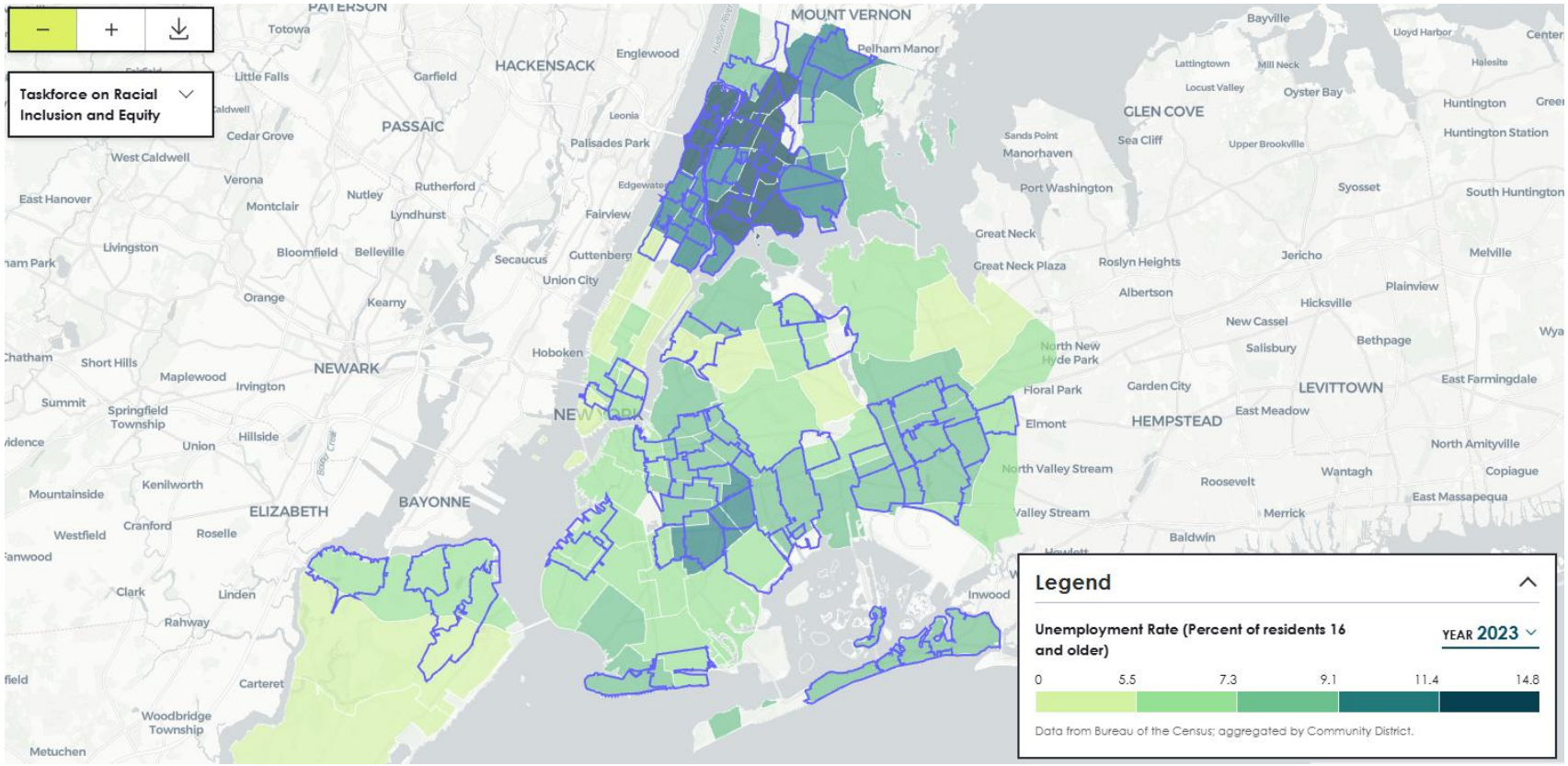


Figure C-4. *NYC Unemployment Rates by Community District and TRIE Neighborhood Boundaries.*
Source: *U.S. Census Bureau, 2023.*

NYC Neighborhood Financial Health Index

The Neighborhood Financial Health Index, developed by the NYC Department of Consumer & Worker Protection (DCWP) Office of Financial Empowerment, assesses the financial health of New York City neighborhoods across five distinct goals using 2021 data. The map assigns each neighborhood an index score from zero (0) to ten (10) for each financial health goal, with higher scores indicating better financial health. The map also displays an overall evaluation of neighborhood financial health, which considers all five goals and neighborhood demographic information.

