

NYC CORE

Commission on Racial Equity



NYC CORE Response to Mayor's Preliminary Racial Equity Plan

May 2026

Dedication

The New York City Commission on Racial Equity (NYC CORE) commits every aspect of its mission to remembering and honoring lives killed and lost due to racial and social injustice. We stand with those whose voices and stories have been silenced or pushed to the margins and who continue to be disenfranchised, dehumanized, invisible, and neglected. The work to hold government accountable to advancing racial equity and social and economic justice is not only owed to the lives stolen from us but also to those who did not let their memory or their story be forgotten.

We honor those whose names are remembered and those erased from records. The Lenape (Lenapehoking) and other Native American and Indigenous peoples who settled here before the City's founding and were displaced by colonial violence. The African and Indigenous descendants whose land, labor, bodies, and dignity were exploited to build New York City over centuries of wrongful enslavement, now formally declared as the gravest crime against humanity.

Thank you to those who came before us for leading the struggle for freedom and inspiring the clear call for change outlined in this response.



Acknowledgments

Thank you to NYC CORE Community Equity Priority Partners

Over the course of the last two and a half years, NYC CORE has worked with thousands of New Yorkers to hear what Community Equity Priorities (CEP) and actions that they want the NYC government to focus on to improve their wellbeing.

Since NYC CORE launched, we have worked with hundreds of organizations, including but not limited to NYCHA Tenant Councils, nonprofits, community and faith-based organizations, local community governance groups, volunteer-led and mutual aid entities, collectives, cooperatives, small businesses, and MWBEs. Groups chosen for this work provide services in a racially and culturally competent, linguistically accessible manner, including engaging community members regardless of socioeconomic status, criminal justice status, immigration status, race, ethnicity, nationality, gender identity, sexual orientation, mental health status, physical ability or disability, religion, or previous or current child welfare or other systems involvement.

We remain grateful for the time, expertise, and commitment from everyone who contributed to this work, voted for the ballot measures, and took to the streets to demand justice. This moment in history is due to your service to your community and the future of our city.

Thank you to NYC CORE Partners

Thank you to Tyrik Washington of 4TE Capitol Solutions and his team for their time, dedication, commitment, and invaluable expertise as communications, community engagement, and political strategist working to advance racially and socially just New York City.

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Letter from The Chair & Executive Director



Dear New York City Leadership,

It is with great honor, the New York City Commission on Racial Equity (NYC CORE) puts forth a response to the first ever Mayor's Preliminary Racial Equity Plan to the Mayor, Speaker, Comptroller, Public Advocate, and Borough Presidents for consideration in the development of the final Racial Equity Plan expected in July, 2026.

Our recommendations are borne out of an accountability practice that centers community voice and knowledge as an invaluable source of policy solutions that brings together New Yorkers and government leaders to advance racial equity and social justice.

In November 2022, New Yorkers voted to

transform New York City into a multiracial democracy. A city that centers racial equity and social justice in government operations and increases community voice in government decision making through a charter mandated Racial Equity Planning Process that is facilitated by an independent accountability commission and a central equity agency: NYC CORE and the Mayor's Office of Equity and Racial Justice.

For decades, New Yorkers have demanded justice through institutional transformation to improve the well-being of New Yorkers suffering from racism and social injustice. In 2022, New Yorkers radically codified the call for justice into law. We voted in a permanent biennial Racial Equity Planning process aligned with our City Budgeting Process to ensure that all future city budgets –citywide moral guidance– will center government actions to improve the well-being of communities harmed by racism and social injustice.

Community partners, Commissioners, and Commission staff heard and learned from New Yorkers ages 11 and older, across race, ethnicity, language, ability, gender, sexuality, and class. All partners agree, the Racial Equity Planning process must outline how disinvestment can transform into investment in people, places, and processes to improve the well-being of Black and Brown New Yorkers, which in turn improves the well-being of all New Yorkers. We remain in gratitude of the time, expertise, and commitment from all who have contributed to this work, voted

for the measures, and took to the streets to demand justice. This moment in history is due to your service to your community and the future of our city.

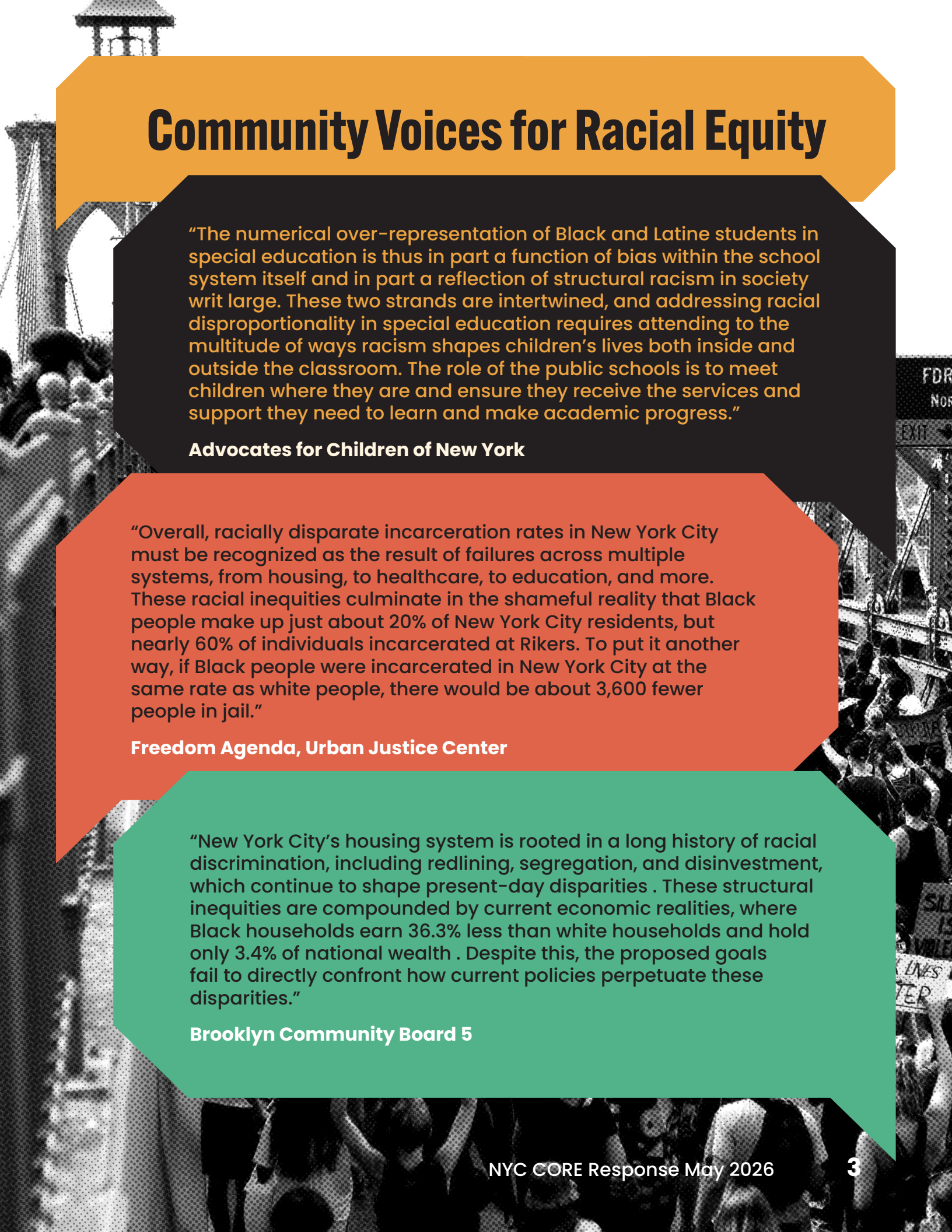
As we move forward, NYC CORE looks forward to partnering with community, city-wide leadership, and city agencies to honor the lives lost to injustice, the commitment of all those continuing to fight for change, and the future of our city; our children and youth.

In service,



Linda Tigani
Chair and Executive Director





Community Voices for Racial Equity

"The numerical over-representation of Black and Latine students in special education is thus in part a function of bias within the school system itself and in part a reflection of structural racism in society writ large. These two strands are intertwined, and addressing racial disproportionality in special education requires attending to the multitude of ways racism shapes children's lives both inside and outside the classroom. The role of the public schools is to meet children where they are and ensure they receive the services and support they need to learn and make academic progress."

Advocates for Children of New York

"Overall, racially disparate incarceration rates in New York City must be recognized as the result of failures across multiple systems, from housing, to healthcare, to education, and more. These racial inequities culminate in the shameful reality that Black people make up just about 20% of New York City residents, but nearly 60% of individuals incarcerated at Rikers. To put it another way, if Black people were incarcerated in New York City at the same rate as white people, there would be about 3,600 fewer people in jail."

Freedom Agenda, Urban Justice Center

"New York City's housing system is rooted in a long history of racial discrimination, including redlining, segregation, and disinvestment, which continue to shape present-day disparities. These structural inequities are compounded by current economic realities, where Black households earn 36.3% less than white households and hold only 3.4% of national wealth. Despite this, the proposed goals fail to directly confront how current policies perpetuate these disparities."

Brooklyn Community Board 5



Executive Summary

In November 2022, NYC made history by establishing racial equity as law. New Yorkers raised their voice, protested, and rallied to ensure that the government takes seriously the conditions created by racism and the necessary steps to ensure real change towards permanently ending racist government practice, instituting new pathways for the community to inform and join government decision-making processes, and ensuring that the government is held accountable for its actions.

NYC is now home to the only independent Commission on Racial Equity (NYC CORE), established to ensure accountability and play a key role in the city's racial equity planning process. As a body, we are to assess the degree to which the preliminary and final racial equity plans meet what the community has stated (for decades) what they need to end racism and move from survival to thriving.

The NYC Preliminary Racial Equity Plan, mandated by the NYC Charter, is to serve

as a central mechanism for combating anti-Blackness and changing the material conditions of Black and Brown New Yorkers suffering from racism perpetuated by government and its policies. Beyond setting forth strategies to improve equitable outcomes for communities harmed by racism, the Plan is meant to present data, which must include race, to enable New Yorkers to gauge whether outcomes are becoming more or less equitable over time.

Over the past 30 days, NYC CORE and community partners reviewed the Preliminary Racial Equity Plan to assess its responsiveness to the City's Community Equity Priorities and its fidelity to the planning process outlined in the Charter. We offer the following findings and recommendations drawn from community feedback and the commission's varied expertise.

Findings:

1. The Preliminary Racial Equity Plan does not include a required citywide plan, overarching goals and strategies to improve racial equity throughout the city government’s policymaking, budgeting, operations, and workforce.

