

# NEW YORK CITY PRELIMINARY RACIAL EQUITY PLAN

2026

**NYC**<sup>®</sup>  
Mayor's Office  
of Equity & Racial Justice



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

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

**May this work serve as a catalyst for change, fostering a future where all individuals can thrive in an inclusive and equitable society.**

**Together, we commit to listening, learning, and taking action.**

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## Statement from the New York City Mayor

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

That's why, in 2022, New Yorkers overwhelmingly voted to make racial equity planning a core part of how city government works. They demanded that the City take a harder look at where inequities persist, how government contributes to them, and what it will take to change course. The Preliminary Citywide Racial Equity Plan is our first step in honoring that mandate.

This plan gives city government a framework to examine how decisions about housing, health, economic opportunity, community safety, infrastructure, and public services shape outcomes across communities. In it, city agencies have articulated over 200 goals with strategies, and indicators designed to identify where disparities persist, where our systems are falling short, and where agencies must do better. Community Equity Priorities developed by the Commission on Racial Equity (CORE) informed agency planning very early in the process. Taken together, the goals, strategies, and indicators, as well as the Community Equity Priorities in this plan represent a city-wide approach to racial equity.

But this is not the end of the process — it is the beginning. In the months ahead, New Yorkers will have the opportunity to review the plan, weigh in through public engagement, and tell us where it needs to go further. That feedback will shape the final Citywide Racial Equity Plan. City agencies will be expected to implement that final plan and use it to guide policy, operations, and accountability across government.

If we are serious about equity, we must be serious about implementation. That means not just naming disparities, but changing how government delivers, how decisions are made, and how we measure progress over time. New Yorkers called for a government that is more transparent, more accountable, and more responsive to the communities it serves. Meeting that call is not optional — it is our responsibility.

I look forward to the work ahead and to building a city where dignity, justice, and opportunity are not reserved for the few, but guaranteed for all.

**Zohran K. Mamdani**  
Mayor

## Statement from Deputy Mayor for Economic Justice

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

The Preliminary Citywide Racial Equity Plan is an important step in that work. It recognizes that government is not a bystander or a monolith. City agencies have a framework and now a plan for addressing the myriad ways public policy, public investment, and agency practice affect New Yorkers differently across race, neighborhood, income, language, disability, and immigration status. It also creates a structure for setting goals, tracking progress, and making the kind of transformative change that will make life better for all New Yorkers.

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

Because this is a preliminary plan, New Yorkers now have the opportunity to help strengthen it. That is how this process should work: with public input, accountability, and attention to the people most affected by these inequities. The plan will only be as strong as you help to make it.

**Julie Su**

Deputy Mayor for Economic Justice

## Statement from Chief Equity Officer & Commissioner

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New Yorkers across all five boroughs made clear their commitment to confronting systemic inequities by overwhelmingly voting in favor of a more just future. The release of the Preliminary Citywide Racial Equity Plan is a testament to that collective mandate. This comprehensive effort reflects collaboration across 45 city agencies and the dedication of more than 200 public servants working toward a shared vision of equity, inclusion, and justice. The NYC Mayor's Office of Equity & Racial Justice (MOERJ) is proud to lead and oversee this work, and as the new Commissioner, I am committed to ensuring that this plan is implemented in practice.

This plan affirms the city's commitment to advance racial equity not only through impactful programs and policies, but also through sustained, systemic reforms that will shape the lives of New Yorkers for generations to come.

In its development, city agencies were tasked with examining the core levers of government: how we allocate resources, hire and support our workforce, procure goods and services, design policies and deliver programs, and exercise land use authority. By focusing on these foundational systems, we are embedding equity into the very structures of city government, ensuring our decisions and actions are grounded in fairness, accountability, and inclusion for all New Yorkers.

We extend our deepest gratitude to our city agency partners for their leadership, collaboration, and commitment to transformative change. This work reflects a shared responsibility and a collective vision for a more equitable future.

We encourage all New Yorkers to engage with this preliminary plan and share your feedback. Your voice is essential in shaping the path forward and ensuring that our efforts reflect the needs and experiences of the communities we serve.

Together, we can build a city where equity is not just a goal, but a lived reality for all.

Forward,

**Afua Atta-Mensah, Esq.**

New York City Chief Equity Officer

Commissioner, NYC Mayor's Office of Equity & Racial Justice

## Executive Summary

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New York City's first-ever Preliminary Citywide Racial Equity Plan represents a historic milestone in the City's commitment to achieving racial equity. Developed by the Mayor's Office of Equity & Racial Justice (MOERJ) in collaboration with 45 City agencies and more than 200 staff, this plan is a framework to ensure every New Yorker thrives in the city they call home. Our City is unwavering in its commitment to dismantling systemic barriers impacting marginalized communities and embedding racial equity in government services and systems.

New York City's past shapes our present. The City's current state of persistent racial inequities in housing, education, asset-building, health, safety, and governance is rooted in our 400-year history. Across generations, New Yorkers have led the charge for justice, continually pushing the City towards bridging the gap between our stated values and actions and further embedding racial equity in every facet of life.

This plan comes from a clear mandate by NYC voters. In 2022, New Yorkers passed ballot measures to create an Office of Racial Equity and a citywide racial equity plan. This mandate by the people, for the people, and of the people, acknowledges persistent racial disparities existing from cradle to grave. By building commitments and roadmaps, this plan helps create material and moral change to sustainably meet the needs and well-being of every New Yorker.

### Approach

The plan's development was guided by three core values in the City Charter's preamble:

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

Each agency assessed its work across core government levers – service delivery, staffing, contracting, and budgeting – crucial to advancing racial equity and structural reform. Agencies set specific goals and strategies for the short-term (1-3 years), medium-term (4-5 years), and long-term (6-10 years).

The first Preliminary Citywide Racial Equity plan organizes City agencies' work into seven areas: 1) Children, Youth, Older Adults, and Families; 2) Economy; 3) Housing and Preservation; 4) Infrastructure and Environment; 5) Health and Wellbeing; 6) Community Safety, Rights, and Accountability; and 7) Good Governance and Inclusive Decision-Making.

After several months of planning, there were common themes that emerged across agency plan goals, outcomes, strategies, and indicators that include, but are not limited to, the following:

- Budget Reallocation – Shifting existing resources to address equity priorities
- Equitable Service Delivery – Reforming core services to address racial disparities
- Targeted Investment – Directing resources to historically underserved neighborhoods
- Reversing Past Harms – Acknowledging and addressing historical injustices
- Building Organizational Capacity & Diversity for Racial Equity – Improving recruitment, retention, and advancement opportunities
- Supporting Business Diversity - Meeting Minority and Women-Owned Business Enterprise (M/WBE) goals in compliance with local, state, and federal law

## Key Findings

Forty-five (45) agencies developed over 200 goals and outcomes for the City's Preliminary Racial Equity Plan. Agencies created over 800 strategies and over 600 indicators that will be used to track progress. The plans highlight how the City is coordinating efforts to substantially reduce racial disparities across City services in government leadership, distribute City resources more equitably, and strengthen community engagement in decision-making. Examples of agency goals include, but are not limited to:

### 1. Advancing pay equity

- **Office of Management and Budget:** Advance pay equity across all roles to address the effects of occupational segregation and gender discrimination
- **Department of City Planning:** Identify and address any racial, gender, gender identity, age, and disability gaps in DCP positions and ensure pay equity for all

### 2. Anti-Racism training for City government staff

- **Department of Citywide Administrative Services:** Build knowledge and capacity of agency employees, including supervisory and managerial employees, to identify, respond to, and combat racism and racial discrimination in the workplace
- **Law Department:** Build an environment that values racial equity and provides our colleagues with a greater knowledge of the related theories of justice so that they may apply that knowledge when providing counsel to or defending City agencies

### 3. Building disaggregated data pipelines

- **Department of Correction:** Build and improve robust data pipelines that can be disaggregated by various demographics, such as race, age, and gender to identify disparities in service provision

- **Department of Sanitation:** Build robust neighborhood-level data on core services, enabling us to better respond to chronic conditions in historically underserved communities
4. **Dedicated commitment to language access**
    - **Mayor’s Office of Contract Services:** Enhance language access in all agency trainings and communication so that historically underserved communities can more easily access information about existing procurement pathways
    - **Civic Engagement Commission:** Ensure all public facing material is accessible to diverse communities through meeting Local Law 30 and plain language requirements
  5. **Centering community voice and choice in advancing equity**
    - **Department of Small Business Services:** Expand the Jobs NYC initiative through a community-centered approach
    - **Department of Health and Mental Hygiene:** Develop, fund, and launch truth and reconciliation projects focused on repairing health inequities rooted in historical government policies or actions
  6. **Centering innovation, prevention, and pilot programs**
    - **Administration for Children’s Services:** Launch school-based early support prevention services that support families proactively, minimizing the risk of involvement with child protection
  7. **Pursuing compliance and analyzing the impact of fees/fines**
    - **Department of Transportation:** Review the impact of fine- and fee-based programs on different communities and any racial and ethnic disparities
  8. **Guiding investment into historically underserved communities**
    - **Department of Youth and Community Development:** Prioritize investments in communities with the highest needs using a data driven approach
    - **Department of Environmental Protection:** Prioritize agency investment in resilience projects for communities disproportionately impacted by flooding to better protect them from becoming more vulnerable to climate change
  9. **Pursuing structural reform**
    - **Office of Technology and Innovation:** Build out MyCity to include additional City services while centering the needs of underserved communities to reduce barriers in access and usage of critical services
    - **NYC Public Schools:** Disrupt historical inequities in college and career success by ensuring that all students graduate with a pathway to a rewarding career and long-term economic security

## Path Towards Racial Equity

Imagine New York City helping every New Yorker reach their full potential. Its services uplifting and empowering each person, reinforcing their dignity. The Preliminary Citywide Racial Equity Plan establishes “North Stars” to provide us with an aspirational long-term vision that serves to guide the City's racial equity work. These include but are not limited to: Children and youth receiving quality public education that prepares them for college and career, regardless of zip code; No child living in poverty and all families having economic security; All residents living in safe, dignified, and affordable housing free of hazardous conditions; Minority-owned business enterprises are not underutilized in City contracting; Every resident having access to quality, reliable, and affordable connectivity.<sup>1</sup>

This preliminary plan is a new chapter in New York City's sustained commitment to advancing racial equity. Through coordinated action, regular assessment, and continuous engagement, racial equity planning will build a more equitable city for more than 8.2 million New Yorkers and write the next chapter in this City's path towards equity and justice. This Preliminary Plan is open for public feedback, with the Final Citywide Racial Equity Plan to be released following community engagement and input.

The City is committed to the pursuit of racial equity through policies, practices, and programs that are designed and administered to meet the requirements of our federal and state constitutions and all applicable federal, state, and local laws.

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<sup>1</sup> The remaining Preliminary Citywide Racial Equity Plan “North Stars” can be found in the *Vision: Achieving Racial Equity* section of this report.

# Introduction

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Over the course of its history, New York City has been at the forefront of advancing racial equity in the U.S. – shaping pivotal moments of progress while also facing backlash and setbacks along the way. It has been a historical and present battleground to a clash of ideas and a symbol of the arc of justice within United States history in confronting the contradictions of our declared values, creating a “values gap”. A country that proclaims “all men are created equal...with inalienable rights...life, liberty, and the pursuit of happiness”<sup>1</sup> in its Declaration of Independence, is also a country which greatly profited off practices and systems of slavery, since the founding of settlements and colonies in the 17<sup>th</sup> century.

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

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

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

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

A charter revision commission, the RJC was tasked with identifying and dismantling the structural barriers to racial equity that exist within the City’s governance.<sup>2</sup> Following an extensive public engagement process, the commission proposed significant changes to the City Charter, resulting in three historic ballot measures which overwhelmingly passed in November 2022.

These measures included:

- Adding a [preamble](#) to the City Charter that recognizes and commits to clearly outlined values and a vision for a just and equitable city for all;
- forming an [Office of Racial Equity](#), creating the City’s first racial equity plan, and creating a [Commission on Racial Equity](#) to establish and sustain a new city government infrastructure that advances and evaluates racial equity to ensure accountability; and

- creating a [True Cost of Living](#) measure to track the cost of meeting essential needs and thriving in NYC.

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

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

## 1624: Settler-Colonization and Establishment of Slavery

New York's history has been one of colonization, exploitation, and racial oppression. The land New York City stands on today once belonged to the Lenape people, who were forcibly displaced through settler colonialism. From the era of Dutch colonization to modern times, systemic racism has shaped the experiences of Black, Indigenous, Latine,<sup>2</sup> Asian, Pacific Islander, Middle Eastern, and other communities of color.

The story of racial injustice in New York City begins with the arrival of Dutch colonists in 1624, who established New Amsterdam on Lenape land, part of a larger Indigenous territory known as Lenapehoking. The Lenape people, the original stewards of this land, were forcibly displaced by European settlers who claimed exclusive possession of the land, devastating the local environment and using military force to assert dominance.<sup>3,4</sup> Prior to Dutch settlements, the pre-colonization Lenape civilization was dense and populous, with as many as 15,000-20,000 people living in what became the five boroughs. The Lenape built travel and trade routes through this land, including roads that later became Broadway in Manhattan and Flatbush Avenue in Brooklyn. Due to its strategic location, Manhattan was a trading hub and seat of government in Lenapehoking.

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

The era of Dutch and British colonization entrenched a system of slavery that exploited Black labor to build much of the City's early infrastructure, including Wall Street.<sup>5</sup> The slave market as we know it was deeply prominent on Wall Street. As New York transitioned into a

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<sup>2</sup> This plan uses the gender-neutral term "Latine" when referring broadly to communities and identities. However, many historical documents and data sources (including those referenced in this plan) use binary gender classifications and terms such as Latino/Latina or Hispanic (often used interchangeably). Those labels are retained when quoting or citing those sources. In specific historical contexts, these terms are used because it reflects the terminology of the time.

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

In 1741, the City witnessed one of its first major uprisings of enslaved people, known as the New York Slave Rebellion, a direct response to the harsh conditions of slavery and systemic violence. At the time of the rebellion, over 42% of the City's population<sup>6</sup> and in Kings County alone, close to 75 percent of the free white population enslaved people. Despite the formal Wall Street slave trade ending in 1762, enslaved people were bought and sold informally throughout the City.