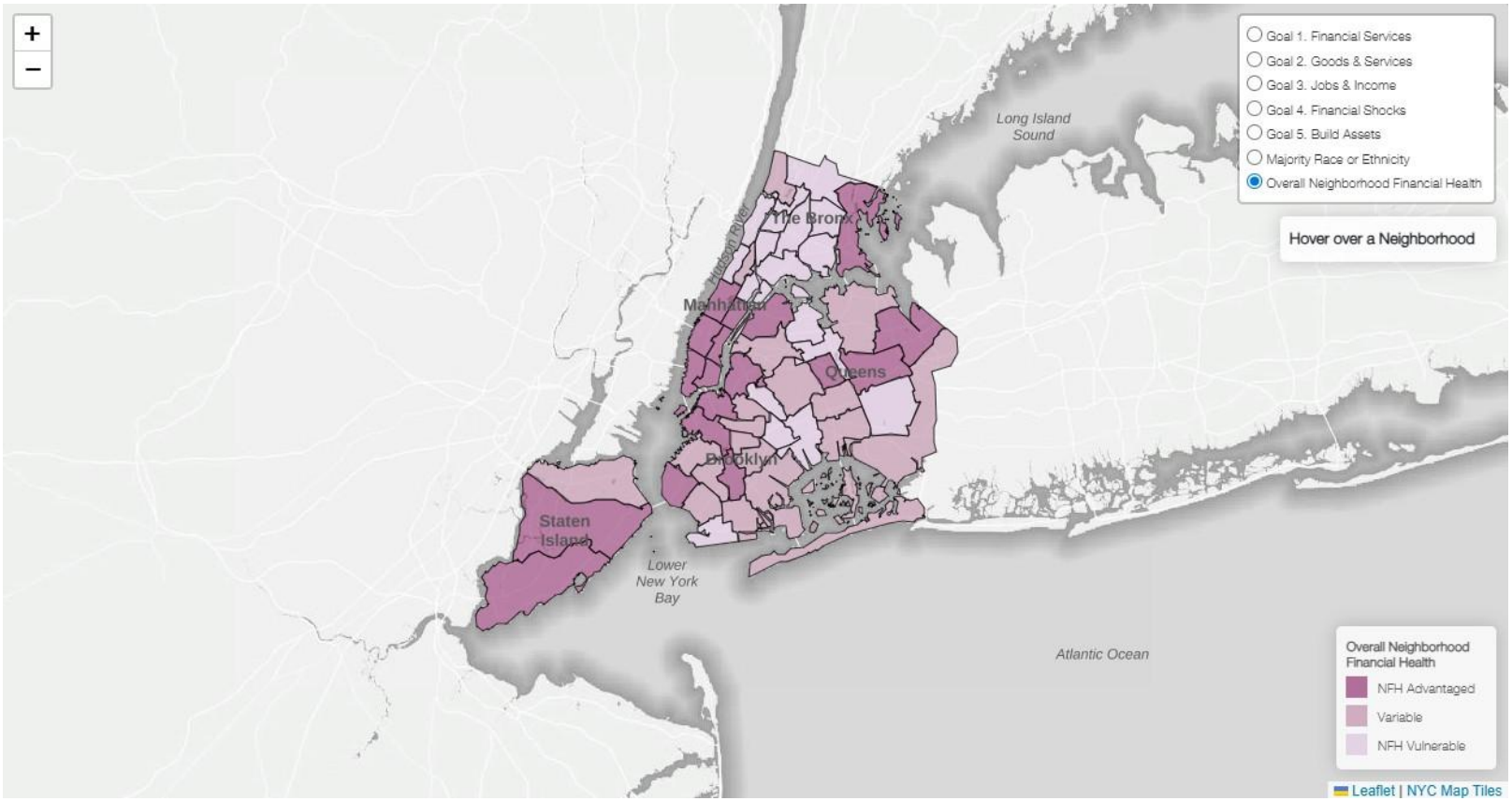


Figure C-5. *NYC Neighborhood Financial Health Index by Neighborhood.*
Source: *NYC Department of Consumer & Worker Protection, Office of Financial Empowerment, 2021.*

Appendix E: Citywide Policies on Employment

The City of New York is committed to incorporating equity principles in all of its employment policies and practices. The City seeks to recruit individuals with the knowledge and skills necessary to serve the extraordinarily diverse communities that comprise its population. The City pursues this interest with outreach to all communities where such talent may be found, and with a particular focus on communities that may be underrepresented in parts of our workforce. Through the New York City public schools, the community colleges and workforce development programs run by several agencies, the City seeks to ensure opportunities are available for all New Yorkers to pursue training that prepares them for a rewarding career and equips them to compete successfully in both the public and private sectors.

The City strives to provide an employment environment where all employees feel that they can succeed and that the life experiences and perspectives they bring to the job are valued. Managers, supervisors and employees are trained in principles of nondiscrimination, equity, and inclusion. Agencies are required to disseminate their equal employment policies and to have internal complaint procedures that employees may use to raise issues about any incidents of discrimination.