Far from simply a preface to the individual agency plans, the citywide plan should drive their direction by identifying trends in racial disparities across such domains as education, economic security, safety, health, housing, and infrastructure, and outlining actionable strategies for achieving equitable outcomes both within the current reporting period and over several biennial cycles. The omission of this central element prevents the preliminary plan from fulfilling its intended function of increasing transparency around the administration’s racial equity agenda and undermines its ability to provide a unifying vision for agencies.

2. The Preliminary Racial Equity Plan does not include required data disaggregation standards and citywide and neighborhood-level outcome indicators to be reported in accordance with uniform data disaggregation standards.

To hold the City accountable for the outcomes of its racial equity planning efforts, the Charter requires that the plan include quantitative data “that enables

an assessment of the improvement, worsening, or stagnancy of an aspect of well-being or quality of life for individuals, communities, or populations” harmed by racism and social injustice. In order to illustrate differences in well-being between populations, this data must be disaggregated at a minimum by race and gender; consistent with generally accepted standards, it should also be broken down by such characteristics of identity as age, gender, sexual orientation, gender identity, ethnicity, income, neighborhood, and socio-economic status.

3. The Preliminary Racial Equity Plan does not include a mayoral response to the community racial equity priorities identified by NYC CORE, particularly with regard to the use of draft over final priorities.

The identification and submission of the equity priorities deemed most urgent by New Yorkers harmed by racism and social injustice are not merely an adjunct to the citywide plan but, rather, its very foundation, and the absence of a mayoral response diminishes their significance and dilutes their impact on the respective agency plans. Of particular concern is the City’s failure over the course of the past year and half to incorporate the final version of NYC CORE’s community equity priorities, resulting in the omission of two of the issues deemed most urgent to community members: the ability to meet basic needs and the capacity to access disaggregated data on government service delivery.

Recommendations for the Final Racial Equity Plan:

- Reduce number of goals, focusing only on those rooted in genuine structural reform, and racial equity and backed by dedicated funds.
- Center improving the material conditions for the people in short term goals, as the driver to restructure government operations.
- Create pathways for community members to be included in agency policy development and budgeting decisions.
- Communicate the plans in plain language accessible to a range of audiences, including youth and multilingual speakers.
- Ensure that each goal has a corresponding budget allocation and outlines how the agency will allow for open tracking of city budget allocations and expenditures that follow data disaggregation guidelines, where appropriate, and allow for evaluations overtime informing all New Yorkers of progress.
- Develop and maintain data transparency and accountability before, during, and after data processes by way of readily public access to up-to-date data and findings through NYC OpenData, dashboards, reports, and press conferences.
- Develop outcome indicators that can be measured by publicly available data and disaggregated to enable New Yorkers to assess the improvement, stagnancy, or worsening of well-being for New Yorkers with a particular consideration for communities harmed by racism and social injustice.
- Adjust outmoded target dates and detail steps to be taken to reconcile the racial equity planning process with the timeline specified in the Charter as soon as possible.

In the following pages, NYC CORE dives deeper into key recommendations to be integrated into the final plan, provides an assessment of existing racial equity plans using a comprehensive rubric to advance racial equity, reviews the True Cost of Living Measure in relation to the racial equity planning process, and provides an overview of how NYC CORE engages the public. As an appendix, NYC CORE offers recommendations for goals, strategies, and outcomes received for each theme and/or city agency.



Introduction

It is with great honor that the NYC Commission on Racial Equity (NYC CORE) puts forth a response to the first-ever Mayor's Preliminary Racial Equity Plan released on April 6, 2026. Since our launch in 2023, community partners, Commissioners, and staff have worked diligently to fulfill the voters' mandate to keep racial equity at the forefront of NYC government operations, programs, and policies, and align the city's Racial Equity Planning Process with the citywide budgeting process.

In November 2022, NYC residents voted to establish two new entities: an Office on Racial Equity also known as the Mayor's Office of Equity and Racial Justice and a 15-member Commission on Racial Equity designed to incorporate community power directly into government decision-making.

The Mayor's Office of Equity and Racial Justice is charged with compiling a Citywide Racial Equity Plan detailing goals and strategies to be tracked by means

of a variety of equity outcome indicators across the city and by neighborhood. It also coordinates agency-specific plans and sets data disaggregation standards for these plans in order to identify differences in well-being across racial groups and neighborhoods. More generally, it serves as a centralized hub for the City's racial equity work and collaborates with agencies to increase capacity, develop shared vocabulary, advocate for policy change, align the citywide budget according to racial equity plans, and strategize on racial equity matters.

The NYC Commission on Racial Equity plays an accountability role in the racial equity planning process by identifying community priorities and outcome indicators and submitting them to the Mayor's Office of Equity and Racial Justice for inclusion in the agency and citywide Racial Equity Plans. It also serves as a check on the planning process, with the ability to track and report on agency compliance. In addition to reviewing

whether agencies have incorporated community priorities into their plans, NYC CORE uses outcome indicator performance data in combination with community input to develop priorities for the following cycle.

The NYC Charter mandates that Citywide plans must include, at a minimum: overarching citywide goals and strategies to improve racial equity throughout the city government's policymaking, budgeting, operations, and workforce; performance and outcome indicators reported in accordance with standards for disaggregation of data by race and gender ethnicity, income, neighborhood, and socio-economic status, and other characteristics and, ideally, at levels of granularity sufficient to permit identification of disparities among or within groups; neighborhood-level outcome indicators that permit the assessment of year-over-year change in well-being outcomes and in the level of disparity on a neighborhood level; maps of needs-based priority neighborhoods; and a statement from the mayor responding to the community equity priorities and explaining the basis for the selected strategies, indicators, and goals.

The NYC Charter mandates that at the agency level, plans must include, at a minimum: goals and strategies for the short-term, to effectuate changes within the following two fiscal years, and for the long-term, to improve racial equity and reduce or eliminate racial disparities within the agency's jurisdiction; and at least one outcome indicator reported in accordance with the data disaggregation standards described above.

The New York City Charter also mandates that NYC CORE provides accountability for New Yorkers by receiving complaints from members of the public about agency conduct that may have the effect of exacerbating racial equity disparities, making recommendations to agencies to address such complaints where appropriate, and responding to requests of the speaker of the council and its committees regarding racial equity concerns. In October 2024, the NYC Council enacted NYC CORE to establish an NYC Study on Reparations and direct the development and implementation of a citywide Truth, Healing, and Reconciliation process.

To effectuate these duties, NYC CORE works with all New Yorkers, with particular attention to communities harmed by racism and social injustice, to understand their day-to-day experiences and needs. Communities harmed by racism and social injustice are best positioned to offer recommendations grounded in lived experience to identify areas for structural change. Community knowledge serves as our foundation, enabling us to create and leverage community-generated, evidence-based recommendations for real, long-term changes in the city's budget, programs, policies, and everyday government operations.

Real structural change in government practices requires that our racial equity values are adequately funded, measured, and transparently available to the public in multiple languages and across all age groups. Racial equity, social and economic justice, environmental justice, and civil and human rights are the foundational pillars that will ensure we have a multiracial democracy that serves all New Yorkers, with a particular focus on those who were historically and are currently underrepresented and underserved in government. Communities in our city, harmed by racism and social injustice face increasing cost of living expenses, growing racial wealth gap, deed theft which robs families of generational wealth, and an onslaught of federal government attacks undermining civil and human rights, including but not limited to the efforts to reverse diversity, equity, and inclusion initiatives, policies, investments, the attack on our voting rights, and the unjust deportation raids.





Responsiveness to Community Equity Priorities & Racial Equity Requirements

Mayor Mamdani released the first-ever Preliminary Racial Equity Plan, allowing the city to move forward after a three-year delay in the Racial Equity Planning process by the former mayoral administration and a three-month delay in the current administration. However, the Racial Equity Plan as currently constituted does not meet Charter requirements, respond to the Community Equity Priorities, or allow for goals to be guided by racial equity principles.

To conform to the minimum requirements specified in the Charter, the following components, which are missing from the plan, must be completed for the Final Racial Equity Plan:

- Overarching goals and strategies to improve racial equity throughout the city government's policymaking, budgeting, operations, and workforce
- Data disaggregation standards and citywide and neighborhood-level outcome indicators to be reported in accordance with uniform data disaggregation standards
- Mayoral response to the community racial equity priorities identified by NYC CORE, particularly with regard to the use of draft over final priorities

Overarching Citywide Goals & Strategies

Far from simply a preface to the individual agency plans, the citywide plan should drive their direction by identifying trends in racial disparities across such domains as education, economic security, safety, health, housing, and infrastructure, and outlining actionable strategies for achieving racially equitable outcomes both within the current reporting period and over several biennial cycles. The omission of this central element prevents the preliminary plan from fulfilling its intended function of increasing transparency around the administration's racial equity agenda and undermines its ability to provide a unifying vision for agencies.

Both short- and long-term goals should focus on improving material conditions for New Yorkers harmed by racism and social injustice in keeping with the equity priorities deemed most urgent by community members. These goals should not be merely hollow promises but should include corresponding budget allocations and outline how the City and its agencies will allow for open tracking of city budget allocations and expenditures. They should be specific and measurable, appropriately resourced, and communicated in plain language accessible to a range of audiences, including youth and multilingual speakers.

Strategies for achieving these goals should create pathways for community

members, including youth, to be included in agency policy development and budgeting decisions. They should also be tailored to the needs of specific populations, taking account of the varying levels of investment necessary to ensure that communities harmed by racism and social injustice, who are furthest from desired outcomes, experience discernible improvement in well-being and quality of life.

Meeting needs across racial and ethnic populations, moreover, requires a candid acknowledgment of the role that race plays in determining outcomes and a frank analysis of how the policy mechanisms or strategies affect different racial groups and advance racial equity. Programs, practices, and policies that target closing racial equity gaps using universal criteria are entirely legal, as are policies and programs designed to remedy proven discrimination in manner tailored to meet specific goals. Whether as public employer or service provider, New York City retains the obligation to eradicate barriers to equal opportunity, and devising goals and strategies with an eye to advancing racial equity is in fact a corrective to the exclusionary use of racial classifications.

Neither federal, state, nor local civil rights law requires—or justifies—eliding the topic of race, and the City cannot reasonably “undertake a process of citywide and agency planning and reporting with a goal of eliminating racial inequity” without naming this central topic. Moreover, at a moment when Black political representation is under attack and gains born of centuries of sacrifice to life and liberty summarily reversed, racial equity planning by local government is not only legally defensible but urgently necessary to preserve the multiracial democracy asserted explicitly in the Charter preamble. In a city whose constitution opens with a declaration of strength in diversity, the role of race as a determinant of well-being must be central to the pursuit of genuine equity.



Performance & Outcome Indicators for the Goals & Strategies

Measuring Community Equity Priorities requires data-driven strategies that align indicators, outcomes, strategies, and financial investment to improve the well-being of communities harmed by racism and social injustice. Data-driven short-, medium-, and long-term goals currently rely on performance- and equality-focused metrics to assess agency and program effectiveness. However, these methods assume that New Yorkers have the same needs and access to services, overlooking systemic racism and injustice that harm Black and Brown communities.