Although New York formally abolished slavery in 1827, the legacy of slavery continued to shape the City's economy and social structures long after.

## Wall Street and the Economic Legacy of Slavery in New York City (19<sup>th</sup> Century)

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

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

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

## Civil War: Emancipation and Draft Riots

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

The Civil War divided the City of New York. In the same year the Emancipation Proclamation was issued to put an end to Union Slavery, New York City witnessed one of the worst draft riots in the North. Eleven Black men were lynched and entire Black neighborhoods were destroyed, fundamentally changing how Black New Yorkers lived and functioned in the City.

After the Emancipation, NYC witnessed a boom in the Reconstruction Era, developing and building out its grid structure. With great wealth coming from new industries, industrialization also brought great inequality, impacting who received what, how, and why. Reconstruction also led to progressive protections and organizing with the creation of labor unions. New York City itself hosted some of the largest labor union protests and demonstrations.

## The Great Migration and Harlem Renaissance

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

## Segregation and Desegregation: The Struggle for Racial Equity

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

HOLC provided map guidelines that set criteria for banks to offer mortgages. As of today, the median household net worth of white New Yorkers is roughly \$276,900, nearly 15 times that of Black New Yorkers, \$18,870.<sup>7</sup> Much of this stems from a housing policy meant to privilege and favor one set of New Yorkers over another.

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

While these civil rights advancements occurred, the City of New York and its governing bodies also played a role in the mass displacement of Black and Latine New Yorkers in the Bronx, with the construction of the Cross Bronx Expressway, created by public builders. The construction of these new highways in the 1950s and 1960s led to the mass displacement of at least 40,000 Bronx residents, and the redlining of newly built environments.

And yet, New York City agencies and bodies also played a role in the creation of human rights laws in the 1960s, inspired by civil rights era movements. Some agencies were created in response to the Young Lords, for example, who occupied Lincoln Hospital in 1969 and 1970, organized trash protests, and demanded better services. Just a few years later, new hospitals were created, and the development and formation of many agencies with responsibilities for social services were established, including the Department of Transportation, Department of Social Services, and Human Resources Administration. The Black Panther Party – which influenced the Young Lords – also built models of mutual aid in New York City in the 1960s, making sure every child received meals. Decades later, such models inspired New York City and many other localities to ensure every child received free meals, becoming a universal policy cornerstone so that no child goes hungry.

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

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

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

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

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

## Historical Timeline

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**Note:** This timeline is not meant to be a comprehensive summary of all historical events.

- **Pre-1624: Lenape People reside on Lenapehoking land** and have done so for over 11,000 years. The Munsee tribe inhabited modern-day New York region. Prior to European contact, the Lenape numbered 20,000. They traded, farmed, and hunted, were closely connected with the land, and are its rightful stewards.
- **1624: The Dutch established settlement on Lenapehoking land.** Specifically, the colony of New Amsterdam, colonizing Lenapehoking, the land of the Lenape people. This marked the beginning of Dutch settlement in what is now NYC, alongside the introduction of slavery in the region in 1626.
- **1653: New Amsterdam is chartered** and paves the way for the formal establishment of the city of New York later.
- **1664: British colonize New Amsterdam**, seizing control from the Dutch and renaming it New York. This expanded English colonial practices, including the use of enslaved African labor, which became a key economic driver in the growing colony.
- **1712: First New York Rebellion of Enslaved Black People** to fight for their abolition. Twenty percent of the NYC population were enslaved.
- **1741: New York rebellion of enslaved Black people**, involving a series of fires and an alleged plot to revolt. Dozens were executed or exiled as a result. Forty-two percent of the population participated in the enslavement of African Americans.
- **1762: Wall Street Slave Market ends**, banning the public sale of enslaved people. However, the economic entanglement of slavery with the financial institutions in NYC persisted for decades.
- **1776-87: American Revolution and independence.** U.S. adopts the Declaration of Independence on July 4, 1776, declaring “All men are created equal” and endowed them with inalienable rights of life, liberty, and the pursuit of happiness. Slavery continued to exist in NYC, contradicting stated ideals. Lenape people are fewer than 3,000, killed through infectious diseases, war, and genocide. New York briefly serves as the Nation’s first capital.
- **1801: Brooklyn Navy Yard** established as a port.
- **1827: New York bans slavery**, following gradual emancipation laws. Nevertheless, NYC remained a large hub for slavery.
- **1838: Weeksville Free Community** established by free African Americans and founded in Brooklyn, becoming one of the first self-sufficient Black communities in the U.S. and offering refuge from racial discrimination and economic exclusion in NYC.
- **1845: New York Police Department** established.
- **1849: City Law Department** established.

- **1858: Seneca Village, a predominantly Black community founded in the 1820s, razed.** Located in what is now Central Park, it was forcibly cleared by the City under eminent domain to make way for the park's construction.
- **1862: Department of Buildings** established.
- **1863: Emancipation Proclamation issued by President Lincoln**, declaring the freedom of enslaved people in Confederate states and marking a turning point in the national abolition of slavery.
- **1863: Draft Riots**, a violent response to the Civil War draft, during which mobs attacked Black people, leading to the lynching of 11 Black men and widespread destruction in African American neighborhoods.
- **1865: Fire Department** created.
- **1870: Department of Health** established.
- **1873: Department of Investigation** established.
- **1879: Tenement Housing Act passes**, mandating reforms in building design to improve the health and safety conditions in urban housing, which were primarily inhabited by the working poor, including many African Americans and immigrants.
- **1880-1918: Immigration wave.** 19th-century social, political, and economic movements lead to waves from Ireland, Italy, and Western Europe.
- **1881: Department of Sanitation** formed.
- **1895: Department of Correction** established.
- **1896: Plessy v. Ferguson.** The Supreme Court rules segregation as a practice is valid as long as public and private institutions can be separate but equal.
- **1898: Incorporation of NYC**, brought together Manhattan, Brooklyn, Queens, and Staten Island into a single municipality and laid the groundwork for modern urban planning, which would often disadvantage communities of color.
- **1900-1920: Progressive Era Reforms.** Push to establish more open and responsible government including expanded political rights for women and U.S. workers, as well as other policy reforms that aimed to regulate industry and protect consumers.
- **1911: The Triangle Shirtwaist Factory**, a fire in a garment factory that employed mostly young, immigrant women, kills 146 workers. The lack of accessible exits and sprinklers in the building, leading to the high death toll, sparks a movement for better working conditions for sweatshop and factory workers. The series of reforms included the establishment of the U.S. Department of Labor in 1913 and a federal commitment to worker safety.
- **1910-40s: Great Migration**, a decades-long migration of Black Americans from the South to the North due to Jim Crow practices and formalization of segregation in the South.
- **1914-19: Influenza Crisis and World War I.**
- **1918: Department of Probation and Office of Chief Medical Examiner** formed.
- **1920: Department of Finance** established.
- **1920s-30s: Harlem Renaissance**, centered in Harlem celebrating African American arts, literature, and thought. It advanced and elevated Black voices, challenged stereotypes, and fostered a sense of racial pride and identity. This

cultural flowering was intrinsically linked to the Great Migration, as the influx of Black Americans from the South to Northern cities like New York provided the critical mass of talent and energy to fuel the movement.

- **1929-1939: Wall Street Crash and Great Depression**, a period of severe economic downturn that disproportionately affected marginalized communities in New York, exacerbating unemployment and poverty among Black Americans.
- **1934: Department of Parks and Recreation** formed.
- **1935: NYC Housing Authority** formed.
- **1936: Department of City Planning** formed.
- **1935 & 1943: Harlem Uprisings**: Community resistance by Black New Yorkers protesting economic exploitation and racial injustice.
- **1940-45: World War II**. NYC became a key industrial and military hub, with African Americans contributing significantly to the war effort. However, racial segregation in housing and employment persisted, leading to tensions that would contribute to the postwar civil rights movement.
- **1940s-1950: Black New Yorkers desegregate spaces**, engaging in direct action campaigns to desegregate restaurants, theaters, and other public spaces, and contributing to broader efforts to dismantle racial segregation in the North.
- **1947: Jackie Robinson joins the Brooklyn Dodgers**, becoming the first African American to play in the MLB in the modern era, breaking the sport's racial barrier, and symbolizing broader challenges to racial segregation.
- **1949: Federal Housing Act sparks urban renewal**, funding urban renewal projects across the U.S. and in NYC. Many of these projects displaced African American and immigrant communities, perpetuating racial segregation.
- **1954: *Brown v. Board of Education* Supreme Court ruling**, declaring segregation in public schools unconstitutional and overturning *Plessy v. Ferguson*.
- **1955: Commission on Human Rights** formed.
- **1963: Cross Bronx Expressway completed**, creating a major highway that cut through the heart of the Bronx and displacing 40,000 residents (largely Black and immigrant communities) and businesses.
- **1964: Civil Rights Act** signed.
- **1964: NYC School Student Boycott**, where more than 400,000 students and parents participated in a citywide boycott of public schools to protest the ongoing de facto segregation in New York's educational system, highlighting racial inequities in schooling and the failure to adopt an effective racial integration plan.
- **1965: Immigration and Nationality Act of 1965 passes**, fundamentally changing U.S. immigration policy by eliminating national-origin quotas and prioritizing family reunification and skilled labor. This increased immigration from Asia, Africa, and Latin America, shaping NYC neighborhoods for decades to come.
- **1965: Landmarks Preservation Commission** formed.
- **1965: NYC Human Rights Law** passes, expanding the jurisdiction of the City's Commission on Human Rights to address discrimination in housing, employment,

and public accommodations, particularly benefiting marginalized racial and ethnic groups.

- **1966: Human Resources Administration/Department of Social Services** formed.
- **1966: The Civilian Complaint Review Board (CCRB) is established** in response to growing demands for accountability, creating an independent body to investigate police misconduct and make disciplinary recommendations to the NYPD Commissioner.
- **1967: Office of Labor Relations** formed.
- **1968-1970: NYC Mayor Lindsay signs executive orders** prohibiting discrimination in City employment and contracting based on race, sex, age, and disability.
- **1969: Stonewall Uprisings** led by LGBTQ+ people of color, particularly Black and Latina Trans women. A series of spontaneous demonstrations against police harassment which sparked the modern LGBTQ+ rights movement.
- **1969: Students at City College (one of the earliest free public institutions of higher education in the U.S.), occupy buildings** to protest admissions policies and a curriculum that failed to acknowledge their histories and cultures, demanding greater representation of Black and Puerto Rican students and studies, given the school's location in Harlem.
- **1969: Department of Consumer Affairs and the New York City Health & Hospitals Corporation** formed.
- **1969-76: Young Lords activism.** Led by Puerto Rican youth, African Americans, and Latine New Yorkers, the group demanded better City services like sanitation, education, and health care. In 1970, they occupied Lincoln Hospital in the South Bronx to demand accessible and adequate care in what they called "the Butcher Shop", where patients of color experienced high mortality rates. Their work drew national attention through its framing of racial and economic justice as a public health issue.
- **1970s: NYC public school desegregation efforts through bussing and other measures face significant resistance**, highlighting the ongoing racial divide in education despite legal mandates for integration.
- **1970s-80s: The Bronx is burning.** A wave of landlord arson, redlining, and City disinvestment led to the intentional destruction of housing at a massive scale, displacing Black and Brown residents and devastating entire neighborhoods.
- **1971: Taxi and Limousine Commission** formed.
- **1973: DJ Kool Herc pioneers hip-hop** at Bronx party.
- **1975: NYC Fiscal Crisis** nearly bankrupts NYC, leading to severe cuts in public services and programs, which disproportionately impact low-income and marginalized communities.
- **1975-79: Department for the Aging, Department of Records & Information Services, Department of Environmental Protection, Department of Transportation, Department of Cultural Affairs, Department of Housing Preservation & Development, Office of Administrative Trials and Hearings** all formed.

- **1977: NYC Blackout.** A massive power outage during an economic recession heavily impacts New York and struggling New Yorkers.
- **1978: NYC Mayor Koch** signs executive order prohibiting discrimination based on sexual orientation in City employment, services and contracting.
- **1980s-90s: War on Drugs,** U.S. government campaign to reduce illegal drug use through harsh law enforcement and penalties, disproportionately impacting communities of color and leading to mass incarceration.
- **1981: First mainstream news on HIV/AIDS.** *The New York Times* publishes one of the first major articles on AIDS amid widespread government indifference. While initially framed as a disease affecting only gay men, the epidemic devastates Black and Brown communities, sex workers, and people who use intravenous drugs. With little institutional support, people living with HIV/AIDS in New York City organize their own care, advocacy, and survival, eventually forming more than 200 grassroots organizations.
- **1988: Tompkins Square Uprising,** where clashes between police and demonstrators in the park erupt over gentrification, homelessness, and police brutality, exposing deep social tensions in the City.
- **1988: Mayor's Office of Contract Services** formed.
- **1989: Charter amendments adopted by referendum provide for the establishment of the Equal Employment Practices Commission and an Office of Financial and Economic Opportunity** authorized to establish programs for minority and women owned businesses.
- **1989: Central Park Five Case,** where five Black and Latino teenagers were wrongfully convicted of rape in Central Park. The case was highly publicized, and they were imprisoned based on coerced confessions. In 2002, they were exonerated after another person confessed to the crime, raising significant concerns about racial bias in the criminal justice system and the treatment of youth of color.
- **1990: David Dinkins** becomes the first Black mayor of New York City.
- **1990: Americans with Disabilities Act (ADA) is enacted,** expanding civil rights protections for people with disabilities and reshaping access to New York City's public services, infrastructure, and employment.
- **1990s-2000s: Stop-and-Frisk policing** leads to disproportionate stops of Black and Latino men for searches without probable cause. The majority of these stops do not result in arrests or reductions in crime. Continuing a pattern of hyper surveillance and racialized harm, the policy adds to growing mistrust between communities of color and the NYPD.
- **1990s-Present: Gentrification in NYC.** Public policy changes and new private developments lead to rising costs and the displacement of long-time, low-income residents as higher-income newcomers transform neighborhoods.
- **1991: Economic Development Corporation** formed.
- **1992: The City's first program for minority and women owned businesses is established** by regulation.
- **1993: Department of Homeless Services** formed as separate agency.
- **1994: Department of Information Technology & Telecommunications (currently OTI)** formed.