The City's policies and practices are designed to respect the requirements of the Equal Protection Clauses in our federal and State Constitutions, and the protections against discrimination in federal and state laws and our own local laws. In accordance with these laws, hiring decisions, promotion decisions and assignments are not to be made on the basis of race or national origin, except in the very rare instances when the Constitution and applicable laws allow those factors to be considered. Officers and employees with roles in decisions about hiring and promotion, and those with other managerial and supervisory responsibilities, must be knowledgeable about and accountable for complying with laws and carrying out the City's equal employment policies, including those focused on racial equity.

New York City's laws and policies address racial equity in the workplace in numerous ways.

The New York City Human Rights Law[82] prohibits employment discrimination based on race, ethnicity, national origin, and many other protected characteristics. It prohibits intentional discrimination. It also regulates employment practices that appear to be neutral but disproportionately impact one protected group more than others. Policies or practices that have such an impact are unlawful unless they bear a significant relationship to a significant business objective of the covered

[82] New York City Administrative Code § 8-101 et seq.

entity.[83]

The Human Rights Law regulates the circumstances when an employer may consider the criminal history, unemployment history or credit record of an employee or job applicant. These topics have been associated with disproportionate impact on particular racial groups.

The City Charter and Administrative Code establish a detailed framework to ensure the City's employment practices both comply with federal, state and local anti-discrimination laws and advance the goal of racial equity. They address issues of policy and oversight; messaging; data collection and analysis; recruitment, retention, promotion, job segregation and pay equity, training, information sharing and accountability.[84]

Throughout this plan, several agencies identify practices and proposed salary adjustments that would further their equity goals. As changes to pay rates are among the mandatory subjects of collective bargaining under the Taylor Law and New York City Collective Bargaining Law, any adjustments to compensation or other terms and conditions of employment must be consistent with applicable collective bargaining agreements or negotiated with employees' collective bargaining representatives.

[83] In addition, a policy with a disparate impact is unlawful if a challenger shows substantial evidence that an alternative policy or practice with less disparate impact is available, and the covered entity fails to prove that such alternative policy or practice would not serve the covered entity as well. New York City Administrative Code § 8-107(17).

[84] The provisions discussed in this section are found in New York City Charter § 814 (responsibilities of DCAS); §814.1 (training on recruitment practices); §815 (responsibilities of agency heads); §815.1 (training); §830-832 (Equal Employment Practices Commission; and §3401 (Office of Racial Equity).

Appendix F: Community Equity Priorities

At the time of creating the Preliminary Citywide Racial Equity Plan, the Commission on Racial Equity (CORE) had developed Draft Community Equity Priorities through a public engagement process. Those priorities were presented to MOERJ and city agencies and they informed and were incorporated in the Preliminary Racial Equity Plan.

Since then, a final set of Community Equity Priorities were released and MOERJ worked with agencies to incorporate them in this final Racial Equity Plan, as they made adjustments to their plans.

Fundamental Value in our NYC Charter: Our government justly values all talents and contributions

1. Remove the gaps in race, gender identity, sexual orientation, age, and disability in city jobs. Ensure that government work and staff reflect the city's commitment to equity and social justice.
2. Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
3. Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
4. Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.
5. Check for and remove any formulas and computer processes that may be biased based on race, ethnicity, or poverty. This will prevent inequities in health care, housing, policing, criminal justice, employment, social service and more.
6. Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice. *New Priority.*

Fundamental Value in our NYC Charter: Our government ensures the condition of thriving for every person

7. Expand access to safe, stable housing for those at risk of homelessness, eviction, and deed theft without delay. Access should be available to individuals and families.
8. Evaluate and remove fines and fees to reduce the impact on low-income people of all ages.
9. Use and expand non-punitive responses to mental health and all crises. These responses should rely less on police where possible. People should be allowed to decide or contribute to decisions about their own care.
10. Reduce racial and economic segregation and education gap by increasing support to schools. Help every student and family with education and other health related social needs.
11. Expand health, mental health, substance use, and disability services. They must

meet the needs of families and individuals harmed by racism and social injustice.
12. Remove costs and barriers to CUNY enrollment and retention.
13. Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing. *New Priority.*

Fundamental Value in our NYC Charter: Our government embraces vigilance, remedy, and reconstruction

14. Expand access for those harmed by racial and social injustice to inform local emergency planning. These include plans to prepare for, act in, and recover from emergencies.
15. Remove barriers and increase access for people harmed by racial and social injustice to learn about, buy, and keep ownership of property.
16. Ensure all city employees and their agencies, including the police and social service providers, are held accountable for any harm and abuse of power.
17. Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.
18. Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.

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