NYC CORE identified the CEP indicators below, which were shaped by community input on issues most relevant to their well-being and are consistent with feedback received across community engagement cycles, including the most recent 30-day comment period for the Preliminary Racial Equity Plan. We incorporated input from city agencies, the Mayor's Management Report, and equity reporting models from other cities:

1. **City Workforce Leadership:** the demographic composition of City Workforce Leadership (city government managers, administrators, policymakers, and Community Board members, individuals who craft policy and lead and develop programs at the citywide and neighborhood level) by race/ethnicity, gender identity, sexual orientation, age, and disability, compared to the overall City government workforce.
2. **Cost of Living:** the percent of the population of New Yorkers who are receiving income under the True Cost of Living (TCOL) Measures by race, ethnicity, gender, sexual orientation, age, and disability.
3. **Housing and Business Ownership:** the proportion of NYC residents with homeownership compared to the general NYC population by race/ethnicity, gender identity, sexual orientation, age, and disability; the proportion of NYC residents with business ownership (i.e., owning a business that is either self-employed in their own incorporated business, professional practice or farm) compared to the general NYC population by race/ethnicity, gender identity, sexual orientation, age, and disability.

Advancing racial equity requires equity-based metrics that measure anti-racism structural change, a permanent shift to policies, practices, resource allocation, and systems that improve the well-being of all New Yorkers by eliminating anti-Blackness. To ensure efficient and meaningful tracking over time, outcome indicators must be specific, measurable, and based on consistent, publicly available data. Indicators must analyze and report utilizing disaggregated data guidelines that address gaps by race, ethnicity, gender, sexual orientation, age, disability, and additional markers of social injustice.

The outcome indicators proposed for integration in the final Racial Equity Plan must begin to measure structural change in government operations and track individual and community well-being across the three fundamental values of a multiracial democracy that our voters overwhelmingly approved.





"La mejor forma de medir es haciendo encuestas y entrevistas con las personas que han sido afectadas."

"The best way to measure is by conducting surveys and interviews with the people who have been affected."

51-year-old, Hispanic/Latina/o or Latinx/e resident, Manhattan

"I would measure progress by checking whether the city is regularly collecting and publishing transparent, disaggregated data on access to government services. This means the data should be broken down by race, income, neighborhood, immigration status, or other factors connected to inequities."

Age Unknown, Central or East Asian, Borough Unknown

"I would measure progress by reviewing disaggregated data to see reductions in disparities across race, gender, ability, and language. Progress would also be reflected in more equitable hiring and promotion practices, increased investments in historically harmed communities, improved access to city services in multiple languages, and consistent community feedback showing that services are more inclusive and fair."

34 years old, Black or African American, Brooklyn

"To guarantee openness and show a definite decrease in unfair results, all data must be made publicly available and broken down by race, gender, and other protected classifications."

38-year-old, Black Caribbean resident, Manhattan



Data Disaggregation Standards

The City Charter mandates that disaggregated data standards are to be included in NYC's Racial Equity Plan. While these are absent in the Preliminary Racial Equity Plan, they must be included in the final version of the Racial Equity Plan. The Charter explicitly directs the Mayor's Office of Equity and Racial Justice (MOERJ) to establish uniform standards for using disaggregated data in citywide and agency planning, and, with the Chief Privacy Officer, to develop individual and community privacy protections. The Charter defines disaggregated data as information 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 specific level of detail and granularity. While the plan references disaggregated data as a priority and a vision, if implementation is left to individual agencies, lack of inconsistent practices will undermine

the goals of the Charter.

Gaps in data disaggregation practices are significant because data drives government budgets, policies, services, and daily operations. When data is collected, shared, and used effectively, it strengthens government decision-making and supports equitable resource allocation to communities most in need. It also serves as a critical tool for monitoring progress and building government accountability and public trust. However, New York City's current data practices rely heavily on aggregated data and broad categories of race, gender, and age, conflating people and communities to numbers that fail to capture the city's true diversity. This approach is rooted in white supremacy and systemic oppression, erasing Black and Brown people's intersectional identities, of LGBTQIA+ individuals, persons with disabilities and chronic illnesses, and other underserved and underrepresented communities. We

must take a lesson from the misuse of data over the COVID-19 pandemic and Mpox outbreak, which taught us that gaps in data masked disproportionate health impacts in communities harmed by racism and social injustice.

Without standardized, valid, reliable, and safe disaggregated data practices, the City cannot accurately identify disparities, design, and appropriately fund targeted efforts to close disparities, implement effective policy interventions, or change government rules and regulations to advance equity. Aggregated data may be easier to collect and analyze, but it hides group differences and these shortcuts in data collection led to one-size-fits-all solutions that overlook people's realities. Simply put, the government cannot improve what it does not measure.

New York City now has an opportunity and a legal obligation to end harmful data practices. How the City collects, organizes, and uses data is as important as what is being collected, who is being represented, and the stories and experiences being heard. Racial equity goals and strategies, on their own, cannot bring about tangible, meaningful structural change. Race-explicit, inclusive data and indicators must be used to assess whether we are becoming a racially equitable and socially just city. If data is not collected and shared consistently across agencies, the City cannot fully understand or address the inequities it faces. Data should reflect the City's diversity, broken down by race, ethnicity, gender, sexual orientation, age, income, language, country of origin, and neighborhood. This approach helps build an authentic scaffold of trust. When communities see themselves accurately

in the data, trust is built with the government and assures them that their experiences inform government decisions.

Community input reinforces the importance of this issue. Through NYC CORE's community-informed data approach, we've learned how New Yorkers understand data and the role data plays in their lives. Community members understand how data practices shape access to housing, healthcare, education, employment and public services. In Cycle 1 of the Racial Equity Planning Process, NYC CORE received an outpouring of requests for a Community Equity Priority focused on data disaggregation. This resulted in the adoption of Community Equity Priority #6, calling on the New York City government to collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice. The public has made clear that equitable policies require accurate and visible representation of their identities.

The Mayor and the Mayor's Office of Equity and Racial Justice must fulfill their mandated obligation in the Final Racial Equity Plan by adopting and implementing disaggregated standards across the whole of government and ensuring dedicated funding for this implementation in order to advance racial equity.



"Making jobs available. Costing such rent, food etc. Affordable. Easy access of Medicare/medical."

34-years-old, Hispanic, Latino/a, or Latine/x resident, Unknown Borough

"The system must do better at providing programs and services to encourage people to be better and do better. No one wants to stay poor. Clearly, there is a need for services to get out of poverty."

52-years-old, Black Caribbean resident, Manhattan

"Everyone needs affordable housing. Especially low-income people can't pay they rent. That is why they become homeless. People with disability and mental health really need help in keeping and maintaining housing support. Also, people with drug problems."

63-years-old, Black or African American resident, Manhattan

"更多人会有家和去大学 More people will have homes and attend college."

"Increase in the number of people who will have homes and the number of people who attend college."

65-years-old, Asian, Unknown Borough.

"City employees should complete mandatory de-escalation, bias, and accountability training."

45-year-old, Black or African American resident, Manhattan

"There will be marked decrease in police related harm and abuse of power."

76-year-old, White resident, Staten Island



Community Equity Priorities

Our second community engagement cycle identified the following three most urgent Community Equity Priorities, which we submit for serious consideration to guide the forthcoming citywide Racial Equity Plan, which must be included in the Final Plan to ensure compliance with the NYC Charter. Most urgent priorities are those for which the community demands immediate inter-agency and intra-agency government action in development, delivery, and evaluation.

1. **68% of respondents identified CEP #13**, addressing affordability and accessibility, as most urgent. New Yorkers want city agencies to individually and collectively take immediate action to increase access and lower the cost to basic needs such as quality food, transportation, medical care, and housing.
2. **64% of respondents identified CEP #7**, calling for the city to expand safe, stable housing for those at risk for homelessness, eviction, and deed theft, without delay. New Yorkers as young as 11 years old called for individual, family, and community-wide access to safe, stable housing.
3. **61% of respondents identified CEP #16**, demanding that all city employees, including the police and social service providers, be held accountable for any harm and abuse of power.

Community Response: Equity Priorities

CEP 13	68.0%	Increase access and lower the cost to basic needs such as quality food, transportation, medical, and housing.
CEP 07	64.4%	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.
CEP 16	60.6%	Ensure all city employees and their agencies, including the police and social service providers, are held accountable for any harm and abuse of power.
CEP 10	60.5%	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.
CEP 11	60.2%	Expand health, mental health, substance use, and disability services. They must meet the needs of families and individuals harmed by racism and social injustice.
CEP 05	55.3%	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.
CEP 18	54.7%	Expand services to prevent, intervene, and provide care for people and families harmed by policing, jails, and court supervision.
CEP 02	53.4%	Fund communities harmed by racism and injustice to shape and get updates on NYC government plans.
CEP 17	52.4%	Remove the gaps in racial, gender identity, sexual orientation, age, and disability access to job training and funds to start businesses.
CEP 09	51.8%	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.
CEP 15	51.6%	Remove barriers and increase access for people harmed by racial and social injustice to learn about buy and keep ownership of property.
CEP 03	51.6%	Remove the gaps in race, gender identity, sexual orientation, age, and disability in city pay, promotions, and contracts.
CEP 12	51.1%	Remove costs and barriers to CUNY enrollment and retention.
CEP 01	50.2%	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.
CEP 08	49.1%	Evaluate and remove fines and fees to reduce the impact on low-income people of all ages.
CEP 14	48.8%	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.
CEP 06	44.7%	Collect, analyze, and share data on access to government services with the public, categorizing it by specific groups harmed by racism and social injustice.
CEP 04	43.8%	Ensure NYC offices and partners get funds for community-based language access services in the city's most spoken languages.



Agency Level Plans

Agency Preliminary Racial Equity Plan were scored using a rubric to assess the extent to which goals, outcomes, indicators, and strategies, if implemented, would advance Racial Equity. The Preliminary Racial Equity Plan includes 45 agency level plans which received feedback including but not limited to a demand for plans to increase community power, identify budget allocations, and create data transparency. It should be noted that plans for certain agencies were omitted from the Mayor's Preliminary Racial Equity Plan and that NYC CORE expects that all covered agencies will be included in the final plan.

Agency plans were reviewed according to the following NYC CORE Racial Equity rubric, which is consistent with how NYC CORE assessed community feedback to finalize the community equity priorities.

- **Structural Change** is when an agency changes its policy or the way they work, permanently.
- **Racial Equity** is achieved when race is no longer a deciding factor in a person's life.
- **Equitable Outcome** is achieved when the well-being of Black and Brown communities is improved.
- **Community Power** occurs when city agencies expand or create new pathways for community members to provide input in the policy, program, and budget of city agencies.