- **1996: Administration for Children’s Services, Department of Youth & Community Development, Mayor’s Office of Criminal Justice, Department of Design & Construction, and Department of Citywide Administrative Services** formed.
- **1999: Killing of Amadou Diallo.** An unarmed 23-year-old West African immigrant is shot 41 times by four NYPD officers in the Bronx and killed. His killing ignited widespread protests against police brutality and racial profiling.
- **2001: September 11 terrorist attacks occur,** killing nearly 3,000 people in New York. The ensuing “War on Terror” ushered in an era of mass surveillance and profiling of Arab, South Asian, and Muslim communities.
- **2001-02: Department of Education, Department of Small Business Services, NYC Emergency Management, and Business Integrity Commission** incorporated.
- **2005: Local Law 129 enacted.** Participation goals created for City’s M/WBE program, increasing number of M/WBEs certified from 700 to 3500 under NYC Mayor Bloomberg.
- **2006: Killing of Sean Bell.** An unarmed 23-year-old is killed by NYPD officers after 50 shots are fired into his car in Queens. His killing sparks protests against police brutality, impunity, and racial profiling.
- **2007-08: Great Recession.** Financial crisis triggered by the collapse of the housing market leads to a deep recession that causes widespread job losses and evictions, with Black and Brown communities disproportionately affected.
- **2010: Mayor’s Office of Media & Entertainment** established.
- **2011: The Occupy Wall Street movement emerges in Zuccotti Park,** driven by widespread frustration with corporate power, high unemployment, and deep economic inequality. The movement popularizes the slogan “*We are the 99%*,” highlighting extreme concentration of wealth in the United States.
- **2012: Superstorm Sandy** causes widespread destruction in NYC, particularly in low-lying and coastal areas, with marginalized communities facing disproportionate damage and slower recovery efforts.
- **2013: Trayvon Martin, an unarmed 17-year-old Black teenager is fatally shot** in Florida by George Zimmerman, a civilian neighborhood watch volunteer. His killing and Zimmerman’s acquittal spark national outrage and galvanize the Black Lives Matter (BLM) movement.
- **2014: Killing of Eric Garner.** An unarmed 43-year-old Black man is killed by NYPD officers during an arrest for allegedly selling loose cigarettes. His killing is captured on video, where he repeatedly says “I can’t breathe”, which becomes a rallying cry for the BLM movement.
- **2014: Killing of Mike Brown, Jr.** An unarmed 18-year-old Black teen is shot by police in Ferguson, MO, sparking national protests, including in NY, against police violence and racial injustice fueling growth of the BLM movement.
- **2016: Department of Veterans’ Services** created.
- **2017: Local Law 90 is enacted,** strengthening language access requirements across NYC agencies to ensure meaningful access to services for New Yorkers with limited English proficiency.

- **2017: Muslim Ban.** The Trump administration restricts entry into the U.S. from several Muslim-majority countries, sparking mass protests across the nation for being discriminatory and anti-immigrant.
- **2018: Civic Engagement Commission** created.
- **2020: Killing of Breonna Taylor.** A 26-year-old Black woman is shot and killed by police in Louisville, KY in her apartment during a nighttime police raid. Her death and the delayed response to it sparks nationwide protests against excessive force and drives momentum of the *Say Her Name* movement.
- **2020: NYC is the national epicenter of the COVID-19 pandemic,** with Black, Brown, and working-class communities disproportionately impacted due to structural health and socioeconomic inequities. COVID-19 widens existing racial gaps in life expectancy, making inequities in health outcomes more visible.
- **2020: NYC Taskforce on Racial Inclusion & Equity (TRIE) forms** under former NYC Mayor de Blasio and former NYC First Lady Chirlane McCray to identify disparities and respond to disproportionate effects.
- **2020: Murder of George Floyd and protests.** An unarmed 46-year-old Black man is murdered in Minneapolis, MN, when a police officer kneels on his neck for over nine minutes. This sparks international protests, including in NYC, demanding an end to police brutality.
- **2021: Stop Asian Hate Movement,** emerges in response to increased anti-Asian racism and violence during the pandemic. It aims to raise awareness, combat discrimination, and promote safety and equality for Asian Americans and Pacific Islanders in the U.S.
- **2021: NYC Charter Revision Commission** formed under NYC Mayor de Blasio and tasked with examining structural racism and putting forward ballot questions aimed at eliminating barriers and promoting racial equity.
- **2021: NYC Department of Health and Mental Hygiene passes resolution officially declaring racism a public health crisis.**
- **2022: NYC voters pass racial justice ballot measures,** marking a significant step toward institutionalizing racial justice reforms in the City.
- **2023: Killing of Jordan Neely.** A 30-year-old Black man experiencing homelessness and mental health distress dies after being placed in a chokehold on the NYC subway by Daniel Penny, a civilian. His death sparks protests and renewed debate over public safety, vigilantism, and the criminalization of poverty and mental illness.
- **2023: Local Law 12** is enacted, requiring every NYC agency, in consultation with the Mayor's Office for People with Disabilities (MOPD), to develop and implement a five-year accessibility plan to ensure workplaces, services, programs, and communications are accessible and inclusive of people with disabilities.
- **2023: Advisory board launched** under former NYC Mayor Adams to guide implementation of Racial Justice Charter amendments; **NYC Mayor's Office of Equity & Racial Justice** and **Commission on Racial Equity** established.
- **2026: NYC Mayor Zohran Mamdani releases New York City's first-ever Preliminary Citywide Racial Equity Plan.**

# Framework

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## Building a Framework for Citywide Racial Equity Planning

Since the overwhelming passage of the 2022 racial justice ballot measures, including the creation of the City's first-ever Citywide Racial Equity Plan, the City – through the Mayor's Office of Equity & Racial Justice (MOERJ) created in October 2023 – took steps to build a strong foundation for this work, ensuring we fully honor the words now documented in our City Charter and demonstrate how a government guided by racial justice works best for all in our City.

As we began this process, our City aimed to understand the successes and challenges of nearly a dozen other localities that have embarked on some form of a racial equity planning process, including Philadelphia, Dallas, and Chicago. While there were many lessons learned, our City also recognized that New York is one of the first, directed by its charter, to build, implement, and sustain a citywide process that would provide a roadmap to address systemic inequities through concrete goals, strategies and structural reforms.

To build a strong framework and guide our City agencies and entities through a transformational process, a NYC advisory board was formed to help the City implement the racial justice charter amendments, starting with the citywide racial equity plan. The board launched in 2023 with over a dozen members including local nonprofit leaders from diverse communities across the City, civil rights trailblazers, as well as former government leaders who understand municipal operations. Together, with decades of experience in working towards transforming government, the board convened to inform the citywide process that guided 45 City agencies and entities towards building their first individual preliminary racial equity plans.

The framework created to guide our City's planning process was also built on the foundational values outlined in our preamble, which declares NYC a multiracial democracy and informs how the City carries out its duties, obligations, and authorities. The three core foundational values include the following:

- Our government justly values all talents and contributions.
- Our government ensures the conditions of thriving for every person.
- Our government embraces vigilance, remedy, and reconstruction.<sup>8</sup>

From the very beginning, our goal was to ensure that every City agency creating a plan put these core values into action so that together these plans are transformative and begin addressing the foundations of government.

With our core values guiding us, MOERJ first worked with agencies to form racial equity planning teams, tapping staff from across their agency divisions to work with the full agency in developing a racial equity plan. Over 200 City agency leaders across the City attended full-day racial equity planning onboarding workshops developed by MOERJ to help set all teams up for success. The workshops covered several important areas,

including reviewing the new charter amendments, understanding structural racism and government transformation, reviewing relevant disaggregated data, understanding the draft community equity priorities created by the Commission of Racial Equity (CORE) to inform city agency plans<sup>9</sup>, assessing an agency's mission relative to our new foundational values, and familiarizing teams with the tools and technical assistance accessible to them as they worked to create a transformational plan.

As you will see through review of the plans, acknowledging the past, goal setting, strategizing, and holding ourselves accountable to measure results are essential components of each racial equity plan. In the development of their plans, City agencies were guided to create short (two-year), medium (four-year), and long-term (ten-year) measurable goals, outcomes, strategies, and indicators that would lead to improved equity outcomes for New Yorkers and tackle core levers of government to ensure we create lasting structural change. Core levers of government include areas like budgeting, staffing, service delivery, and contracting, to name a few.

## Building a Shared Language Towards Racial Equity

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

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

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

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

The term **disparity** means a lack of equality and is used in this plan to refer to a

disparity between the experiences, circumstances, or outcomes of white New Yorkers and New Yorkers of color except where the context indicates otherwise. For example, Black New Yorkers have the lowest life expectancy among racial/ethnic groups at 76.1 years, while white New Yorkers have the highest at 81.8 years.<sup>10</sup> Racial disparities can demonstrate unequal treatment and/or access for people of color, often rooted in historical discriminatory policies and practices within institutions, regardless of whether an institution and its actors intend to discriminate or not. These disparities are perpetuated – and in some cases, exacerbated – because they spread and are deeply embedded within a single system (e.g. health care) and interact across systems (e.g. housing, education, health care).

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

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

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

## Vision: Achieving Racial Equity

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To achieve racial equity in NYC we must build a long-term vision that aims to ensure every person who resides in our City has the opportunity to thrive and we must use it as our guide during each racial equity planning cycle, which occurs every two years.

The following preliminary Racial Equity North Stars are established to provide us with an aspirational long-term vision that serves as our compass, providing our City with direction, focus, as well as inspiration to innovate and address our challenges with clear purpose. They are independent of where we are in our racial equity journey today, represent where we need to go, and may evolve over time.

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

# Snapshot: Areas of Focus and Common Themes

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## Background

In the City's first-ever Citywide Racial Equity Planning process, 45 city agencies worked with MOERJ and within their agency to build their first racial equity plan, beginning in April 2024.

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

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

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

## Common Themes

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

- **Advancing Pay Equity** – Analyzing and addressing equitable compensation as well as occupational segregation<sup>3</sup>

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<sup>3</sup> Occupational segregation is the under-representation or over-representation of a group, identified on the basis of a shared characteristic protected by the employment related provisions of the City's human rights law, in a position or field of work to the detriment of that group's ability to obtain higher levels of pay, responsibility, flexibility, stability, or other indicators of job desirability.

# Children, Youth, Older Adults, and Families



## Children, Youth, Older Adults, and Families

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

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

### Inequities in Education

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

Today, over 70 years after the Supreme Court unanimously ruled in *Brown v. Board of Education* that “separate but equal” education is inherently unequal, that reality continues to be borne out. Disparities persist even after numerous ambitious attempts to remedy them, including court-ordered school desegregation orders, federal Title I funding aimed at narrowing school budget gaps, the bipartisan No Child Left Behind legislation early in this century, and innovations like school vouchers and charter schools. A McKinsey & Company analysis shows that, at the pre-pandemic pace, achieving educational parity would take between 60 to 160 years.<sup>11</sup> The pandemic only exacerbated those gaps, with much larger declines for Black students in National Assessment of Education Progress math scores compared to their white peers.

### Disparities in Child Welfare and Juvenile Justice

Additionally, systemic racism in the child welfare and juvenile justice systems have disproportionately harmed Black and Hispanic children and families. In the child welfare system, racism and biases against these communities influence the reports made to the Statewide Central Register (SCR), with racial disparities established at the earliest stages of child welfare contact. In fiscal year (FY) 2025, African American/Black non-

Hispanic and Hispanic/Latinx<sup>4</sup> families represented 36.1 percent and 46.2 percent of SCR intakes, respectively, compared with 6.3 percent of white and 3.6 percent of Asian/Pacific Islander children.<sup>12</sup> Similar patterns appeared in FY 2023, when African American/Black non-Hispanic and Hispanic/Latinx families accounted for 36.8 percent and 46.8 percent of SCR intakes, respectively, compared to 6.8 percent of white and 5.1 percent of Asian/Pacific Islander families.<sup>13</sup> Despite these disparities at the intake stage, families of different racial and ethnic backgrounds were referred to prevention services at roughly equal rates. There are many instances where a family is reported to the SCR unnecessarily, causing the City to respond. When a child is not in danger of maltreatment, families would be better supported with services or concrete resources rather than a child protection response.

The result is undue stress for largely Black and Hispanic families. As a result of the high rates of reporting, African American/Black non-Hispanic and Hispanic/Latinx children and families are overrepresented at virtually every stage of the child welfare process. Although the disparity decreases once the City receives the report and begins a response, it is essential to eliminate disparate outcomes that can be traced to an individual's or family's race or ethnicity throughout systems. The impact is also visible in the juvenile justice system. From 2021 to 2024, the number of youth in detention rose dramatically, widening the disparity gap for youth of color.<sup>14</sup>

## Barriers to Social Services

The pervasive impacts of poverty on families in New York City are exacerbated by systemic racial inequities, creating profound disparities in social services and support for families of color. For decades, welfare policies and systems systematically excluded people of color, often due to racial discrimination in employment practices and eligibility criteria. Programs such as work-based social insurance under the 1935 Social Security Act required formal employment with payroll contributions, excluding many Black Americans who often were employed informally and paid in cash.<sup>15</sup> Additionally, public assistance programs such as the Aid to Dependent Children primarily benefitted white widows, further marginalizing people of color who needed support.

New York City is home to over 8.2 million residents with two-thirds identifying as people of color, 18 percent living below the poverty threshold, and 23 percent identifying as not able to speak English very well or at all.<sup>16</sup> Through anti-poverty programs and initiatives, the City serves low-income New Yorkers, a disproportionate number of whom are people of color, reflecting the ongoing impact of structural racism. For example, poverty rates among Black, Latino, and Asian New Yorkers are significantly higher than for white New Yorkers, with 23 percent, 16 percent, and 24 percent respectively, compared to 13 percent.<sup>17</sup> These disparities reflect generations of discrimination including redlining that limited intergenerational wealth transfer and unequal access to education. Poverty is also a strong predictor of homelessness, coupled with higher incarceration rates, lack of affordable housing, and income inequality. In New York City and throughout the

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<sup>4</sup> This plan uses “Latine” in general but retains source terminology when citing data (e.g. “Latinx” or “Latina/o/x”).

country, people of color, particularly Black Americans are over-represented among homeless populations, and Black families and individuals are more likely to experience deep poverty than their white counterparts.