Respondents were asked to review and respond to 6 short statements for each of the NYC CORE Racial Equity rubric, indicating their level of agreement on a 4-point Likert scale. Each statement was scored as follows: 3 (Agree), meaning the statement is supported; 2 (Neither Agree nor Disagree), meaning no clear position; 1 (Disagree), meaning the statement is not supported; and 0 (Cannot Determine from the Plan), meaning that there was insufficient information to assess the statement. Scores were added across the four pillars, with each pillar worth up to 18 points, for a total possible score of 72 points per agency. The final agency score was calculated as the average of the scores received (i.e., the sum of the multiple scores divided by the number of respondents).

Understanding Agency Scores

Agency scores below reflect Commissioner and community reviews. Community groups independently identified the agencies they wished to review, resulting in variation in review frequency across agencies, with some agencies reviewed more than once and others reviewed once. Agency scores should be interpreted holistically and considered alongside qualitative feedback, where available, provided in the agency-specific results tables.

Limited Alignment with the NYC CORE Racial Equity Rubric (1–24): Plans in this range may include broad commitments to Equity Principles but lack specificity in agency actions, defined goals, strategies, implementation details, measurable outcomes for community impact, and mechanisms for structural change, community power, and accountability.

Moderate Alignment with the NYC CORE Racial Equity Rubric (25–48): Plans in this range demonstrate some alignment with Equity Principles and include some promising agency actions, goals, or strategies. However, the agency should strengthen connections to implementation, measurable outcomes for community impact, and mechanisms for structural change, community power, transparency, and long-term accountability.

Strong Alignment with the NYC CORE Racial Equity Rubric (49–72): Plans in this range explicitly demonstrate alignment with Equity Principles through concrete agency actions, goals and strategies, implementation, measurable outcomes for community impact, and mechanisms for structural change, community power, transparency and accountability to improve outcomes for communities harmed by racism and social injustice.

The scores are not fixed but instead are meant to be dynamic, reflecting the City's progress toward racial equity and social justice. Preliminary scores are not measures of agency intent or commitment. Instead, they represent NYC CORE's evaluation of how thoroughly agency Preliminary Racial Equity Plans demonstrate its capacity to advance racial equity and integrate Community Equity Priorities. Higher scores signify more thorough incorporation of Equity Principles while lower scores highlight that an agency's Preliminary Racial Equity Plan lacks sufficient detail, measurable outcomes for community impact, structural change, community power, transparency, accountability mechanisms, or pathways to determine how racial equity goals would be achieved.

NYC CORE recognizes agencies' progress in developing racial equity plans and acknowledges that transformative structural change takes time. As an accountability partner, NYC CORE is dedicated to supporting agencies in strengthening Final Racial Equity Plans and implementing strategies. Agencies should regard scores as a starting point for continued improvement of future racial equity plans.



Agency Scores

Area of Focus	Agency	Score
Children, Youth, Older Adults, and Families	Administration for Children's Services (ACS)	37
	Department for the Aging (DFTA)	52
	Department of Social Services (DHS & HRA)	38
	Department of Veterans Services (DVS)	44
	Department of Youth & Community Development (DYCD)	55
	Public Schools/ Department of Education (DOE)	59
Economy	Brooklyn Navy Yard Development Corporation	30
	Department of Consumer & Worker Protection (DCWP)	29
	Department of Cultural Affairs (DCLA)	40
	Department of Small Business Services	50
	Economic Development Corporation	50
	Mayor's Office of Contract Services (MOCS)	39
	Mayor's Office of Media & Entertainment (MOME)	56
Housing and Preservation	Department of Buildings	40
	Department of City Planning	20
	Department of Finance	51
	Housing Preservation and Development	65
	Landmarks Preservation and Development	27
	NYC Housing Authority	48
	Business Integrity Commission	62
Infrastructure and Environment	Business Integrity Commission	62
	Department of Design and Construction	20
	Department of Environmental Protection	58
	Department of Parks and Recreation	66

Agency Scores Continued

Area of Focus	Agency	Score
Infrastructure and Environment	Department of Sanitation	48
	Department of Transportation	59
	Office of Technology and Innovation	21
	Taxi & Limousine Commission (TLC)	32
Health and Well-being	Department of Health and Mental Hygiene	60
	NYC Health + Hospitals	55
	Office of the Chief Medical Examiner	52
Community Safety, Rights, and Accountability	Department of Correction	38
	Department of Probation	37
	Fire Department of New York City	25
	Mayor's Office of Criminal Justice	41
	NYC Emergency Management (NYCEM)	70
	Police Department (NYPD)	67
Good Governance and Inclusive Decision-Making	Civic Engagement Commission	58
	Commission on Human Rights	24
	Department of Citywide Administrative Services	38
	Department of Investigation	18
	Department of Records & Information Services (DORIS)	40
	Law Department	14
	Office of Labor Relations	72
	Office of Management and Budget	28
	Office of Administrative Trials and Hearings	48

A black and white photograph of a large crowd of people, likely at a protest or public gathering. In the upper left, a portion of a bridge tower with a lantern is visible. The image is used as a background for the text boxes.

"I'm on a very limited income because I have disabilities and then I have children with special needs, and I find myself having to use food pantries and stuff just to cover the expenses. So I'm grateful for that. I haven't seen what the young lady said, that people take some of the stuff afterwards. I noticed that they usually are, they give it out. I don't know what they do with it afterwards, but I'm grateful for those supplements because it is harder to live for me in Manhattan at this time. And it seems like it's only getting more expensive and incomes are not changing all across the board. Whether you're working or you're on a limited income, there's a big gap, big difference, expenses versus income."

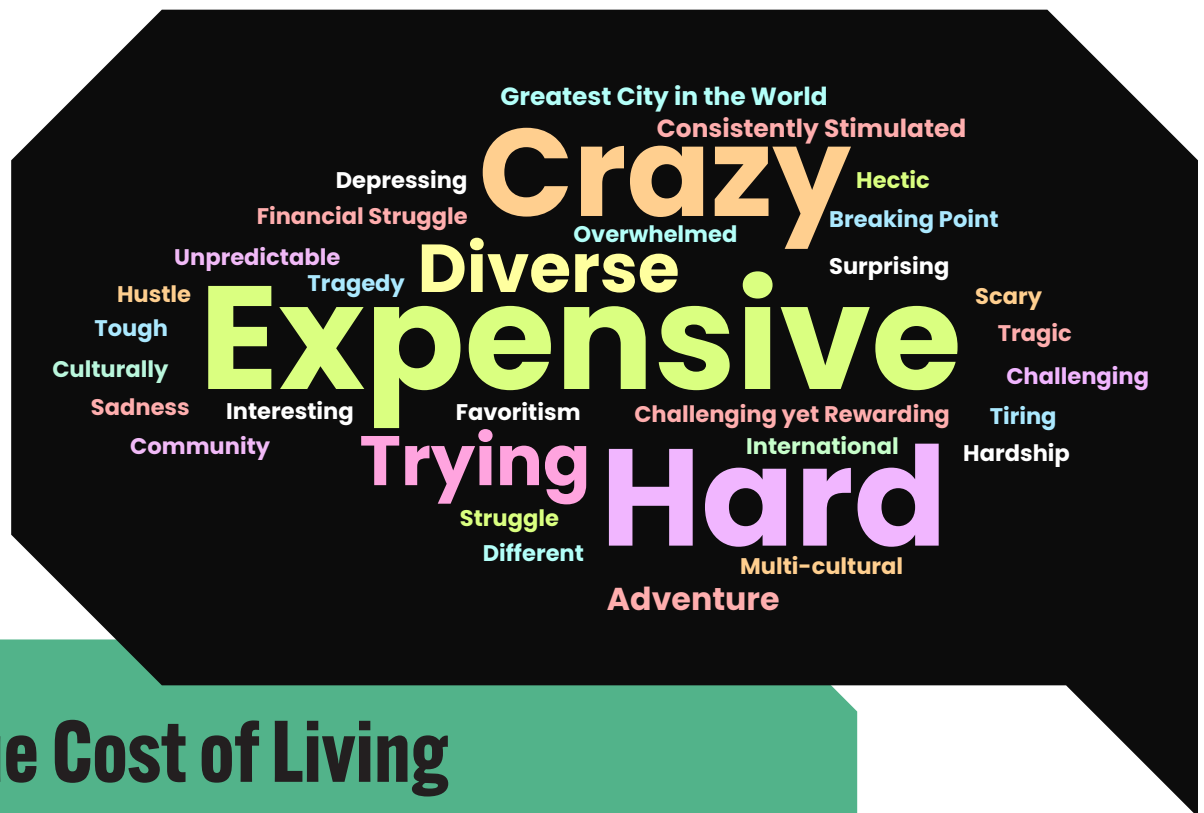
49-year-old, Black or African American resident, Manhattan

"They're real quick to close someone's whatever program they're on without not noticing. There are also going to be consequences for that person that probably has some subsidy and they're living on a low income, and then they try to snatch the rug under your feet, because you got a part-time job that's only 10 months. After the 10 months, what are you supposed to do if you can't get a job? In my case, I'm too young to retire or too old to fit in the job. I'm overqualified, because I'm too old, but then I'm too young to retire, because I'm not even 60 yet."

54-year-old, Afro Latino resident, Manhattan

"Basic necessities such as food transportation cost of living and rent should be equal across the board, regardless of economic background and race and gender. It's very important to not have a stigma or people are limited to having access to their basic needs. Our government shouldn't have much control over community concerns and should leave these up to the community. Homelessness and housing along with mental health should be a huge priority for our government to rectify. There are significant gaps between the extreme rich and the significantly poor trying to provide for themselves and pay rent. There shouldn't be an extreme gap. A lot of money versus people who can't afford to pay for their basic needs."

42-year-old, Black or African American resident, Brooklyn



True Cost of Living Measure Standards

On March 31, 2026, New York City released its first True Cost of Living (TCOL) Measure, which is intended to assess the cost of essential needs that may include but not be limited to the cost of utilities including internet and phone, food, clothing, childcare, healthcare, menstrual products, and general hygiene products. Calculations must be made without offsetting costs through public, or private assistance.

The TCOL Measure is required annually and intended to offer a more accurate and representative alternative to outdated and unrepresentative measures such as the Federal Poverty Guidelines (FPG) and New York City poverty measures, both of which fail to capture the complex realities of living in New York City.

Voters overwhelmingly approved this ballot measure as part of a broader racial equity planning process, signaling a public understanding that communities harmed by racism and social injustice experience the highest costs for essential needs. However, both the TCOL Measure and the Preliminary Racial Equity Plan are not tied together in either report. For the TCOL Measure to be an actionable tool, the Racial Equity Plan must refer to the measure, thereby creating a critical link that ensures every city agency and every level of city government directs resources toward producing equitable outcomes. A measure intended to define real-time affordability must be grounded in current economic conditions to be effective. Unfortunately, the city created its first TCOL Measure using

outdated data from 2018–2022 and did not release it until March 2026. The True Cost of Living Measure should be an active and current tool used to guide racially equitable policymaking, budgeting, decision-making, and service delivery. As such, we expect future measures in compliance with current economic conditions across the city.

New York City’s affordability challenges are not novel, and the impact on communities harmed by racism and social injustice deepens the racial wealth gap, financial instability, and constrained economic mobility, all perpetuating racial disparities. In order to utilize the TCOL Measure to actually effectuate change and affordability for New Yorkers, the two TCOL Measure and Racial Equity Plan need to be intertwined. NYC CORE makes the following recommendations:

1. Apply findings from the TCOL Measure and associated reports to government decisions:

Our NYC Charter preamble calls on us to take responsibility as government and shift the burden from advocates to government to advance equitable practices. The TCOL Measure must be a tool used across city agencies and the New York City Council to inform budgets, operations, policy design, program implementation, and performance evaluation. Without enforceability, the TCOL risks functioning as a symbolic gesture rather than a transformative policy tool.

2. Integrate citywide standard disaggregation guidelines into the TCOL Measure.

Communities harmed by racism and social injustice are at risk of suffering the greatest financial hardships across all areas of life, such as education, health, housing, and job security. Disaggregation standards must be included to yield granular, actionable data that shows where NYC should increase investment and how to do so equitably across communities, assessing categories such as race, geography, chronic illness, disability, and more. This would allow the city to better understand how affordability challenges vary across communities harmed by racism and social injustice and to efficiently apply the measure.

3. Center community voices in developing future TCOL Measures to ensure alignment with the people.

Community knowledge and lived experience are invaluable data that must drive all government and non-government city, borough, or neighborhood-wide policy decision-making. Without direct community engagement, the TCOL Measure risks assuming how New Yorkers access and identify essential needs and could inaccurately estimate the total available resources, including market and non-market resources, because access to essential needs is not equitable across communities. NYC CORE recommends integrating community feedback to supplement the ATTIS methodology, taking into account community members’ unique circumstances and identities that affect their access to resources.



Accountability, Community Organizing, & Engagement

NYC CORE launched community organizing and engagement efforts in November 2023 for all New Yorkers, paying particular consideration to communities harmed by racism and social injustice. Engagement cycles are designed to identify Community Equity Priorities (CEPs) most relevant to the well-being of NYC residents, to guide the citywide and individual agency racial equity plans. NYC CORE has completed two cycles of engagement on the CEP and public engagement from April 6 to May 6, 2026, to respond to the Mayor's Preliminary Racial Equity Plan.

NYC CORE also targeted Community Boards (CBs) that serve communities harmed by racial and social injustice with the understanding that Community Boards are the most local and grassroots form of City Government. Through engaging with Community Boards, CORE

increased awareness of the Community Equity Priorities, the Racial Equity Plan, and how community members can participate in this work.

Communities of focus: Communities Harmed by Racism and Social Injustice

As a first step, we sought to ensure an inclusive and expansive definition of who is underserved and underrepresented by government by asking organizations to share who, if anyone, is missing among the identities named in the NYC charter's preamble, "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." NYC CORE held virtual focus groups to ask which communities, if any, should be included but were not previously named. New Yorkers expanded the groups to

include, but not limited to, youth, elders, people who are incarcerated, people who are unhoused, North African, and LGBTQIA+. Next, we developed the phrase, “communities harmed by racism and social injustice” to focus on the system’s impact on these groups rather than terms associated with people’s identifying characteristics.

Engagement for the 2024 Preliminary Racial Equity Plan

The inaugural Racial Equity Planning Cycle began in November 2023 with preliminary conversations held by the NYC CORE’s Chair and Executive Director with organizations that worked with the Racial Justice Commission to implement the historic Flip the Ballot 2022 campaign. The Chair wanted to hear directly from organizations about the kind of community involvement they envisioned for developing equity priorities and for ongoing engagement between New Yorkers and the Commission.

Starting in December 2023, NYC CORE began developing Preliminary Community Equity Priorities by reviewing public comments submitted to city agencies, as well as from community town halls and gatherings held by the Racial Justice Commission. Between January and May 2024, NYC CORE held focus groups with organizations participating in the Taskforce on Racial Equity and Inclusion, city agencies participating in interagency efforts such as the anti-gun violence task force and held multiple reviews by the NYC CORE Commissioners. On May 13, 2024, NYC CORE released 16 draft community equity priorities for public

review, editing, and feedback to align with the Mayor’s Office of Equity and Racial Justice Racial Equity Plan training launch. The priorities were organized by the fundamental values outlined in the NYC Charter Preamble: (1) Our government justly values all talents and contributions; (2) Our government ensures the condition of thriving for every person; and (3) Our government embraces vigilance, remedy, and reconstruction.

NYC CORE partnered with the NYC Civic Engagement Commission to identify organizations across NYC to host hyperlocal conversations on 16 draft Community Equity Priorities. We worked with tenant councils, faith-based organizations, and youth groups. Each organization was asked to bring together groups of 25 people or more to review the priorities and rank their level of agreement on a Likert scale ranging from Strongly Agree to Strongly Disagree. Additionally, respondents were encouraged to share requests for changes to the language of the draft priority as well as language or requests for additional priorities. All participating organizations received facilitation training, workshop and presentation materials, and translated materials.

Additionally, NYC CORE launched a public survey that was widely shared on social media, through agency staff networks, and via QR codes across New York City. Our commission supported over 220 conversations, reaching over 4000 New Yorkers ages 11 and older. In our first cycle, New Yorkers shared two additional priorities, bringing the total to 18 Final Community Equity Priorities (CEPs).

Engagement with City Agency Teams and Racial Equity Plan Agency Training

Racial equity, as noted in the NYC Charter, is both an outcome and a process that requires closing gaps in the City's and individual agency budgets, programs, and policies.

NYC began the agency training for the Racial Equity Planning process on May 13, 2024, with citywide trainings for each agency included in the Mayor's Preliminary Racial Equity Plan. Simultaneously, NYC CORE released draft community equity priorities according to the fundamental values noted in the NYC Charter Preamble to guide the training of agencies, and provided the following recommendations:

- City agencies should choose at least one community equity priority per fundamental value to be addressed in their plan.
- Agency plans must uplift youth voice, include goals for youth, and be produced in a manner that would lend itself to be utilized by a youth seeking to advocate for justice in NYC.

In addition to attending in-person and virtual agency trainings, NYC CORE remained in discussions with the Mayor's Office of Equity and Racial Justice throughout the process.

Finalizing Community Equity Priorities

While the Preliminary Racial Equity Plan was under review, NYC CORE created a comprehensive racial equity rubric to help determine how the city is advancing racial

equity through transforming policies, and shared decision-making with community members to eliminate racial disparities. We assessed Community Equity Priorities according to Structural Change; Racial Equity; Equitable Outcome; and Community Power.

Accountability to Racial Equity Planning Process and the Voters.

Final Community Equity Priorities were submitted to City Hall, the Speaker of the City Council, and the Mayor's Office on Equity and Racial Justice on November 20, 2024. At that time, the NYC CORE team took on accountability and oversight for the remainder of the 2024 Racial Equity Planning process. After several months of discussion and public hearings, it became clear that the NYC Mayor's Office would not release the 2024 Preliminary Racial Equity Plan. In August 2025, NYC CORE and our attorneys filed a suit against the Mayor's Office to compel the release of the plan. At the time of writing this response, the lawsuit has not been settled, and no final judgment has been issued.

Engagement for the 2026 Preliminary Racial Equity Plan

The second community engagement cycle commenced in April 2025 with the launch of the NYC CORE Organizing Network. We collaborated with 70 organizations and 11 NYCHA Tenant Councils across the five boroughs to gather targeted feedback and clear direction from their communities. Our efforts transitioned from agenda-setting to fostering accountability and

advancing CEP urgency. NYC CORE invited community members to evaluate the urgency of the 2024 and 2026 CEPs and recommend how the City should track CEP progress.

Our organizational partners facilitated 359 community conversations, engaging over 9,000 people citywide. Partners received a structured feedback form that prompted participants to rank the urgency of each CEP on a Likert scale: Somewhat Urgent, Urgent, and Most Urgent. After completing the scale, participants contributed specific ideas for measuring the City's progress on community equity priorities. NYC CORE also expanded demographic subgroups across race/ethnicity, gender, and sexuality based on insights from the first cycle. This data disaggregation effort allowed participants to better self-identify and enables CORE to accurately analyze responses with greater context on participants' identities and lived experiences.

On October 1, 2025, NYC CORE submitted 18 Final Community Equity Priorities to City Hall, Speaker of City Council, and the Mayor's Office on Equity and Racial Justice for the 2026 Racial Equity Plan.

Engagement for the 30-day Preliminary Racial Equity Plan

Since April 6, 2026, NYC CORE Commissioners and staff have worked to engage community organizations, including, but not limited to, faith-based organizations, youth organizations, and public housing tenant councils, to provide feedback on the Preliminary Racial Equity Plan. In addition to town halls in each

borough, NYC CORE received responses from 41 organizations representing New Yorkers aged 11 to 82.

Community organizations were asked to bring together five to twelve people to review up to three individual agency plans. Participants were asked to review short-, medium-, and long-term goals and strategies across the NYC CORE comprehensive rubric: Structural Change; Racial Equity; Equitable Outcome; and Community Power.

After reviewing the goals and strategies, participants responded to short statements on a structured organizational feedback form using a Likert scale with the following options: agree, disagree, neither agree nor disagree, or cannot determine from the plan. To capture community recommendations and reflections on plans, all forms included an open-text box for comments. The form also asked respondents to share their demographics so NYC CORE can better understand the respondent pool. Additionally, NYC CORE received 15 comments from community via email to our general inbox.

NYC CORE expanded the opportunity to gather responses from New Yorkers who may not be connected to a single organization by launching a five-borough-based town hall series, beginning at Brooklyn Community Board 5, on April 22, 2026. At each townhall, NYC CORE provided information on NYC CORE, the City's Racial Equity Planning Process, the Preliminary Plan, and copies of the Preliminary Racial Equity Plan. Participants were asked to pick one or more agencies they wanted to review and answer the following questions:

1. If these goals were final, how would they support ending racial discrimination in government policy, program, and budget for you and your community?
2. Are there any changes you would like to make to the goal?
3. Are there any goals you recommend the agency make part of their final plan?

All public comments provided to NYC CORE are summarized in this response, along with NYC CORE Commissioner and staff reviews.