These disparities are visible in the City's assistance programs. Specifically, Latina/o/x individuals account for 49.8 percent of adult families receiving services due to an increase in asylum seekers, followed by Black individuals at 34.8 percent. For families with children, the percentages are even more pronounced with Latina/o/x families accounting for 61.3 percent and Black families making up 28 percent. Among single adults receiving services, Latina/o/x individuals make up 29.1 percent and Black individuals 54.1 percent. These disparities also carry over to specific programs such as Cash Assistance and Supplemental Nutrition Assistance Program (SNAP), highlighting racial disparities in access to and reliance on social services.

### **Spotlight: Barriers for Youth**

Through a competitive process with community-based organizations, the City offers organizations an opportunity to propose citywide services that support NYC youth and their families. However, youth and families often experience multiple barriers to services and remain underserved. Moreover, gaps in the diversity of nonprofit leadership further exacerbate existing disparities in service delivery for youth. Research has shown that youth-serving organizations with diverse leadership and staff are better positioned to understand and address the needs of young people of color<sup>18</sup>, who make up approximately 70 percent of NYC's youth population. Studies also indicate these youth often face greater barriers accessing culturally responsive programming and support services. More broadly, a 2023 analysis<sup>19</sup> of nonprofit demographics in the New York City metropolitan area found that white CEOs and leadership teams represent 64 percent and 61 percent of nonprofit administration, respectively, while making up only 39 percent of the City's population. Conversely, Black, Indigenous, and People of Color (BIPOC) individuals, who make up 61 percent of the population, are significantly underrepresented, accounting for only 36 percent of nonprofit CEOs and 39 percent of leadership teams. It remains vital to support organizations that have diverse experiences, cultural competency, local knowledge, and connections to foster the development of programs that meet the unique needs of NYC's communities.

### **Spotlight: Barriers for Veterans**

Veterans of color and their families have also been affected by discriminatory policies. Veterans of color often face additional hurdles in accessing housing, health, and disability benefits due to systemic biases in military discharge statuses. According to a 2023 report from the Connecticut Veterans Legal Center, between 2014 and 2020, Black service members accounted for 18 percent of separations while also accounting for over 25 percent of Other Than Honorable discharges and more than 30 percent of General discharges.<sup>20</sup> These non-Honorable discharge statuses create a barrier to

accessing VA healthcare as they prevent Veterans from accessing the full suite of benefits they could be entitled to. A Yale statistician's analysis of VA records revealed that over a two-decade period, the VA denied Black Veterans disability compensation and benefits at an average rate of 29.5 percent, compared to the 24.2 percent of white veterans. VA officials often relied on discharge status for disability determination despite federal government studies concluding that Black service members were substantially more likely than their white counterparts to face military justice or disciplinary action due to racial bias. This disparity also limits the ability of Black Veterans to file and obtain VA disability claim compensation, which negatively impacts their income and economic stability.

Moreover, studies have shown that Black Veterans are overrepresented in the nation's homeless Veteran population, suggesting that race is a major risk factor for housing insecurity.<sup>21</sup> Being Black is associated with a 1.5 times increased risk of homelessness among VA Health Administration service users. In addition, Black Veterans are four times more likely to be homeless than white Veterans. In urban centers, which are home to some of the country's largest communities of color, co-ops often serve as a "housing ladder" entry point for first-time home buyers, allowing middle class residents to own real estate that is more affordable. However, not being able to use the VA home loan to purchase co-ops significantly limits homeownership opportunities particularly for communities of color in dense urban centers where co-op stock is high.

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

### **Spotlight: Older Adults**

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

inadequate or imbalanced service delivery, resulting in negative consequences that must be urgently addressed.

The COVID-19 public health emergency further showcased these disparities, leading to the most significant drop in the average lifespan in the century, from 82.6 years in 2019 to 78 years in 2020. However, the decreases in life expectancy were not experienced equally among all New Yorkers, with Black and Hispanic New Yorkers bearing the brunt of this impact and underscoring the urgent need for coordinated, systemic change.<sup>22</sup>

## Unified Commitment

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

# Administration for Children's Services

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## Mission and Commitment

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

ACS is committed to reducing and eliminating disparities in the child welfare, juvenile justice, and childcare assistance systems through partnering with other system stakeholders. ACS sees it as our responsibility and our role because it is our mission to protect children and promote the success of children, families, and communities. To fulfill that mission, we need to ensure that our system is equitable and that an individual's or family's race or ethnicity does not impact their experience in ACS systems.

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Launch school-based early support prevention services that assist families proactively, minimizing the risk of involvement with child protection
  - a. **Outcome:** By FY 2026, serve at least 800 families annually through these services.
  - b. **Strategies:**
    - Monitor and support the development and implementation of this program model for the 11 providers who received a total of 16 contracts
    - Collect and analyze data systematically to identify trends and make informed recommendations for expanding this model, if appropriate
  - c. **Indicators:**
    - Number of families supported with prevention services, by race and community district
    - Number of community-based referrals to prevention
2. **Goal:** Increase community-based referrals to prevention services that support families, minimizing the risk of involvement with child protection
  - a. **Outcome:** By the end of 2026, increase referrals from community-based pathways.
  - b. **Strategies:**

- Collaborate with Health & Hospitals to train social workers, physicians, and staff at select hospitals to best identify and connect patients to beneficial family support services
  - Increase awareness amongst families of the Prevention Support Line to connect them to prevention services
- c. **Indicators:**
- Number of families supported with prevention services, by race and ethnicity
  - Number of community-based referrals to prevention

## Medium-Term

1. **Goal:** Continue to invest in training ACS staff and providers to provide quality services to the communities most impacted by ACS and to foster a psychologically safe work environment that embraces equity and transparency
  - a. **Outcome:** By 2028, increase in staff participating in ACS Leadership Institute programming.
  - b. **Strategies:**
    - ACS' Workforce Institute to provide motivational interviewing training to direct service staff, leadership, and providers to listen to the perspectives of families and accurately identify their needs
    - ACS' Workforce Institute to offer Building Coaching Competency training for all direct service staff to support critical thinking. The Workforce Institute will continue to assess the impact of this training on practice and retention
    - Strengthen the organizational and leadership culture to support open discussions without fear of retaliation, facilitate learning, and increase engagement
    - Continue training Child Protection Specialists (CPS) in providing families with new written information about their rights and supportive services regarding CPS requests to enter and assess the safety of the children
    - Continue development of programs under the ACS Leadership Institute including Executive Coaching (6-hour coaching sessions for senior leaders) and LEAD (Leading and Exploring Through Accountability and Development, 11-month program for mid-level leaders) and Learning, Evolving and Advancing Professionally (LEAP, which is a program for supervisors in child protection)
  - c. **Indicators:**
    - Number of applications to ACS Leadership Institute
2. **Goal:** Prioritize City investment into the development of community spaces that contribute to healthy child development and family strength, including but not

limited to priority neighborhoods identified by the Taskforce on Racial Inclusion & Equity (TRIE)<sup>5</sup>

- a. **Outcome:** By 2028, ensure implementation of Family Enrichment Centers (FECs) in priority neighborhoods identified by TRIE.<sup>6</sup>
  - b. **Strategies:**
    - Support the launch of 27 new Family Enrichment Centers (for a total of 30 citywide). Family Enrichment Centers are walk-in centers that are co-designed with and for local families and community members with the goal of strengthening family protective factors, including social connectivity, access to concrete resources, and economic mobility
  - c. **Indicators:**
    - Number of operational FECs
3. **Goal:** Continue to decrease unnecessary child welfare reports by promoting citywide culture shift among mandated reporters from “when in doubt, call the SCR” to “you can support a family without having to report a family,” when a child is not in danger of maltreatment
- a. **Outcome:** By 2028, partner with City and State agencies to ensure that both the legal requirements about what must be reported to the SCR, and how mandated reporters can support families who need help, are included in trainings for mandated reporters across public schools, health and mental health providers, and social service providers.
  - b. **Strategies:**
    - Continue to partner with City and State agencies to expand ACS training for mandated reporters on “The Evolving Focus of Child Welfare: Addressing Over-Reporting and Providing Family-Centered Supports” across public schools, health and mental health providers, and social services, including those contracted with ACS
  - c. **Indicators:**
    - Number of presentations or training sessions led to mandated reporters
    - SCR reports disaggregated by type of mandated reporter
    - Percent changes of SCR reports by these reporter types over time
4. **Goal:** Strengthen restorative approaches to addressing conflict in juvenile justice settings
- a. **Outcome:** By 2028, ensure restorative justice practices are embedded within secure detention.
  - b. **Strategies:**

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<sup>5</sup> The city utilized [the Center for the Study of Social Policy's \*Strengthening Families\* framework](#), which identifies protective factors that build family resilience and community well-being.

<sup>6</sup> [ACS's Annual Community District Snapshots \(CY 2024\)](#) provide data on SCR intakes and investigations, enabling the agency to identify overlaps between high-need areas and TRIE neighborhoods.

- Continue recruiting, training, and developing restorative justice facilitators within the Division of Youth and Family Justice
  - Convene restorative justice circles to collectively repair harm between youth, family members, and employees
- c. **Indicators:**
- Number of active trained restorative justice facilitators
  - Description of restorative practices in the secure facilities

## Long-Term

1. **Goal:** Ensure a fully staffed and supported workforce, prioritizing critical frontline titles, to facilitate high-quality service delivery and prevent high caseloads from leading to inequitable outcomes for families
  - a. **Outcome:** By 2034, on a continuous basis hire critical frontline staff ahead of attrition so that actual headcount is not below 85% of budgeted headcount.
  - b. **Strategies:**
    - Expand and implement recruitment strategies to support efficient hiring and onboarding for critical frontline titles ahead of attrition
    - Continue to hire operational support staff in key positions to support critical frontline staff
  - c. **Indicators:**
    - Attrition rates for critical frontline and support titles
    - Hiring rates for critical frontline and support titles
    - Headcounts for critical frontline and support titles
    - Percent of actual headcount compared to budgeted headcount
  
2. **Goal:** Support young people in preventing contact with the juvenile justice system and strengthen re-entry for those in the juvenile justice system and provide support in their communities
  - a. **Outcome:** By 2034, ensure that 100% of juvenile justice strategies have a focus on prevention and rehabilitation and expansion of community-based programs.
  - b. **Strategies:**
    - Assess the efficacy of existing juvenile justice prevention and early intervention strategies
    - Explore the expansion of community-based programs to serve young people before they come to the attention of the Family Court
    - Expand Fair Futures to provide youth with coaches, and housing and educational specialists to put them on a path to success and independent living
  - c. **Indicators:**
    - Number of youth participating in Alternatives to Detention
    - Enrollment in Fair Futures
    - Utilization of Family Assessment Program (FAP)

3. **Goal:** Strengthen existing initiatives with Foster Care Providers to ensure timely permanency and well-being of youth
  - a. **Outcome:** By 2034, ensure that 100% of foster care practices and strategies prioritize timely permanency, safety, and stability and enhanced wellbeing.
  - b. **Strategies:**
    - Expand kinship foster care placement to support successful reunification of children to their families
    - Continue to work with Foster Care Providers to advance respectful and effective practices with families that lead to timely, safe, and stable placements
    - Continue to leverage initiatives such as Fair Futures, College Choice, and Career Choice to bolster youth well-being
  - c. **Indicators:**
    - Proportion of all children in foster care placed with kin
    - Moves in foster care per 1,000 care days
    - Children maltreated during family foster care placement per 100,000 care days
  
4. **Goal:** Continued development of Collaborative Assessment, Response, Engagement and Support (CARES) program
  - a. **Outcome:** By 2034, ensure that more than 30% of cases are diverted to the CARES program.
  - b. **Strategies:**
    - Continued expansion of units with the Division of Child Protection. CARES is an alternative response to a child welfare investigation for low- and moderate-risk reported concerns of alleged child abuse and maltreatment. It includes an assessment of the safety of the children. In 2014, CARES began in four Division of Child Protection units and presently ACS has 64 CARES units within the Division of Child Protection located throughout NYC
  - c. **Indicators:**
    - Number of CARES cases
    - Percent of new child protection cases that are CARES
  
5. **Goal:** Strive to ensure that first-hand experiences of families and youth impacted by child welfare and juvenile justice guide our work
  - a. **Outcome:** By 2034, ensure robust infrastructure and processes for working with parent advocates and parents/youth involved or formerly involved with our systems and continue to use youth experience and family experience surveys to guide decision-making.
  - b. **Strategies:**
    - Continued development of Parents Empowering Parents (this strategy embeds parent advocates in all Enhanced Family Foster Care (EFFC) case planning units)

- Continued development of parent and youth advisory bodies
- Continued use of youth and family experience surveys
- Collaborate with Commission on Racial Equity (CORE) to engage stakeholders with lived experience around systems improvement and accountability

**c. Indicators:**

- Number of meetings and events held with parent and youth advisory bodies
- Conduct youth experience survey annually
- Conduct family experience survey annually

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #10: Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs that understand the lived experience of community members most harmed by racism.

## Spotlight Wins

- School Based Early Support request for proposal (RFP) resulted in 16 awards for programs that began at the start of FY25, which is part of ACS' efforts to increase community-based supports. ACS has re-envisioned the model for our programs formerly known as ACS Beacon Prevention to partner closely with schools to connect families to supports and services well before concerns warrant a call to the SCR. Providers will connect families to community resources that can meet concrete needs, assist with case management, support caregivers, and avoid unnecessary child welfare investigations. The partnering schools are concentrated in TRIE neighborhoods and other areas of need.
- Successful RFP resulting in 27 new contracts for FECs, which is part of ACS' efforts to increase community-based supports. A list of FECs and their locations is available [here](#). FECs are walk-in centers that are co-designed with and for local families and community members with the goal of strengthening family protective factors, including social connectivity, access to concrete resources, and economic mobility. Family Enrichment Centers are in TRIE neighborhoods.
- Expanded Parents Empowering Parents (PEP) citywide. As of November 30, 2025, over 90 parent advocates have been hired across 20 foster care agencies. The Parents Empowering Parents strategy embeds parent advocates in all Enhanced Family Foster Care (EFFC) case planning units. Parent Advocates

work closely with parents to engage and support their partnership in service and permanency planning. ACS sees PEP as a race equity strategy because parents who are better engaged can reach service planning milestones and address the issues that brought the family to the child welfare system sooner, creating opportunities for safe reunification in a timely manner.