Next Steps in the Racial Equity Planning Process

The Racial Equity Planning Process as laid out in the Charter directs NYC CORE to review the preliminary plan and propose modifications to priorities, strategies, and indicators for the purpose of ensuring that the final plan reflects community priorities and meaningfully informs resource allocation decisions for the final citywide budget. Recommendations provided in this response are designed to reinforce the charter requirements for the racial equity plans, identify nuanced goals and budgeting for each city agency, and support efforts for all agencies, the Mayor's Office, and City Council to align the upcoming city budget according to the Racial Equity Plan.

Following the release of this response, the City will have 70 days to refine the preliminary plan prior to publishing a final plan; NYC CORE will then issue an evaluation of the final plan three weeks later. Finally, the City will publish a preliminary progress report on January 16, 2028 with data for indicators from the 2026–27 equity plan concurrent with its preliminary plan for 2028–29, followed by a final 2026–27 progress report on September 1, 2028. Over the course of the reporting cycle, NYC CORE will use the outcome indicator performance data specified in the final plan along with input it receives from community engagement to identify or revise proposed priorities for the following cycle. This process of reinvention is intended to ensure that the City remains responsive to changing needs and priorities at a time of unprecedented social and economic change.

As accountability partners, our work is to ensure the Charter requirements for the racial equity plans process are met. We also believe accountability is stepping up to provide support. NYC CORE remains ready, willing, and able to support the Mayor's Office of Equity and Racial Justice as they complete a final plan and look forward to joining efforts to track and monitor racial equity change in the city.

Appendix:

Agency Specific Feedback

Beginning April 6, 2026, the NYC Commission on Racial Equity (NYC CORE) began reviewing the Mayor's Preliminary Racial Equity Plan. Between April and May 2026, NYC CORE hosted community town halls, received public comments, and supported community organizations to host conversations. Feedback forms were used to collect input from NYC CORE Commissioners, community members, community organizations, faith-based organizations, and public tenant housing councils on the plan's goals and strategies. We heard from New Yorkers ages 11 and above. NYC CORE refers to New Yorkers and community members as anyone living in NYC, including immigrants, regardless of their documentation status.

The strategies below recommend agency-specific preliminary goals and strategies for racial equity plan. The listed agencies received public feedback; however, not all agencies received feedback.

Note: These recommendations are not intended to replace or supplement existing agency plans but rather to inform the development of agency and citywide Racial Equity Plan goals and strategies that drive structural change and produce immediate, measurable improvements in well-being across populations. Because some recommendations may apply across multiple agencies, agencies should assess opportunities for cross-agency implementation where appropriate.

Children, Youth, Older Adults, and Families

Administration for Children Services/NYC Children

- Concrete resources and the diversion of ACS interaction.
- Increase community partnerships as an alternative/preemptive resource to ACS interactions to decrease CPS involvement.
- Transition from mandated reporting to mandated support of families.
- Training and workshops with NYCPS, led by lived-experience groups like JAMC, for families to ensure all NYCPS staff (admin and teachers) are trained through culturally comprehensive, supported workshops.
- Include identifying CBO groups to support goals.
- Families will have access to resources to support children's education and social skills to avoid family detachment and gang involvement.
- Provide more services to support after-school programming/ funding while supporting other community-based organizations to prevent family and youth contact with the judge.
- Advise parents of their existing legal rights before entering a home and interviewing families.
- Better collaboration and training with social workers and staff to increase their compassion and ability to connect families to services.
- Define gap and measurable goals for reducing racial disparities.
- Clearly indicate how community members most harmed by the agency will participate in decision-making.
- Define the total amount allocated to organizations and provide the annual allocation percentage to track progress.

Department for the Aging

- Increased support for nursing homes and senior living facilities.
- Ensure training programs are inclusive of different able-bodied, non-visible disabilities, and neurodivergent older communities.
- Priority placement and services for aging people who have experienced deed theft.

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

- Ensure employment programs result in clients who are gainfully employed and have transferable skills and experience.
- Provide ample notice to clients before cutting off benefits.
- Keep consistent criteria for how much an individual can earn or how many hours they can work to comply with and remain eligible for benefits.
- Create pop-ups that would enable anyone who is randomly seeking help but would not speak up.
- Develop targeted strategies to significantly address and close gaps in food insecurity.
- Provide immediate financial assistance to individuals or families who have had their benefits stolen from them.

Department of Veterans' Services

- Implement a realtor or program to secure housing, or establish networks of landlords that rent to veterans.
- Remove the requirement that people be homeless before receiving services.
- Refocus goal and strategies to address race-based bias in rules and regulations for veterans rather than the behavior of veterans.

Department of Youth and Community Development

- Expand community programming in different areas and/or reach areas that are underrepresented.

- * Increase pay for organizations providing services for supplies and staff, and increase funds for SYEP.
- Provide a tax incentive to hire youth 14–24 outside of SYEP.
- Ensure contracted providers employ people from the communities they represent.
- Build a Youth Depot (youth center) so that youth can better access services, and DYCD can manage contracts more efficiently.

Department of Education/ NYC Public Schools

- Audit kindergarten IEP placement decisions, 504 data, District 75 placements, and IEP/ IDEAS complaints for racial equity disparities.
- Require bias checks before school, class, and service placement.
- Expanding in-school supports before instituting restrictive placement and/or immediately moving children to District 75.
- Require and document support in general education classrooms, including paraprofessionals, counseling, and behavioral intervention plans.
- Expand the framing of multilingual learners from a language-access lens to an instructional-access lens.
- Ensure multilingual learners have consistent access to grade-level instructional materials, with appropriate supports, rather than being routed to simplified or separate content pathways.
- Instructional support should be designed to both enable access to core content and support ongoing language development, with a clear trajectory toward independence.
- Increase targeted use of home language to support comprehension, bridging to English acquisition, rather than replacing it.
- All content-area instruction should include embedded language supports to ensure that multilingual learners receive instruction throughout the full school day.
- Improve consistency in IEP decision-making and communication to parents.
- Standardize how evaluations are interpreted across schools alongside increased family advocacy and transparency.

- Increase workforce diversity and provide anti-bias training to improve student outcomes and reduce discrimination.
- Ensure equitable access to programs and services for people with disabilities to have the same opportunities as everyone else.
- Increase educational programs, books, computers, and better tools in schools within communities harmed by racism and social injustice.
- Ensure zoning policies and funding resources are equitable.
- Conduct a review of Google Classroom chat usage to stop and prevent bullying, with particular attention to race-based bullying.
- Expand goals related to District 75 to include all genders and sexualities.
- Create a mandated supporter/support for a social justice model.
- Grant the disabled Black and Brown children a special learning program.
- Scale access to computer science through integration with NYC Reads, FutureReadyNYC, and NYC Solves.
- Scale FutureReadyNYC to increase access to early college credits, Pathways-aligned advising, financial literacy, and career-readiness courses.
- Scale personal finance education in elementary and middle schools, incorporating the NYC Kids RISE Save for College Program.
- Facilitate children in 2K to join the NYC Kids RISE Save for College Program, adding three years of asset growth and starting to build a college and career identity for children as early as possible.
- Work with NYC Kids RISE to develop a student portal that allows students to view and interact with their NYC Scholarship Accounts.
- Increase the number of apprenticeships and internships available through FutureReadyNYC, Career Readiness, and Modern Youth Apprenticeships.

Economy

Department of Consumer and Worker Protection

- Evaluate predatory contracts in the architecture, design, and construction fields for race-based bias.
- Create an avenue for youth workers to participate in the restoration of workers' rights process.
- Work with NYC Kids RISE to develop a student portal that allows students to view and interact with their NYC Scholarship Accounts.
- Update Financial Empowerment Center forms and train Financial Empowerment Centers to screen clients to identify those with children in the Save for College Program and support them in completing the Program steps to claim the scholarship dollars to which they are entitled.
- Develop age-appropriate financial empowerment interventions for youth under 18, including foundational financial concepts, consumer protection concepts, banking experience, and engagement with their NYC Scholarship Accounts.
- Partner with schools and youth programs to deliver financial empowerment education, leveraging students' NYC Scholarship Accounts as real-life examples of financial products, capital markets, banks, etc.
- Create targeted programs to reduce Summer Youth Employment (SYEP) participants' reliance on non-bank fintech for direct deposit.
- Collaborate with financial institutions to expand youth access to safe, affordable financial products.

Department of Cultural Affairs

- Address structural inequities in funding by expanding multi-year grants and capital funds to small, emerging organizations led by people of color.
- Publicly share panelists' demographics when releasing award outcomes.
- Lower application burdens, greater application assistance and one-to-one support, and changes in grantmaking considerations.

- * Ensure accessibility of grant applications across all platforms.
- Increase and stabilize public investments in the arts, including, but not limited to, the Coalition of Theatre of Color (CTC) initiative and the Cultural Development Fund (CDF), and include flexible, stable operating funds to sustain NYC’s cultural workforce.
- Publicly report on funding allocations—by geography, organization size, discipline, and the race/ethnicity of communities served.
- Ensure compliance with Local Law 15 of 2024, which requires the commissioner of cultural affairs to report annually on the department’s funding of art and cultural organizations and institutions.

Department of Small Business Services

- Implement education and service programs to develop worker-owned cooperatives in communities harmed by racism and social injustice.
- Partner with CBOs that promote employment through worker-owned cooperatives.
- Create a more participatory process by interviewing and surveying small business owners and entrepreneurs about the types of programs SBS funds and how the SBS budget is allocated.
- Create a dedicated office and allocate funding to support worker cooperatives and entrepreneurs seeking to start one.

Economic Development Corporation

- Examine and publicly report on workforce opportunities, including workforce demographics, how long workers stay employed, and the advancement opportunities available to workers.
- Include worker-owned companies for supportive services.
- Include childcare assistance/credits tied to the career path initiatives.
- Add Brownsville and Harlem to the plan’s targeted communities.

Mayor’s Office of Contract Services

- Provide additional support for small organizations and organizations working with or within the Taskforce on Racial Inclusion and Equity, designated neighborhoods.

- Ensure language access throughout the contracting process, including posting of opportunities.

Mayor's Office of Media and Entertainment

- Increase athletic programs for youth that occur before and after school hours, including on weekends and holidays, within Black and Brown neighborhoods.
- Ensure that all media institutions do not marginalize or censor the voices of communities harmed by racism and social injustice, regardless of geopolitical or economic considerations.
- Strengthen editorial independence, ethical standards, and balanced global coverage is therefore essential to ensure that the media truly serves its public responsibility.

Housing and Preservation

Department of Buildings

- Conduct an audit of local supply chain procurement to assess direct investment in the local community and aim for 20–30% spend with local supply chain vendors.
- Expand short-term goals to integrate decision-making opportunities for communities.
- Publicly disseminate an audit of agency penalties.
- Acknowledge harm and outline strategies to repair harm done to communities.
- Integrate anti-racism and implicit bias training in medium-term strategies.