- Since January 2023, ACS has conducted or co-led 435 presentations reaching 27,000+ mandated reporters in New York City. Entitled “The Evolving Focus of Child Welfare: Addressing Over-Reporting and Providing Family-Centered Supports”, these sessions provide information about new training requirements for mandated reporters in New York State and guidance on how to assess when a report to the State Central Register for Child Abuse and Maltreatment (SCR) is and is not necessary. We explain a shift underway within child welfare in New York, which is moving the messaging to mandated reporters from “when in doubt, call the SCR” to “you can support a family without having to report a family”. The sessions provide detailed information on ACS-funded and other supports and services available for families in New York City and ways to build towards a culture shift from reporting to supporting families with successful engagement, relationship-building and service referrals. ACS has conducted over 230 sessions reaching 16,000+ school and childcare staff; over 110 sessions reaching 6,000+ social services staff; and over 70 sessions reaching 3,000+ health and mental health staff.

# Department for the Aging

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## Mission and Commitment

The NYC Department for the Aging (NYC Aging) works to eliminate ageism and ensure the dignity and quality of life of approximately 1.8 million diverse older New Yorkers, and to support their caregivers through service, advocacy, and education.

Research shows that older New Yorkers live longer and are happier when they age in a city without barriers to services such as healthcare, housing, food, and employment. NYC Aging recognizes its role in addressing these inequities and is proud to have provided services to 4,000 Caregivers, secured employment for 372 older adults, and served 6,452,188 meals at Older Adult Centers (OAC) and 3,827,579 meals through the Home Delivered Meals (HDM) programming totaling 10,279,767 meals in FY 2025.

NYC Aging remains steadfast in its role and responsibility to address the effects of structural racism on older adults and ensure that NYC is a city where all can thrive and age in place.

## Racial Equity Goals

### Short-Term

1. **Goal:** Prioritize training staff on inclusive program delivery that enhances productivity and career advancement; and fosters belonging. Training helps staff to better meet the needs of an exponentially growing diverse older adult community.
  - a. **Outcome:** By the end of 2026, ensure that 100% of selected staff are trained.
  - b. **Strategies:**
    - Implement a multi-month Learning Academy, for non-supervisors and new frontline supervisors. The curriculum includes a mixture of communication, technical, and self-improvement skills.
    - Personnel compliance training
  - c. **Indicators:**
    - Percent of staff trained

### Medium-Term

1. **Goal:** Prioritize agency resources to address historical inequities in underserved neighborhoods
  - a. **Outcome:** By 2028, ensure that the demographic served by agency-funded Older Adult Centers (OACs) mirrors each community district's racial and ethnic makeup.
  - b. **Strategies:**

- Establish new contracts with Providers that require programming that aligns with the cultural interests of the population being served
- c. **Indicators:**
- Number of average daily participants at Older Adult Centers
  - Demographics of OAC populations and community districts, including race and ethnicity
2. **Goal:** Ensure that diverse communities feel a sense of inclusion and belonging at Older Adult Centers and through home delivered meal (HDM) programs by prioritizing cultural competency standards, especially through meals served
- a. **Outcome:** By 2028, OACs and HDM programs verify via surveys that older adults are satisfied with the meals served at OACs and through the HDM program.
- b. **Strategies:**
- Ensure that meals at Older Adult Centers and those that are home delivered are appropriate to the older adult participants' cultural and religious backgrounds
  - Continue gathering data through a 5-year research grant from the Administration for Community Living (ACL) to implement 18 pop-up cafes, which serve culturally appropriate meals to the older adults
  - Utilize assessment and survey results to inform future meal programming
- c. **Indicators:**
- Number of Older Adult Center total meals
  - Percent of older adults stating "always" or "often" that the menu at their Older Adult Center "has enough food or dishes that represent my culture"
  - Percent of older adults stating "always" or "often" that the menu at their Home Delivered Meal program "has enough food or dishes that represent my culture"
  - Client and neighborhood demographic data, including race and ethnicity
3. **Goal:** Expand NYC Aging staff workforce to meet the demand of the growing older adult community using equitable recruitment and unconscious-bias free hiring processes
- a. **Outcome:** By 2028, ensure that 100% of agency vacancies are accompanied by an equitable recruitment plan and unconscious-bias free hiring process.
- b. **Strategies:**
- Maintain robust recruitment pipelines that identify talent from diverse backgrounds
  - Continue to utilize structured interviewing in the hiring process
- c. **Indicators:**
- Demographics of workforce, including race, ethnicity, and gender, for solely informational purposes

## Long-Term

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

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city’s top languages at an accessible level.

## Spotlight Wins

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

solicitations are asked to explain how they will be “sensitive and responsive to issues relating to culture, religion, socioeconomic status, gender equity, sexual orientation and immigrant adjustment”.

- The Cabinet for Older New Yorkers (Cabinet) was established in September 2022, which is an interagency collaborative established to realize and institutionalize an age-inclusive New York City through structural, legislative and systemic solutions. The Cabinet includes 30 New York City government agencies covering health, housing, public safety, social services, transportation, and more. The New York City Council passed legislation in 2024 to codify the Cabinet and expand agency membership to include five additional Mayoral offices, including the Mayor’s Office of Equity & Racial Justice, and the three library systems. The Cabinet’s age-inclusive inter-agency work helps to ensure that City government as a whole is responsive to the needs of older New Yorkers, who are diverse, more likely to speak a language other than English, live alone, experience frailty, and live below the poverty line.<sup>7</sup>

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<sup>7</sup> According to the 2021 American Community Survey 5-year Estimate, 61% of older adults in NYC identify as Asian or Pacific Islander, Black, Hispanic, or Other or Multiracial, in comparison to 26% nationally. In addition, 48% of older adults in NYC primarily speak languages other than English at home, compared to 16% nationally. It is also known that older adults in NYC are more likely to live below the poverty line at 17% of older adults ages 60+ living at 100% below the poverty level compared to 10% of older adults nationally.

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

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## Mission and Commitment

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

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Expand access to agency benefits and services to combat economic instability, which is disproportionately experienced by racial and ethnic minorities as well as underserved populations
  - a. **Outcome:** By the end of 2026, increase the number of clients in unsubsidized employment by 5% from the current caseload in FY24.

- b. **Strategies:**
      - Collaborate with local housing agencies, nonprofits, and governmental organizations to provide targeted support and resources to those identified as at risk
      - Monitor and facilitate the compliance of agency subcontractors through the Hire NYC initiative that requires organizations that enter contracts with the City of New York to hire one Public Assistance (PA) recipient for every \$250,000 of annualized contract value
      - Implement early intervention programs to address underlying factors contributing to housing instability, such as unemployment, mental health issues, and substance abuse
    - c. **Indicators:**
      - Percent increase in Hire NYC participants
      - Percentage of clients employed for at least one-year post-placement through Hire NYC
      - Increase in at-risk individuals entering the workforce within a year of support
      - Percentage of employers participating in job fairs for clients who receive services
- 2. **Goal:** Address racial inequities in access to stable housing through improving connections for clients in shelter to permanent housing and strengthening access to community-based homelessness prevention programs
  - a. **Outcome:** By the end of 2026, reduce the number of long-term stayers and repeat homelessness instances among clients who accessed support services across 100% of facilities.
  - b. **Strategies:**
    - Expand Affordable Housing Services contracts to add 1,000 more units
    - Implement the State-wide CityFHEPS program, a housing subsidy program
  - c. **Indicators:**
    - Number of new units contracted
    - Number of individuals in shelter connected to new units
    - Average time from submission to approval and checks
- 3. **Goal:** Address secondary traumatic stress symptoms for frontline staff working directly with clients who have experienced trauma or crisis, to build a culture of care for a diverse workforce
  - a. **Outcome:** By the end of 2026, create stress reduction plans and programs that are available to 100% of client-facing and non-client-facing staff.
  - b. **Strategies:**
    - Continue to partner with public and private sector agencies to provide a series of health and wellness programs throughout the

year to reduce traumatic stress that all staff face in our client-facing and non-client-facing offices

c. **Indicators:**

- Percent of employee participation in health and wellness programs
- Percent of employees reporting reduced stress levels
- Percent of employees reporting greater productivity levels

## Medium-Term

1. **Goal:** Invest in anti-hunger initiatives in critical, underserved neighborhoods to reduce or ultimately eliminate food insecurity, which is higher in communities of color
  - a. **Outcome:** By 2028, reduce food insecurity for participating families in the Food Pantry Plus Pilot in the targeted critical neighborhoods.
  - b. **Strategies:**
    - Launch the Food Pantry Plus Pilot to test the efficacy of a novel “voucher” program for families who are food insecure and not receiving SNAP but obtain their grocery items from food pantries
  - c. **Indicators:**
    - Number of households using food pantries in targeted neighborhoods
    - Percent of households participating in Food Pantry Plus Pilot
    - Percent of Community Food Connection (CFC) funding concentrated in targeted neighborhoods
2. **Goal:** Offer tailored support to individuals and families transitioning from shelter to permanent placement to ensure their successful social integration
  - a. **Outcome:** By 2028, increase the percentage of clients transitioned from hotels to permanent living arrangements up to 35%.
  - b. **Strategies:**
    - Offer tailored support to vulnerable clients to transition from shelter to permanent placement
    - Focus on equitably distributing borough-based shelters near schools, healthcare, and other community services and resources that provide specific accommodations, such as legal services and interpretation or translation capabilities outside of the shelter
  - c. **Indicators:**
    - Percent of clients in new shelters connected to services
    - Percent of clients transitioning to permanent living arrangements
3. **Goal:** Ensure that DSS workforce development programs connect clients to career pathways that help reduce income inequality for underserved populations
  - a. **Outcome:** By 2028, increase the number of clients who experience income stability or growth through career pathways by 25%.
  - b. **Strategies:**

- Conduct a needs assessment to identify specific workforce development needs in underserved populations
  - Develop and customize career pathways and training programs based on the assessment
  - Collaborate with agency partners to align resources and expertise
  - Launch pilot programs in select underserved communities
  - Monitor and evaluate the impact of the programs
- c. **Indicators:**
- Percent of clients reporting satisfaction with career pathway programs
  - Percent of clients connected with employment that increases or stabilizes their income
4. **Goal:** Leverage agency recruitment efforts in communities we serve to create additional career pathways that support our clients
- a. **Outcome:** By 2028, ensure that robust recruitment plans are developed for 80% of vacancies to increase the percentage of new agency hires that are from the communities we serve.
- b. **Strategies:**
- Build stronger communication channels to notify existing clients of agency job vacancies
  - Continue partnering with employment pages such as LinkedIn to increase our presence as an employer and leader in social services with automatic vacancy postings
  - Increase our flexibility in hiring and compensation through working to offer additional civil service exams for key titles, ensure job qualifications are relevant and up to date, convert some multiple-choice exams to an “experience and education” format, and designate several frontline positions as “hard to recruit”
  - Leverage partnerships with community-based organizations, faith-based organizations, and local universities, as well as programs such as the Summer Youth Employment Program, to build recruitment pipelines in communities we serve.
  - Increase agency participation in local career fairs in collaboration with DCAS and Business Link to recruit for essential frontline positions
  - Encourage employment of people with disabilities through the DSS Office of Disabilities Affairs and HRA’s We CARE program
- c. **Indicators:**
- Number of community events, career fairs, and workshops attended to promote DSS vacancies
  - Number of newly developed community partners and stakeholders in workforce development
  - Demographic categories of workforce, including race, ethnicity, and gender, for solely informational purposes

5. **Goal:** Develop systems so that people in the DHS system with mobility and/or sensory disabilities who need reasonable accommodations are identified for potential affordable housing placements
  - a. **Outcome:** By 2028, ensure that between 70-100% of people with mobility and/or sensory disabilities in the DHS system who are successfully identified are placed in affordable housing with reasonable accommodations.
  - b. **Strategies:**
    - Identify the number of individuals in the DHS system requiring reasonable accommodations for mobility and sensory disabilities
    - Develop a system for identifying and flagging individuals in the system who require these accommodations
    - Coordinate with HPD to identify affordable housing buildings with available disability set-asides
    - Train staff on how to use the identification system and ensure that individuals are appropriately matched with supportive housing
    - Regularly monitor and evaluate the effectiveness of the system and adjust as necessary
  - c. **Indicators:**
    - Number of DHS clients with an approved supportive housing application, mobility and/or sensory disabilities and a reasonable accommodation granted by DHS placed in supportive housing
  
6. **Goal:** DSS has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Survey underrepresented M/WBEs who have been invited to bid or propose to better understand barriers to participation
    - Connect underrepresented M/WBEs who have successfully grown their businesses with City contracting to present to M/WBEs looking to grow their businesses
  - c. **Indicators:**
    - Percent of all contracts awarded to M/WBE vendors
    - M/WBE contracts awarded disaggregated by race and ethnicity

## Long-Term

1. **Goal:** In collaboration with the State, work to update antiquated public assistance benefit policies and benefit levels to help reduce household poverty, eliminate racial disparities in economic security, and bring clients closer to the NYC True Cost of Living
  - a. **Outcome:** By 2034, decrease the number of households living below the poverty line due to antiquated public assistance benefits by 25%.

- b. **Strategies:**
    - Develop key list of priorities to increase antiquated benefit levels
    - Create multi-year stakeholder engagement plan and legislative and state agency strategy
    - Leverage other poverty reduction efforts to coordinate strategy to increase public benefit levels to adequate levels to support households' self-sufficiency
  - c. **Indicators:**
    - Percent of clients receiving public assistance who have more access to benefits
    - Percent reduction in number of people entering shelter in NYC
    - Percent unemployment in NYC
2. **Goal:** Invest in the creation of predictive tools to anticipate housing instability in order to systematically prevent homelessness and racial disparities within it
- a. **Outcome:** By 2034, increase the early intervention rate for households identified as being at risk of housing instability.
  - b. **Strategies:**
    - Improve the targeting of Homebase's homelessness prevention services
      - Conduct a thorough assessment of the target population to understand their specific needs and challenges
    - Prevent chronic homelessness among multisystem involved single adults
      - Continuously evaluate and adjust the targeting and delivery of services based on feedback and outcomes
      - Develop intervention plans for individuals at risk of chronic homelessness, focusing on early intervention and support
  - c. **Indicators:**
    - Cost savings associated with preventing homelessness, such as reduced emergency shelter usage or decreased demand for other crisis services
    - Percent decrease in emergency shelter usage

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.