Department of City Planning

- Prioritize community planning and capital investment in impacted neighborhoods.
- Support impacted communities advocating for community needs and capital investment.
- Leverage existing local and citywide plans that were created to advance racial equity.

- Support Last Mile Zoning Text Amendments to shape clear policies governing where warehouses should be located.
- Ensure that Commissioners and staff roles are filled by people with strong emotional ties and a genuine interest in the communities they represent.
- Actively work to ensure planning decisions and initiatives center communities currently living in the neighborhood.
- Address how anti-Black displacement operates within planning systems, and work that the City cannot meaningfully move toward racial equity.
- * Institute community-led planning processes, prioritizing them over agency-led engagement.
- Create enforceable anti-displacement safeguards tied to development decisions, including clear assessments of who is at risk of displacement and what protections are in place, and strategies to enhance affordability protections, right-to-return policies, and stronger tenant protections.

Department of Finance

- Shift from outreach to community creation, with community members being involved in shaping decisions.
- Establish an independent legal defense fund dedicated exclusively to victims of deed theft, deed fraud, foreclosure abuse, and tax lien displacement so vulnerable property owners (including homeowners, commercial property owners, houses of worship, etc.) can access experienced, vetted attorneys willing to litigate complex and high-risk cases that nonprofit legal providers routinely reject.
- Partner with the People's Coalition to Stop Deed Theft to ensure victims are not abandoned by the very systems intended to protect them.
- Allocate \$10 million dollars to the Office of Deed Theft Prevention.
- Require the Office of Deed Theft Prevention to move beyond public education and actively engage in remediation and restoration efforts, including assisting victims in restoring stolen deeds, correcting fraudulent transfers, and supporting homeowners in reclaiming title, housing stability, and generational wealth.
- Officially recognize deed theft, deed fraud, foreclosure abuse, and tax lien displacement as racial equity and housing justice issues that disproportionately target Women, Black, Latino, immigrant, elderly, disabled, and historically disinvested communities.

- Allocate sustained funding for culturally competent outreach, multilingual education, early intervention programs, and community-based prevention efforts in neighborhoods impacted by displacement and predatory real estate practices.
- Require publicly funded legal service organizations to publicly report on the number of dead-theft complaints accepted and declined.
- Ensure that attorneys and organizations receiving government funding provide annual public disclosures on deed theft-related case acceptance rates, conflicts of interest, referral practices, and outcomes, to ensure public funds serve the communities most at risk.
- Create a comprehensive citywide initiative to track deed theft data and transparency, including demographic disparities, geographic “hot zones,” tax lien-related displacement, foreclosure abuse patterns, investor activity, and case outcomes.
- Ensure victims of deed theft, mortgage fraud, foreclosure abuse, and tax lien displacement receive priority placement for housing assistance, relocation support, and supportive services, particularly for seniors, families with children, people with disabilities, and long-term residents displaced from generational homes due to predatory housing practices and fraudulent schemes.
- Fully enforce The Foreclosure Abuse Prevention Act (FAPA) to protect vulnerable homeowners, seniors, and working families –especially Black, Brown, and immigrant families– from losing their homes through predatory lending, fraudulent foreclosure practices, and abusive legal tactics.

Housing Preservation and Development

- Conduct an anti-racist review of bias in the housing lottery system.
- Lower rents and reimburse tenants for repairs completed using personal funds.
- Reduce disparities in housing code enforcement.
- Improve communication regarding the Pact Program.
- Ensure that room sizes are adequate for proper bed sets.
- Ensure elevators are safe, clean, and accessible at all times.
- Ensure each building has a plan of escape in case of fire or other tragedy, located in each apartment, hallway, elevator, and entrance/exit.

- Ensure tubs are accessible to the elderly and people with disabilities.
- Ensure that apartment buildings provide full accessibility options in apartments and throughout buildings, including, but not limited to, automatic lights at floor molding, door openers, and intercoms with cameras.
- Review applications for housing in relation to the space's historical or potential uses, such as prior designations as a school or park, to ensure housing siting does not limit community resources.
- Issue quarterly reports with metrics to ensure goals are being met.
- Ensure compliance with HUD regulations requiring resident leadership to be part of decision-making.
- Create a pathway for each development to identify a tenant advocate in the management office.

Landmark Preservation Commission

- Increase the number of landmark districts to protect Black communities with historical architecture.
- Accelerate the designation process and efficiency to preserve architectural legacies in Black communities.
- Identify resources and milestones for all goals.
- Create pathways for Black and Brown students, including those in the Summer Youth Employment Program, to gain access to the preservation profession.

NYC Housing Authority

- Address health concerns around lead poisoning and asthma, and include repairs in the short-term goals.
- Reinstitute NYCHA skilled laborers, and the NYCHA 5H Home Program
- Create escrow accounts with interest for residents.
- Remove the recertification process.
- Reinstitute utilities differentials.

- Review and ensure compliance with an equity-centered approach to former President Roosevelt’s original plan.
- Include housing assistants, assistant managers, superintendents, and assistant superintendents in training on roles and responsibilities.
- Provide specific training to all NYCHA staff on accessibility and supporting residents with disabilities.
- Provide services to ensure that residents with disabilities have equitable access to NYCHA services.
- Fill all empty NYCHA apartments.

Infrastructure and Environment

Business Integrity Commission

- Create pathways for youth employment from targeted neighborhoods.
- Get the community more involved.
- Referral, educate, and train companies as to the benefits of equitable representation in the workplace.
- Provide targeted programming in the Taskforce for Racial Inclusion and Equity neighborhoods.

Department of Design and Construction

- Share publicly how disparity analysis will be integrated into Advance Capital Planning.
- Implement and report on how prime vendors will be held accountable for meeting M/WBE goals.

Department of Parks and Recreation

- Increase and make accessible park spaces in the Taskforce for Racial Inclusion and Equity neighborhoods.

- Increase and make accessible playgrounds in the Taskforce for Racial Inclusion and Equity neighborhoods.
- Develop a reimbursement system so community members can fix and/or maintain parts and open-access areas.
- Partner with and fund Block Association Leaders to support the maintenance of local playgrounds and parks.
- Ensure every park and playground has an accessible restroom for people of all ages and abilities.
- Hire people of all ages from the immediate community to support parks, playgrounds, and recreational facilities.
- Bring back the “Elite Marching Band” Program, and resident cost-free activities such as board games, jump ropes, volleyball, miniature golf, boxing, and relay races.
- Create parent-and-family nights in public spaces.
- Partner with vocational schools to repair parks, playgrounds, and recreational facilities.

Department of Sanitation

- Analyze disparities and publicly report on waste policies and operations that directly impact overburdened communities with the highest number of transfer stations.
- Ensure waste distribution and impacts are equitable across communities, removing the burden on those currently receiving 75% or more of waste.
- Demonstrate decreasing vehicle miles traveled from waste haulers through DSNY programs (i.e., Commercial Waste Zone program)
- Shift from truck waste exports to the use of marine and rail transport to alleviate long-haul trips and decrease trip length for sanitation workers.
- Extend agency partners in the 2026 Solid Waste Management Plan to local community-based organizations, businesses, and residents to better understand on-the-ground issues and community-led solutions.
- Expand composting processing facilities at local community-based organizations and community gardens.
- Provide finished compost to local residents to help green their communities.

- Decrease waste exports to landfills and anaerobic co-digestion.
- Prioritize a citywide, multisector plan to sharply increase and track food donations and food rescue, simultaneously tackling chronic hunger, food insecurity, and waste disposal.

Department of Transportation

- Reinstitute bus stops to meet accessibility needs.
- Fix the Access A Ride criteria for our senior citizens.
- Include people who will be affected in the agency's planning and evaluation process for the proposed and existing programming to inform decision-making.
- Ensure that the internal reform goal becomes a short-term goal.

Office of Technology and Innovation

- Conduct and publicly report on an anti-racist review of algorithms used in government programs.
- Identify what decisions the citywide digital equity working group will make.
- Publicly report on the impacts of digital divides on communities of color and identify the agency's explicit reparative actions to address them.
- Provide digital literacy training in the top Local Law 30 languages.

Taxi and Limousine Commission

- Ensure equitable access to transportation services for economically disadvantaged communities.
- Ensure planning, practical infrastructure readiness, and balanced decision-making centered on drivers that reflect both environmental goals and the economic realities of the workforce.
- Center driver feedback in policy decisions that significantly impact earnings, vehicle requirements, and operating costs
- Ensure robust support systems for drivers under financial strain due to infrastructure constraints or rapid regulatory changes.

Health and Wellbeing

Department of Health and Mental Hygiene

- Concentrate agency programming, projects, and investment in high-priority neighborhoods through a participatory process that engages community members.
- Expand non-punitive responses to mental health crisis calls, specifically the NYC B-Heard Program, implementing Daniel's Law and shifting reliance away from the NYPD and towards professionally trained mental health workers as first responders.
- Pilot a participatory process to engage community recipients of health programs and services and collaboratively decide how agency funds are allocated to programming.
- Develop and implement community training to address mental health stigma and biases.
- Increase the number of existing mobile programs that regularly visit target neighborhoods to ensure that homebound New Yorkers have access to services and resources.
- Shorten the amount of time for follow-up on public health reports or non-emergency complaints submitted through 311 online or phone line, including complaints of rodents and food stands in residential areas that impede quality of life.
- Construct and utilize a Real-Time Health Equity Data System to track disaggregated data for outbreaks, overdoses, mental health crises, and environmental risk.
- Build a Community Public Health Workforce Pipeline by recruiting the community from impacted neighborhoods into public health careers and training.
- Require ongoing anti-bias training for leadership and decision makers.
- Increase access to culturally and racially responsive mental health care for youth.
- Significantly reduce racial disparities in maternal mortality and morbidity.
- Provide free, trauma-informed mental health services for victims of deed theft experiencing anxiety, depression, trauma, grief, isolation, and emotional distress resulting from displacement, prolonged litigation, homelessness risk, and the loss of generational wealth.

- Expand Telehealth and Digital Literacy Programs in Medically Underserved OAC Districts
- Partner with NYC Health + Hospitals to co-locate community health workers and telehealth access points in medically underserved community districts.
- Track health screenings conducted, and healthcare referrals completed by race and location.

NYC Health + Hospitals

- Expand public health care services and programs to Staten Island residents by building a new facility on Staten Island.
- Conduct patient surveys upon admission or visits to assess the quality of equitable care provided to patients. Release survey results annually to ensure the removal of staff who have perpetuated inequity against patients.
- Conduct a full evaluation of the past decision-making of front-facing patient care.
- Develop and enforce an accountability, non-retaliatory system to address submitted patient complaints about specific providers for any harm and/or abuse of power.
- Create and provide additional mental health programs and resources tailored to youths, young adults, and older adults.
- Cultivate trust, build, and communicate with the community that receives services.
- Create and provide additional home-bound and mobile services for individuals with mental health challenges and/or accessibility challenges.
- Provide recurring training for staff to ensure compassionate patient care.
- Increase legislation and regulation policies that support maternal and child health and address racial disparities in Black and Brown maternal and infant mortality.