## Spotlight Wins

- Connection to Permanent Housing: DHS successfully connected over 18,500 households in shelters to permanent housing, marking a 24 percent increase compared to FY23.

- **Affordable Housing Services Initiative:** New York City is tackling its housing crisis by launching the Affordable Housing Services (AHS) initiative. In response to low vacancy rates and high housing costs driving families away, this program aims to provide permanent affordable homes for New Yorkers in shelters holding City Fighting Homelessness and Eviction Prevention Supplement (CityFHEPS) vouchers. By partnering with nonprofits to purchase or lease affordable housing, the initiative ensures long-term affordability, tenant protections, and support services.
- The expanded use of CityFHEPS vouchers was a primary driver of this increase in shelter exits to housing with the majority of households exiting shelter with CityFHEPS vouchers. In all, over 13,000 households, including those in the community, were able to use a CityFHEPS voucher to obtain housing in FY24, a record in itself and a 42 percent increase over FY23 figures.
- **Outreach Initiatives:** Through initiatives like the Subway Safety Plan, DHS has connected over 8,000 individuals to shelter, with more than 700 now residing in subsidized, permanent housing.
- In 2024, HRA took swift action to reduce the SNAP and CA processing backlog by 97 percent while concurrently strengthening access to these benefits and providing these critical benefits to more New Yorkers in need. Nearly 2 million New Yorkers rely on SNAP and CA to meet their daily needs.
- DSS recognizes domestic violence as a significant cause of homelessness among families in New York City and highlights the necessity for safe, trauma-informed support for survivors. To support this, DHS has partnered with New Destiny on Project Home, which provides housing search assistance and aftercare services to 100 domestic violence survivors with children residing in DHS shelters. These families will be paired with specialized housing navigators who are experienced in domestic violence and affordable housing, working closely with each family to swiftly secure permanent housing.
- In partnership with the City Council, the Agency increased investments in the Fair Fares transit discount, allowing HRA to expand program eligibility from 120 percent of the Federal Poverty Level (FPL) to 150 percent of the FPL. Following the previous year's program expansion, Fair Fares enrollment has continued to increase steadily with over 350,000 New Yorkers taking advantage of half-priced fares.
- The Agency provides various resources for job seekers, including HireNYC, which connects New Yorkers in CA to city contractor jobs, and Jobs-Plus, offering employment services in 40 NYCHA developments across all boroughs. In FY24, HRA's Business Link program helped nearly 10,000 low-income New Yorkers find jobs, with about 8,200 of those receiving CA connect to quality

employment opportunities with providers subject to HireNYC requirements, representing a 44 percent increase year-over-year.

# Department of Veterans' Services

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## Mission and Commitment

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

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

## Racial Equity Goals

### Short-Term

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

## Medium-Term

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

## Long-Term

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

## Draft Community Equity Priorities Referenced

- #6: Ensure and appropriately fund prevention and provide legal and financial support for families facing eviction, lease theft, and deed theft.
- #13: Increase and appropriately fund access and opportunity for communities harmed by racism to purchase government and non-government land.

## Spotlight Win

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

# Department of Youth and Community Development

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## Mission and Commitment

The New York City Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty. DYCD's programs provide opportunities for New Yorkers and communities to flourish. DYCD supports New York City youth and their families by funding a wide range of high-quality youth and community development programs. These include afterschool and summer programs in schools and community centers, as well as workforce development, health and safety initiatives, family support and literacy services.

DYCD is committed to providing opportunities for New Yorkers to reach their full potential. This includes opportunities for individuals, communities, minority and women small business owners, and emerging nonprofits led by leaders with cultural community knowledge and experience.

## Racial Equity Goals

### Short-Term

1. **Goal:** Increase capacity building of emerging nonprofit organizations to compete for opportunities and effectively manage contracts
  - a. **Outcome:** By the end of 2026, create and promote knowledge and skill-based opportunities to nonprofit organizations in DYCD's contracting process.
  - b. **Strategies:**
    - Establish an internal workgroup to identify barriers in contracting for nonprofit organizations
    - Establish a training program that addresses the needs of these organizations
    - Provide technical assistance to these organizations
  - c. **Indicators:**
    - Number of capacity building offerings and interventions
    - Number of participants who implement knowledge/skills learned
    - Number of organizations that received interventions and applied to a DYCD solicitation

### Medium-Term

1. **Goal:** Increase awareness and understanding of DYCD's programs and strengthen community voice by expanding opportunities for input that informs decision-making
  - a. **Outcome:** By 2028, increase awareness of DYCD programs. DYCD has established clear, accessible ways for community members to share

feedback and that feedback is tracked and used to guide outreach, planning, and programmatic decisions.

b. **Strategies:**

- Create an inventory of current public engagement practices across the organization to understand who is being reached, how feedback is collected, and where gaps exist, and use this information to improve outreach and decision-making
- Perform targeted outreach to communities with the highest need for DYCD's programming and ensure outreach is accessible to those who do not speak English well or at all
- Leverage DYCD networks (such as coalitions, councils, and boards) to build awareness and receive community feedback.
- Establish public engagement tracker and feedback loops for new outreach efforts
- Establish a language bank program of multilingual staff who can provide input from a language and cultural competency perspective on outreach strategies and participate in content development

c. **Indicators:**

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

## Long-Term

1. **Goal:** Prioritize DYCD's investments in communities with the highest needs using a data driven approach

a. **Outcome:** By 2034, apply DYCD's equitable investment methodology to 100% of City Tax Levy (CTL) funded DYCD programs.

b. **Strategies:**

- Calculate needs based on poverty data and program specific data
- Conduct outreach and engagement to solicit input on refining the methodology for the applicable solicitations

c. **Indicators:**

- Number and percent of participants slots allocated to top 10% of neighborhoods with the highest levels of poverty
- Number, percent, and demographics of participants enrolled in our programs

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-

making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.

## Spotlight Wins

- **Transformative Social Emotional Learning (SEL):** Social and emotional learning (SEL) is the process through which people apply knowledge and skills to develop healthy identities. It is also a process where they learn to manage emotions and set and achieve goals. Individuals also learn to feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions. DYCD expects all programs to help participants develop the core SEL competencies that they need to thrive and grow. DYCD revised the SEL framework to include an equity lens. This revised approach is Transformative SEL. Transformative SEL includes developing a sense of identity, agency, belonging, curiosity, and problem-solving. This can empower individuals to address inequities and build safe and healthy communities. DYCD is currently working on applying this framework to DYCD program areas.
- **Equitable Investment Methodology:** DYCD contracts with nonprofit organizations to deliver programs and services. Organizations are selected through a competitive process. In 2021, DYCD began developing an equitable investment methodology. This approach prioritized places with the highest concentration of people living in poverty. This approach aligns with DYCD's mission as an anti-poverty agency. This method also takes into account the targeted population for program goals. DYCD is currently working on applying this methodology to program solicitations. DYCD expects that this approach will bring programs closer to communities with the highest need.
- **Summer Youth Employment Program Expanded Initiatives:** DYCD's Summer Youth Employment Program (SYEP) is the nation's largest youth employment program. It provides 100,000 NYC youth between the ages of 14 and 24 with career exploration opportunities and paid work experience each summer. DYCD ensures that SYEP serves young people who need this experience the most, by doing targeted outreach. SYEP prioritizes residents who live in New York City Housing Authority (NYCHA). It also prioritizes youth who live in the six precincts with the highest levels of gun violence. After the application was released in January 2025, DYCD conducted recruitment events in these precincts. DYCD also targeted youth with barriers to employment. Through these specialized programs, over 14,000 youth participated in tailored SYEP experiences designed for participants with specific needs, including young people with disabilities and those experiencing homelessness. Approximately 20,000 were from communities at risk of gun violence and 15,000 were from NYCHA developments, the highest number served to date. More than 22,000 participated in the CareerReady program, which works with the New York Public Schools to identify schools that have youth at highest risk of dropping out. After the online application closed,

DYCD continued targeted recruitment to allow those experiencing barriers to employment the opportunity to apply until all designated slots were filled.

# NYC Public Schools

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## Mission and Commitment

Our mission at the New York City Public Schools (NYCPS) is to ensure that each student graduates on a pathway to a rewarding career and long-term economic security, equipped to be a positive force for change.

The overarching goal of this plan is to ensure academic success for all NYC students, with a deliberate focus on eliminating long-standing racial disparities that disproportionately affect Black and Brown learners. Every action, investment, and policy shift is designed to create learning environments where every student regardless of race or zip code has equitable access to rigorous instruction, supportive school cultures, and meaningful opportunities to thrive.

The Chancellor is committed to ensuring that every student attends a school that is academically rigorous, safe, and truly integrated. We look forward to working with the New York City Public Schools community – families, parent leaders, advocates, and educators to build on this plan and meet those goals.

## Racial Equity Goals

### Short-Term

1. **Goal:** Ensure that NYCPS makes consistent and timely payments to Community Based Organizations, Family Child Care Networks, and other partners who play a key role in serving communities of color
  - a. **Outcome:** By the end of calendar year 2026, increase the percentage of early childhood programs with registered contracts whose correctly submitted invoices are paid on a monthly basis.
  - b. **Strategies:**
    - Enhance existing fiscal training and technical assistance supports to all organizations that contract with the Division of Early Childhood to ensure a greater understanding of timelines, submission expectations, and overall process for timely payments
    - Work to develop an enhanced system and tool that will support tracking, analyzing, storing, and organizing engagement and communication with NYCPS
    - Engage in a thorough review of current standard operating procedures for invoicing and payment distribution
    - Increase internal capacity (number of Operations Analysts) to lower caseloads to improve response times and technical assistance
  - c. **Indicators:**
    - Percent of providers submitting invoices within required timeline
    - Percent of providers receiving monthly payments

2. **Goal:** Build a workforce that emphasizes culturally responsive and sustaining instruction and recognizes and addresses the role of implicit bias. We recognize that implicit bias training should not be treated as a one-off workshop or isolated professional development requirement. Instead, it is positioned as a core, foundational element that underpins all K–12 priorities, beginning in every early childhood program. By embedding implicit bias awareness and culturally responsive practices across all levels of the system, NYCPS ensures that educators, leaders, and staff have the mindset and skills necessary to recognize inequities, disrupt harmful patterns, and make decisions that advance academic success for every student
  - a. **Outcome:** By 2027, increase the number of teachers who receive professional learning in implicit bias and culturally relevant pedagogy
  - b. **Strategies:**
    - Reinvest in hiring a team of skilled trainers to staff an Access and Equity Team to develop and facilitate a multi-part professional learning series on implicit bias
    - Invest in training Department of Early Childhood Education assigned leadership coaches and social workers to support these efforts at the individual program level and effectively provide strength-based feedback
    - Develop support and training in schools to implement culturally responsive and sustaining materials
  - c. **Indicators:**
    - Percent of leadership coaches and social workers who have completed a multi-part professional learning series on implicit bias
    - Percent of early childhood program leaders who have completed a multi-part professional learning series on implicit bias
    - Percent of program leaders who have participated in a pilot program to facilitate this content with their larger team and provide feedback
    - Percent of schools using Hidden Voices and Black Studies curriculum
  
3. **Goal:** Address the disproportionate placement of Black boys with disabilities in District 75 schools during the kindergarten Individualized Education Program (IEP) process
  - a. **Outcome:** Reduce the percentage of Black boys with disabilities placed in District 75 schools as they enter kindergarten.
  - b. **Strategies:**
    - Enhance district-level monitoring and accountability structures to track referral and placement data, allowing for ongoing assessment and adjustment of practices with a particular focus on the kindergarten IEP process

- Deepen training for educators in implicit bias and culturally competent assessment practices to ensure fair referral processes and culturally responsive behavioral supports
  - Engage families and communities in the referral process to ensure transparency and cultural relevance
  - Devote more resources toward the multi-tiered system of supports (MTSS) while ensuring that all classrooms are universally designed
- c. **Indicators:**
- Percent of Black boys in NYCPS referred to special education
  - Percent of Black boys with disabilities placed in District 75 schools
  - Percent of Black boys in NYCPS receiving support services within general education settings in their home-zoned schools

## Medium-Term

1. **Goal:** Integrate a commitment to holistic child development, responsive caregiving, and supportive high-quality environments in all NYCPS' education settings to support the social and emotional development of students and reduce inappropriate disciplinary measures that disproportionately impact students of color
  - a. **Outcome:** By 2028, increase schools that have access to training and materials to implement culturally responsive classrooms and support students' social-emotional growth, including culturally responsive curriculum, restorative practices, and more.
  - b. **Strategies:**
    - Offer Pyramid Model training for early childhood program leaders and staff across all NYCPS early care and education settings
    - Provide additional support to early childhood program staff, such as practice-based coaching, with an emphasis on equity and culturally sustaining practices to ensure successful implementation
    - Use Pyramid Model tools (TPOT and TPITOS) to assess implementation of Pyramid Model practices and social-emotional screening tools (ASQ-SE-2) to assess the impact of early childhood teaching team practices on child development
    - For elementary, middle, and high schools, track incident reporting data and analyze trends related to allegations of discrimination, harsh discipline, truncated schedules, suspensions, and expulsions across racial groups
    - Ensure that curriculum and materials are reflective of the diversity of the families and communities served in NYC
    - Offer high-quality, ongoing professional learning opportunities to support teaching teams with curriculum implementation
    - Develop collaborative, strength-based partnerships with families to increase family engagement so that all families are valued members of the school/program community and see themselves reflected in the curriculum

- Develop data systems to review and identify student-level achievement gaps across racial groups and program types

c. **Indicators:**

- Percent of early childhood leadership coaches (LCs), social workers (SWs), and instructional coordinators (ICs) who have become master cadre teachers and will have completed Pyramid Model Equity Coaching training
- Percent of the Implicit Bias pilot group who use data collection to report how Pyramid Model training has impacted their practices
- Percent of early childhood programs that have received both hard and digital copies of the curriculum translated into at least four of the nine NYCPS languages
- Percent of early childhood LCs, ICs, and SWs who offer ongoing professional learning to support curriculum implementation, offering trainings in other languages to meet the needs of early childhood educators
- Percent of early childhood programs surveyed to ensure the curriculum meets the needs of their communities
- Percent of schools utilizing Hidden Voices and the Black Studies Curriculum
- Percent of teachers trained in culturally responsive and sustaining practices, including culturally responsive curriculum implementation and restorative practices

2. **Goal:** Ensure that students with disabilities are able to attend school in their local communities by providing the necessary supports in their zoned district schools, with a particular focus on disparities that result in Black boys being almost 3 times more likely than Black girls to be placed in District 75 schools

a. **Outcome:** By 2028, achieve a 75 percent reduction in the number of Black boys bused to District 75 schools.

b. **Strategies:**

- Create pathways for students to transition back to their district schools
- Expand specialized programs to include seats in every district

c. **Indicators:**

- Demographics of students by race and gender attending District 75 schools outside their local communities
- Percentages of students by race and gender originally in District 75 schools who are now enrolled in local schools offering inclusive education
- Number of new specialized programs that provide high quality and intensive inclusive opportunities

3. **Goal:** Disrupt historical inequities in college and career success by ensuring that all students graduate with a pathway to a rewarding career and long-term economic security

- a. **Outcome:** By 2030, ensure that 100 percent of NYC Public School graduates have foundational skills for career readiness, computer science, and financial literacy, as well as a plan to gain early college credits and/or career credentials.
  - b. **Strategies:**
    - Scale 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
    - Increase the number of apprenticeships and internships available through FutureReadyNYC, Career Readiness, and Modern Youth Apprenticeships
  - c. **Indicators:**
    - Percent of high schoolers with paid work-based learning experience such as internships or apprenticeships in a high-growth, high opportunity field
    - Percent of students who have received 1:1 advising across grades 9-12, including Individualized Progress Reviews
    - Percent of students completing courses in financial literacy, career readiness, and digital fluency skills
    - Percent of students with access to early college credit opportunities
    - Percent of students enrolled in market-aligned pathways
4. **Goal:** Refine financial management systems and operational infrastructure that house M/WBE information to allow employees to more efficiently work with M/WBE vendors while continuing to implement and evaluate M/WBE utilization goals going forward to ensure they are consistent with federal, state, and local law
- a. **Outcome:** By the end of 2026, 85% of NYCPS Small Businesses that are M/WBE vendors certified by the City (SBS) will be incorporated into the Customer Relationship Management (CRM) tool.
  - b. **Strategies:**
    - Work with consultants to develop the Customer Relationship Management (CRM) tool that will support tracking, analyzing, storing, and organizing small businesses by M/WBE status, engagement, and communication with NYC Public Schools
    - Improve timely payments for M/WBE and all vendors by pursuing changes in the Polaris Invoicing System to streamline the payment and invoicing process, as well as providing support in troubleshooting challenges
  - c. **Indicators:**
    - Number of M/WBE vendors receiving purchase orders and contract awards within a fiscal year

## Long-Term

1. **Goal:** Close achievement gaps and racial disparities in literacy, numeracy, and social-emotional development to strengthen student outcomes and career pathways
  - a. **Outcome:** By 2029, all students in K-8 will be using high leverage literacy and numeracy practices and by 2034, offer 100 percent universal childcare and implement high-quality responsive environments in all early childhood programs.
  - b. **Strategies:**
    - Implement an evidence-based curriculum and authentic assessment systems that are culturally responsive, embrace children’s uniqueness, and offer differentiated instructional supports
    - Use data systems to differentiate supports based on student-level achievement gaps across racial groups and program types
    - Assess implementation of high-quality, evidence-based curriculum
    - Assess implementation of the Pyramid Model framework
    - Advocate at the federal, state, and local level for additional funding that will allow for universal childcare and create pay equity across all settings, in order to improve staff retention while reducing disparities in staffing among community-based organizations (which are often understaffed and have greater turnover)
    - Provide professional learning and support in all K-8 schools on how to use multi-tiered systems of support to address literacy and numeracy gaps
    - Provide training for all K-8 schools in how to review assessment data to identify students who need support
  - c. **Indicators:**
    - Percent increase in family engagement, two-way communication, and collaboration with families
    - Percent decrease in racial disparities with respect to achievement gaps for children entering kindergarten
    - Decrease the racial disparities in the number of students scoring in the lowest level in New York State math and ELA exams.
    - Decrease racial disparities in proficiency in New York State math and ELA exams.
2. **Goal:** Prioritize literacy and reading instruction for elementary school students with a focus on addressing racial disparities in reading proficiency so that all students are confident readers
  - a. **Outcome:** By 2035, 100 percent of students in grades 3-5 demonstrate English Language Arts (ELA) proficiency.
  - b. **Strategies:**
    - As part of NYC Reads, require all early childhood education classrooms to adopt the Creative Curriculum

- As part of NYC Reads, require all districts to choose one of three pre-approved phonics-based curriculums for their K-5 schools
  - Shift instruction through the implementation of high-quality instructional materials
  - Provide teachers and leaders with professional learning and job-embedded support
  - Build coherence system-wide across core curriculums, supplemental curriculums, interventions, and assessments
- c. **Indicators:**
- Percent of students in grades 3-5 achieving ELA proficiency overall and by race
  - Percent of K-5 classroom teachers who have attended NYC Reads curriculum training
  - Percent of community school districts that have adopted NYC Reads
  - Percent of classrooms visited that are using the curriculum
  - Percent of teachers who perceive increased rigor in grades K-5
  - Percent of parents who perceive child's progress in reading
  - Percent of school leaders satisfied with NYC Reads coaching with respect to its impact on quality of instruction
  - Percent of teachers satisfied with NYC Reads coaching with respect to its impact on quality of instruction
3. **Goal:** Achieve structural reform to ensure all NYC Public Schools are fully inclusive, ensuring equity in budgeting and service delivery by 2034
- a. **Outcome:** By 2034, 100% of students with IEPs will have access to high quality services that meet their needs close to home.
- b. **Strategies:**
- Reimagine general education to be more inclusive, reducing the need for separate special education services
  - Invest in support interventions within general education and innovative special education programs with strong outcomes
  - Evaluate the funding formula's consideration of racial and socioeconomic factors, with an emphasis on long-term investment and continuous evaluation to adapt to changing needs and new research
  - Expand specialized programs throughout NYCPS
- c. **Indicators:**
- Increased academic and graduation outcomes for students with and without IEPs
  - Percent of students who are successful in general education with appropriate academic and behavioral supports
  - Number of students who attend school close to home

4. **Goal:** NYCPS has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Create M/WBE mentorship programs to support and build the capacity of those vendors by industry: facilities, transportation, food, educational resources, professional development, etc.
    - Develop an Opportunity Advisory Council
    - Build vendor and employee relationships through intentional, structured matchmaking, including pitch sessions for large, contracted opportunities
    - Devise and refine sets of policies that synthesize M/WBE into all procurement programs and Panel for Educational Policy activities, integrating the M/WBEs as active participants in all business processes, workflows, and systems
    - Develop and implement pre-qualified lists (PQLs) in NYC Public Schools procurement
    - Launch the “Get the Word Out” campaign to increase vendor participation in trainings and in pre-bid/proposal conferences
  - c. **Indicators:**
    - Percent of all contracts to M/WBE vendors
    - Number of M/WBE contracts disaggregated by race
    - Number of M/WBE Small Purchase Contracts disaggregated by race
    - Dollar amount awarded to M/WBE contractors disaggregated by race

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning and implementation when creating new or reviewing existing rules, legislation, budgets and programs.
- #15: Close the racial, gender identify, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- **Division of Early Childhood (DECE):** During the 2025-26 school year, seven FCC Networks have engaged in ongoing Pyramid Model trainings and some of them have begun training their FCC providers in addition to their network staff. Two FCC Networks have begun training CBO leaders as well. Pre-K Centers in

Districts 2 and 20 are continuing to train leaders and staff members. District 9, 24, and 27 Pre-K centers are in the process of training leaders and staff. Several other district Pre-K centers have expressed interest in the trainings. The DECE continues to host information sessions on program-wide implementation of the Pyramid Model trainings to connect programs with NYS training and coaching resources. In addition, the DECE Inclusion Support Team uses the Pyramid Model as a framework for Multi-Tiered Systems of Support to build capacity for inclusive practices. They have also offered citywide training on the pre-referral process to reduce bias and reduce over-referrals for special education evaluations.

- **NYC Reads:** Implemented high quality instructional materials (HQIM) in elementary schools citywide (800+) and 102 middle schools. We are implementing a Multi-Tiered System of Supports to ensure students receive appropriate and targeted interventions to support their reading growth. We are also providing intensive coaching and professional development to educators.
- **Special Education:** In School Year 2024, the Autism Program Expansion Pilot has reduced District 75 placements by 50 percent and increased local program availability in three districts. These programs support students with autism close to home, enabling them to learn alongside peers in inclusive environments. Ninety-five (95) percent of students in these programs graduate in four-years -- far outpacing their peers without disabilities.
- **Pathways:** In School Year 2024-25, approximately 15,000 students and 135 schools participated in labor-market-aligned pathways via FutureReadyNYC in fields including healthcare, technology, business, education, human and social services, and HVAC/decarbonization. These students received career-connected instruction, early college credit associated with a career of interest, financial literacy, paid work-based learning, and support to build a strong plan for their future. In School Year 2024-25, students at FutureReadyNYC high schools had higher percentages than citywide averages for Black (+4%) and Hispanic students (+6%), as well as multilingual learners (+1%) and students with high economic needs (+7%).

Finally, in September 2026, we also launching a Bronx STEAM Center in partnership with healthcare and community partners that primarily serves students from Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods.

# Economy



Events

# Economy

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

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

## Disparities in Employment and Benefits

The history of labor exploitation in the United States, including the enslavement of African people from whom trillions of dollars in unpaid labor were extracted, followed by Jim Crow laws that restricted Black workers to specific occupations, has created deep-rooted inequities in economic opportunity.<sup>23</sup> Even transformative worker-protection legislation like the New Deal deliberately excluded occupations predominantly held by Black individuals, such as domestic and agricultural work, from crucial wage and labor protections.

These historical injustices laid the foundation for persistent racial disparities in employment, wages, benefits, and wealth accumulation that we see today. Black workers continue to face systematically higher unemployment rates than white workers, with Black women in particular experiencing some of the highest rates of workplace discrimination and wage inequality.<sup>24</sup> This burden is especially significant given that 84 percent of Black mothers serve as primary breadwinners for their families.<sup>25</sup> Hispanic and Asian American workers also face substantial wage gaps and barriers to advancement, while immigrant workers are disproportionately vulnerable to workplace exploitation and wage theft.

### **Spotlight: Innovation Industries**

Black, Indigenous, and People of Color (BIPOC) communities are underrepresented in innovation industries, including life sciences, technology, and the green economy (i.e., the jobs and activities that reduce emissions and protect against climate change), among others. For example, in 2022 BIPOC workers made up 60 percent of the total NYC workforce but represented less than half of the tech sector (48 percent).<sup>26</sup> Black and Hispanic workers are particularly underrepresented in the tech sector, with Hispanic workers making up 13 percent and Black workers 10 percent of the sector, compared to 52 percent for white workers.

### **Spotlight: Entertainment and Media Industries**

In the entertainment and media industries, systemic racism continues to shape both representation and opportunities. People of color remain underrepresented in entry-

level and leadership roles both on-screen and behind the scenes, comprising only 17 percent of theatrical film directors and 12 percent of film writers, according to the 2023 Hollywood Diversity Report.<sup>27</sup> On-screen representation is similarly limited, with Asians and Pacific Islanders comprising just 5.9 percent of characters in popular films from 2007 to 2019.<sup>28</sup> Similarly, Latinos account for only 4 to 7 percent of onscreen talent in U.S. television and streaming, according to a 2024 report by McKinsey & Company<sup>29</sup>, and Native Americans were nearly invisible in top-grossing films from 2007 to 2022.<sup>30</sup> In theatre, Black actors made up just 1 percent of off-stage talent on Broadway, according to the Black Theatre Coalition.<sup>31</sup>

In the music industry, according to a 2021 report by USC Annenberg, only 13.9 percent of executives at 70 major and independent companies were people of color<sup>32</sup>, and, according to a 2024 USC Annenberg report, in 2023 only six women of color were producers.<sup>33</sup> The inequalities in representation extend to the gaming industry; of the respondents to a 2023 survey from the International Game Developers Association, 79 percent were white, which suggests a very large racial gap.<sup>34</sup> In journalism, a 2023 Pew Research study found that 76 percent of all reporting journalists are white, while only 8 percent are Hispanic, 6 percent are Black, and 3 percent are Asian.<sup>35</sup>

These disparities not only harm individuals but also contribute to stereotypical and harmful depictions of people of color in entertainment. For example, the underrepresentation in journalism shapes how stories are told, and 63 percent of Black people say news about Black people is more negative than news about other groups.<sup>36</sup> The digital divide also limits access to critical information with 35 percent of Black households and 36 percent of Hispanic households lacking broadband access in New York City, according to the U.S. Census American Community Survey 2020 Five-year PUMS data. With less access to information, as well as financing, mentorship, networking, and training, people of color have limited opportunities for growth in the entertainment industry.

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

## Obstacles to Small Business Ownership, Entrepreneurship, and Partnership Opportunities

These barriers have also hindered those in historically underserved communities from accessing opportunities for economic growth, such as support for small businesses, entrepreneurship, manufacturing, and City contracting. NYC has one of the strongest small business ecosystems in the world, with over 200,000 small businesses employing more than half of the City's private sector workforce. Small business owners strengthen the City's economy, create jobs in the communities they serve, and reflect the diverse population that makes up NYC.

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

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

However, small business owners of color encounter significant obstacles in establishing and growing their enterprises, including limited access to capital, higher denial rates for business loans, and complex regulatory requirements that can be particularly burdensome for immigrant entrepreneurs who speak a language other than English. Moreover, despite Black New Yorkers making up 22 percent of NYC's population, only 3.5 percent of businesses are owned by Black entrepreneurs and BIPOC entrepreneurs are still largely concentrated in lower-wage sectors (e.g., health care, social assistance, and education).<sup>37</sup>

### **Spotlight: Manufacturing Sector**

Within the manufacturing sector, Black-owned and Hispanic-owned manufacturers only account for a small percentage (0.5 percent and 0.8 percent respectively) of supply

chains supported by three key pieces of federal legislation enacted in 2021 and 2022: the Infrastructure Investment and Jobs Act (IIJA), CHIPS and Science Act (CHIPS Act), and Inflation Reduction Act (IRA).