Community Safety, Rights, and Accountability

Department of Correction

- Reduced prison pipeline.
- Conduct faster processing in the criminal justice system.
- Conduct better treatment for physical and mental health issues.
- Ensure that loved ones of anyone who is incarcerated receive timely updates on the physical and mental health condition of their loved ones.
- Repair the harm enacted by staff who mistreat individuals who are incarcerated.
- Publicly report on disparity data and measures pertaining to programming and policy enacted by the department.
- Modernized systems for monitoring, ongoing evaluation, and feedback.
- Hold all personnel at all levels accountable for the harm they commit, compliance with city and state laws, and positive culture change.
- Provide de-escalation and crisis-intervention training, including trauma-informed approaches that work best when paired with mental-health services.
- Reduce use of solitary confinement.
- Reduce idle time by supporting robust treatment, rehabilitation, and effective reentry into society.
- Improve services for TGNCNBI populations and ensure that they are centered in planning and implementation of programs and services designed to address their needs.
- Add and operationalize 500 secure forensic psychiatric treatment beds, as recommended by the Independent Rikers Commission, for people who are severely mentally ill.
- Prioritize construction and operationalization of all borough-based jails before 2034, and remove associated barriers to this goal.

- Open the Outposted Therapeutic Housing Units.
- Expedite completion of the units at Woodhull and North Central Bronx before the end of 2028
- Adopt the Board of Corrections recommendations to substantially expand utilization of the 6A Early Release Program for the more than 500 people currently serving city sentences.
- Prevent predatory fees and pricing that further impoverish people in their custody, under court supervision, and ankle monitoring.

Department of Probation

- Ensure anti-bias training, with a particular focus on specialized groups of people of all ages.
- Develop and implement culturally responsive reentry programs.
- Increase the quality of mental health supports for people on probation.
- Expedite the reduction of re-arrest rates for 16–24-year-olds.
- Articulate commitment to race as a defining indicator in operations and service delivery.

Fire Department of the City of New York

- Publicly report on citywide medical emergency response times alongside neighborhood demographics.
- Reduce medical emergency response times in Black and Brown communities.
- Establish disaggregated recruitment targets for firefighter and EMT pipelines.
- Implement a timeline and budget for permanent facility upgrades.
- Accelerate pay parity and external partner engagement.

Mayor's Office of Criminal Justice

- Increase outreach and surveys in the neighborhood.
- Provide people with job opportunities that allow them to earn a living wage.

- Create spaces for diverse voices to be heard in the job force.
- Reduce the number of people in jail, the use of court supervision, and the use of ankle monitors.
- Make equitable utilization of diversion programs.
- Train judges adhere to release recommendations generated by CJA's Release Assessment Tool.
- Set numerical targets for reducing racial disparities in jail admissions.

NYC Emergency Management

- Increase the percentage of medium-term goal number 3.
- Expand language access beyond Spanish and Chinese.
- Ensure emergency plans for NYCHA and people in congregate settings, including but not limited to jails, detention centers, and nursing homes.
- Center communities of color, most impacted by environmental and health emergencies, in planning and response strategy.

New York Police Department

- Ensure all officers who committed psychological, physical, and sexual harm to the community are fully held accountable, especially those found guilty by Civilian Complaint Review Board and the NYPD such as Fire Lt. Jonathan Rivera.
- Ensure all hires are familiar with the community they are patrolling.
- Implement diversity, anger management, and de-escalation training.
- Include community speakers in goals to develop understanding and trust.
- Stop racial profiling.
- Integrate training on the history of law enforcement.
- Institute city residence as a requirement for all NYPD members of service and staff.
- Create an American Freedom Task Force within the NYPD, composed of American Freedom officers, to navigate the cultural nuances of our community.

- Create transparency for the NYPD disciplinary systems and budgeting decisions tied to enforcement and prevention programs.
- Create trust between the community and law enforcement.
- Ensure greater inclusion and voices of the people.
- Stop deed theft by strangers from Black and Brown homeowners in key communities, including but not limited to Crown Heights, Bedstuy, East New York, Flatbush, and surrounding areas.
- Stop cyber theft, identity theft, and online predators.
- Recover and return stolen property, including housing, to the rightful homeowner.
- Discipline court officers when they appear to be corrupt.
- End racialized policing of protest and other First Amendment activities.
- End broken windows and low-level “quality of life enforcement.”
- Evaluate and publicly report on street vending enforcement across the NYPD.
- Expand access and address structural conditions for vendor licensing.
- Evaluate NYPD enforcement and court data, disaggregated by race and other demographic and social indicators, to evaluate whether NYPD practices align with stated commitments to non-carceral, service-based approaches.

Good Governance and Inclusive Decision Making

Civic Engagement Commission

- Establish a comprehensive AI governance and compliance plan focused on preventing abusive use and disinformation.
- Increase youth and young adult engagement with the agency to better achieve its mission.
- Expand agency programs beyond the Taskforce on Racial Inclusion and Equity (TRIE) neighborhoods to target additional underserved, high-needs areas.

- Collaborate with and fully fund Community Boards to promote civic engagement by sharing essential agency resources.
- Address voting rights changes to remove barriers for communities both within and outside the Taskforce on Racial Inclusion and Equity (TRIE) neighborhoods.

Commission on Human Rights

- Collaborate with relevant departments to create training programs for students in correctional facilities, drop-outs, young adults, handicapped, or mentally disabled individuals.
- Ensure the installation of technology and tools, such as public street crossings, to increase accessibility for individuals with disabilities.
- Provide pathways for youth to report discrimination complaints directly.
- Ensure diversity among attorneys.

Department of Citywide Administrative Services

- Collect, share, and monitor attrition and promotion data to distinguish retention from recruitment.
- Disaggregate annual workforce reports by race, gender, and salary bands to drive equity.
- Develop and launch a publicly accessible, routinely updated DCAS Racial Equity Dashboard that tracks indicators outlined in the Racial Equity Plan, strengthening transparency and monitoring progress on racial equity priorities.
- Pilot a guaranteed civil service interview program connecting justice-impacted individuals who complete City-sponsored credentialing programs with interview opportunities.
- Waive civil service exam fees for those formerly incarcerated and partner with City and State reentry programs to create pre-exam coaching support, furthering equitable access to civil service employment.
- Incorporate DCAS racial equity metrics (MQR reviews completed, M/WBE utilization, training compliance rates, DAC charger deployment) into agency leadership performance evaluations.

- Publicize agency leadership performance metrics in DCAS' annual report, making progress toward racial equity visible to all stakeholders.
- Establish a DCAS Community Procurement Advisory Board, composed of at least 60% M/WBE vendor representatives and community members, to enhance equitable procurement and foster community participation.
- Require a mandatory Equity Impact Assessment for any new citywide contract exceeding \$5M before award, with results to be released annually to the public, clearly linking the assessment's findings to how contract decisions address equity concerns.

Department of Investigation

- Develop and implement a structured, recurring schedule for periodic supplemental training and technical assistance.
- Develop specific target numbers for indicators, guided by existing data.
- Conduct active outreach and advertising of city positions to communities harmed by racism and social injustice to increase diverse recruitment of New Yorkers.

Department of Records and Information Services

- Create a community-driven records access program that engages with and focuses on communities harmed by racism and social injustice in historically underserved and marginalized neighborhoods.
- Organize regular outreach and information sessions on the community-driven records access programs for targeted communities.
- Develop simplified request processes and multilingual, mobile-friendly tools to increase accessibility to City records for all New Yorkers.
- Hire historians, researchers, and cultural experts to document and highlight the history of slavery in New York City and the enduring impact that slavery has had on generations of descendants of enslaved people.
- Extend educational and informational programs beyond the Taskforce on Racial Inclusion and Equity (TRIE) neighborhoods to reach all New Yorkers.
- Center history as the foundation to understanding inequities and events that are part of the broader current struggle for justice, dignity, and religious recognition.

- Fully recognize and elevate the historical contributions and experiences of the African American community that helped build New York City.
- Implement a deeper investment in preserving and telling the truth about our city's past.
- Include the history of religious communities, such as the Black Muslim community, and significant moments, such as the Ramadan-related uprisings in New York, as part of the city's history as part of the broader struggle for justice, dignity, and religious recognition.

Law Department

- Provide a clear recruitment strategy to diversify attorney hiring.

Mayor's Office of Management and Budget

- Collect, share, and monitor data on City funds to ensure equitable and inclusive distribution of funding to agencies.
- Disaggregate City funding data by race and ethnicity to understand and identify gaps in the allocation of funds to programs and services for communities harmed by racism and social injustice.
- Hiring individuals from underrepresented groups, with a particular focus on high-level City leadership positions, to ensure diversity, equity, and inclusion.
- Implement the equity framework into budgetary planning and decision-making in alignment with the Racial Equity Planning process.
- Implement equity, anti-racism, and cultural competency training for all staff, starting with senior leadership, as part of your short-term goals.
- Launch a demonstration project to model integrating racial equity in the budgeting process as a short-term goal.
- Add a measurable outcome for short-term goal #2 to track investment directed towards the racial equity budgeting process.

Office of Administrative Trials and Hearings.

- Collect and share data on hearing outcomes by neighborhood to identify disparities in penalties that disproportionately harm people harmed by racism and social injustice.

Office of Labor Relations

- Increase the percentage or number of City contracts awarded to city-certified Minority and Women-Owned Business Enterprises (M/WBE) to expand M/WBE utilization.

With gratitude for the following:

<https://www.pexels.com/photo/city-skyline-under-gray-cloudy-sky-6177526/>

<https://www.pexels.com/photo/brooklyn-bridge-over-east-river-with-nyc-skyline-37462946/>

<https://www.pexels.com/photo/crowd-of-protesters-holding-signs-4614164/>

A black and white photograph capturing a massive protest on the Manhattan Bridge. The bridge's iconic stone towers and suspension cables are visible in the background. A large crowd of protesters is marching across the bridge, holding various signs. Some of the visible signs include "BLACK LIVES MATTER", "END POLICE BRUTALITY", "REFORM POLICE", "HOW MANY MURDERS", "NY POLICE", "DR. STONE", and "BLACK". Overhead signs on the bridge indicate directions: "Centre St Chambers St" with a downward arrow, "FDR Dr Pearl St Park Row South" with a downward arrow, and "FDR Dr North" with a rightward arrow. The scene is dense with people, and the bridge's structure is prominent in the foreground and background.



NYC CORE
Commission on Racial Equity

Response to Mayor's Preliminary Racial Equity Plan