While the City has made efforts to streamline procurement processes and make it easier to do business with the City, many providers, particularly small businesses and M/WBEs, continue to face challenges navigating the procurement process. Delays at various stages can create cash-flow pressures for smaller providers and affect their ability to sustain operations and pursue growth. Continued efforts to improve efficiency, transparency, and provider experience remain important to ensuring that City contracting works effectively for all participants.

### **Spotlight: Partnerships with Arts and Culture Organizations**

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

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

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

## Unified Commitment

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

# Brooklyn Navy Yard Development Corporation

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## Mission and Commitment

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

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

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

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

## Racial Equity Goals

### Short-Term

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

## Medium-Term

1. **Goal:** Support M/WBE participation in agency procurements while continuing to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Collaborate with SBS to support outreach and engagement with certified M/WBE vendors in connection with BNYDC procurements
    - Utilize procurement tools that facilitate participation by certified M/WBE vendors in agency contracting opportunities
  - c. **Indicators:**
    - Number of M/WBE vendors responding to BNYDC procurements
  
2. **Goal:** Increase the number of first-generation college students from local New York City Housing Authority (NYCHA) developments participating in workforce and education programs, to support elimination of disparities in employment and education
  - a. **Outcome:** By 2028, increase the number of first-generation college students from local NYCHA developments participation in workforce and/or education programs by 20%.
  - b. **Strategies:**
    - Initiate targeted outreach to the four surrounding NYCHA developments and local school partners to increase the youth and community resident engagement at BNYDC events and public programs
  - c. **Indicators:**
    - Number of first-generation college students from local NYCHA developments participating in workforce and education programs

## Long-Term

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

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

c. **Indicators:**

- Tenant data, disaggregated by identity of owners; analyzed with job density, job creation, and other mission-aligned metrics

## Draft Community Equity Priority Referenced

- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- In March 2024, BNYDC announced that it signed a lease with AYO Labs for a new \$25 million state-of-the-art manufacturing, incubator, and accelerator facility focused on helping health and beauty businesses launch and grow in New York City.
- As part of New York City's Climate Week in September 2024, the Brooklyn Navy Yard partnered with the Eunoia Group on the *Bold Eco Solutions: Diverse Minds Forum at Climate Week*. With the aim to address the disparities for visibility and funding for entrepreneurs in the climate space, this event convened a panel of industry influencers to explore how technologies and strategies led by diverse leaders are redefining and expanding the landscape of climate technology. The audience was filled with investors, innovators and ecosystem builders primed to learn from industry experts and to delve into a transformative discussion. The event closed with a robust networking session with 60+ attendees.
- In September 2024, the Brooklyn Navy Yard hosted its first-ever Green Skills Summit, bringing together workforce development leaders to shape the future of green-collar jobs training, including increasing access to job opportunities for underrepresented groups in the tech and innovation sectors. The event included 150 attendees representing 40+ different organizations and featured a diverse set of speakers addressing talent development and training issues in renewable

wind power, electrification, and building decarbonization. This summit was designed to support the City's commitment of building NYC's green-collar workforce to 400,000 employees by 2040 and connecting New Yorkers to family-sustaining jobs through the industries that help combat climate change.

# Department of Consumer and Worker Protection

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## Mission and Commitment

The NYC Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to create thriving communities.

DCWP is the nation's leading municipal enforcement agency charged with delivering economic justice. DCWP leverages its authority to bring New Yorkers real economic relief and protect them from predatory, deceptive, and unfair practices that violate their consumer and workers' rights. This includes pioneering cutting-edge protections, such as the City's Consumer Protection Law, Protected Time Off Law, Fair Workweek Law, and Delivery Worker Laws, including the Minimum Pay Rate for delivery workers.

Through licensing more than 45,000 businesses in over 45 industries, DCWP ensures fair competition and a level playing field for responsible small businesses that are integral to New York City's vibrant communities. DCWP also provides essential services, such as free tax preparation and financial counseling to ensure New Yorkers keep more of what they earn and can plan for their futures. DCWP is committed to making sure New York City is a fairer, more affordable place to live.

DCWP embraces our role in advancing economic justice through our work in consumer protection, worker rights, licensing and business support, and financial empowerment. We recognize the challenges ahead, including resource constraints, evolving economic conditions, and the need to build trust with communities that have historically been underserved by government institutions. Despite these challenges, we remain committed to centering racial equity in our community education and direct services to ensure that all New Yorkers, particularly those from historically marginalized communities, can access economic opportunity and protection under the law.

## Racial Equity Goals

### Short-Term

1. **Goal:** Expand financial empowerment resources to youth under 18 to build generational wealth and economic stability
  - a. **Outcome:** By the end of 2026, establish comprehensive youth financial empowerment and consumer protection programming reaching students and their families across NYC, with a focus on the Taskforce on Racial Inclusion and Equity (TRIE) neighborhoods.
  - b. **Strategies:**

- Develop age-appropriate financial empowerment interventions for youth under 18, including foundational financial concepts, consumer protection concepts, and experience with banking
  - Partner with schools and youth programs to deliver financial empowerment education
  - Create targeted programs to reduce Summer Youth Employment (SYEP) participants' reliance on non-bank fintech for direct deposit
  - Collaborate with financial institutions to increase youth banking access to safe and affordable financial products
- c. **Indicators:**
- Number of youth (ages 16-18) with bank accounts
  - Number of SYEP participants using non-bank fintech
  - Number of students receiving financial empowerment education
  - Number of families participating in financial education workshops
  - Number of schools/programs participating in financial literacy and consumer protection initiatives
2. **Goal:** Enhance access to medical debt relief and financial counseling for New Yorkers
- a. **Outcome:** By the end of 2026, establish Financial Empowerment Centers at key H+H locations and provide medical debt financial counseling at all NYC Financial Empowerment Centers.
- b. **Strategies:**
- Train and place financial counselors at H+H locations
  - Develop specialized counseling protocols for medical debt
  - Create partnerships with healthcare providers for referrals
- c. **Indicators:**
- Number of New Yorkers served through NYC Financial Empowerment Centers citing medical debt as a presenting issue
  - Number of financial counselors trained in medical debt counseling
  - Number of successful referrals from healthcare providers

## Medium-Term

1. **Goal:** Streamline business licensing processes to reduce barriers for small business owners
- a. **Outcome:** By 2028, reform licensing requirements including removal of unnecessary fingerprinting requirements while maintaining consumer protections.
- b. **Strategies:**
- Review and propose revisions to current licensing requirements
  - Work with City Council to eliminate unnecessary fingerprinting requirements

- Create streamlined application processes centering the needs of our regulated community
  - Develop clear guidance materials in multiple languages
- c. **Indicators:**
- Number of requirements eliminated or simplified
2. **Goal:** Expand participation in NYC Free Tax Prep program to increase access to tax credits and refunds for low-income communities
- a. **Outcome:** By 2028, increase the number of Earned Income Tax Credit (EITC)-eligible New Yorkers served through NYC Free Tax Prep by 25%.
- b. **Strategies:**
- Expand or strengthen service locations in underserved communities
  - Enhance outreach about available tax credits
  - Continue to develop and expand specialized services for self-employed filers
  - Partner with community organizations for referrals
- c. **Indicators:**
- Number of tax returns filed through program
  - Dollar amount saved in tax preparation fees
  - Estimated dollar amount of tax credits claimed
  - Number of self-employed filers served

## Long-Term

1. **Goal:** Reduce the rate of unbanked and underbanked New Yorkers to build financial stability
- a. **Outcome:** By 2034, reduce the number of unbanked and underbanked New York households from 9% across all communities.
- b. **Strategies:**
- Expand Financial Empowerment Centers' reach
  - Create targeted programs for communities with high unbanked rates
  - Partner with financial institutions to develop accessible, safe and affordable financial products
  - Enhance outreach and awareness of existing financial counseling services
- c. **Indicators:**
- Percent reduction in unbanked/underbanked rates
  - Number of new NYC Safe Start and Bank On accounts opened
  - Number of clients receiving financial counseling
  - Cumulative savings

2. **Goal:** Support the City workforce’s financial health and address the disproportionate impact of student loan debt by leveraging the Public Service Loan Forgiveness (PSLF) program
  - a. **Outcome:** By 2034, maximize PSLF program participation among 100% of eligible City employees to achieve potential \$3.4 billion in debt relief.
  - b. **Strategies:**
    - Expand access to student loan debt assistance
    - Provide targeted outreach to eligible employees
    - Create support systems for PSLF application process
    - Track and support successful loan forgiveness completion
  - c. **Indicators:**
    - Percent of eligible employees enrolled in PSLF
    - Dollar amount of student loan debt relieved
    - Number of employees using free debt relief services
    - Employee retention rates

## Draft Community Equity Priorities Referenced

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- In Fiscal Year 2024, DCWP provided financial counseling to 32 percent more New Yorkers, including 38 percent more first-time clients. Financial counseling helped reduce clients' debt by 15 percent and save 14 percent more than the previous fiscal year.
- In August 2024, DCWP released data highlighting the success of the enhanced “NYC Earned Income Tax Credit” (EITC), which was expanded for the first time in nearly 20 years in 2022.
- In February 2024, DCWP, in partnership with NYC Health + Hospitals, announced free, in-person, and virtual tax preparation services at City public hospitals in various languages as part of NYC Free Tax Prep. In partnership with BronxWorks, Grow Brooklyn, Urban Upbound, and Code for America’s GetYourRefund initiative, free tax preparation is available for New Yorkers who earn \$85,000 or less annually and file as a family, or those who earn \$59,000 or less annually and file as an individual or couple without dependents. Select NYC

Health + Hospitals sites offer support in Spanish, Chinese, and Bengali, and virtual tax preparation is available in Spanish as well.

- In January 2024, the New York City Department of Health and Mental Hygiene (DOHMH) announced a pioneering medical debt relief program, that will invest \$18 million over three years to relieve over \$2 billion in medical debt for hundreds of thousands of working-class New Yorkers. This one-time debt relief program, the largest municipal initiative of its kind in the country, launched in 2024 and is set to run for three years. Affected New Yorkers will be notified that their medical debt has been relieved; there is no application process for this program. Medical debt — the number one cause of bankruptcy in the United States — disproportionately affects uninsured, under-insured, and low-income households, and the city’s program would wipe out debt for up to 500,000 New Yorkers on a one-time basis. Carrying medical debt can undermine financial stability and mobility, as it can affect credit scores and put individuals and families in difficult positions to choose between care and other needed expenses. Black and Latine communities are 50 percent and 35 percent, respectively, more likely to hold medical debt than their white counterparts, and while medical debt may be held by those without insurance, even those with insurance are at risk of carrying medical debt. In collaboration with DOHMH, DCWP is partnering with RIP Medical Debt, a national, New York City-based nonprofit specializing in buying and ultimately wiping out medical debt, to acquire debt portfolios and retiree debt from health care providers and hospitals across New York City.
- In January 2023, DCWP and the New York City Department of Small Business Services (SBS) announced a joint initiative to expand financial counseling services to job seekers. The expansion of DCWP’s one-on-one financial counseling services at SBS’s five main Workforce1 Career Center Hubs in each borough provides a one-stop shop for New Yorkers to access free, professional, and confidential financial counseling, along with job readiness services and connections to workforce development training. DCWP’s Financial Empowerment Centers have served more than 68,000 clients, helping them collectively save more than \$10.5 million and reduce their debt by more than \$90 million since the inception of the program in 2008.

# Department of Cultural Affairs

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## Mission and Commitment

The Department of Cultural Affairs (DCLA) is the largest municipal funder of culture and is committed to providing access to art and culture for all New Yorkers. Among our primary missions is to ensure adequate public funding for nonprofit cultural organizations, both large and small, throughout the five boroughs. DCLA also works to promote and advocate for quality arts programming and to articulate the contribution made by the cultural community to the city's economic vitality. Through our Materials for the Arts program, DCLA provides free supplies for use in arts programs offered by nonprofit groups and NYC public schools.

## Racial Equity Goals

### Short-Term

1. **Goal:** Increase awareness of grant opportunities in racially diverse and historically underserved communities to support access to cultural experiences
  - a. **Outcome:** By the end of 2026, expand DCLA's direct engagement efforts by engaging in at least two community outreach events in historically underserved communities.
  - b. **Strategies:**
    - Work with trusted community leaders or organizations to co-host and/or participate in events and programs likely to attract arts organizations and members of the public
    - Promote events through multiple channels, ensuring the messaging resonates with the residents of the neighborhood
  - c. **Indicators:**
    - Number of community outreach events attended
    - Number of new organizations submitting grant applications
2. **Goal:** Take steps to reduce any unconscious bias in the grantmaking process
  - a. **Outcome:** By the end of 2026, ensure that over 80% of the staff in the DCLA Programs Unit complete unconscious bias training and that external decision-makers (i.e., panelists) involved in the grantmaking process are aware of and encouraged to participate.
  - b. **Strategies:**
    - Offer unconscious bias training resources for panelists
    - Improve training on recognizing and mitigating unconscious bias, which includes workshops on cultural sensitivity, equitable decision-making, and strategies to evaluate applications objectively

c. **Indicators:**

- Percent of DCLA Program Unit staff trained

## Medium-Term

1. **Goal:** Support the capacity-building of cultural organizations led by or serving communities of color

a. **Outcome:** By 2028, support cultural organizations that are led by or serve communities of color in identifying and applying to grant opportunities.

b. **Strategies:**

- Explore capacity building initiatives such as grant writing workshops, leadership development, financial management, and/or other technical assistance, and ensure outreach to encourage participation of cultural organizations that are led by or serve communities of color
- Solicit feedback from cultural organizations to determine if the training opportunities are supporting them in better competing for funding and sustaining their operations

c. **Indicators:**

- Number of cultural organizations engaged in capacity building initiatives
- Number of cultural organizations led by or serving communities of color that apply for CDF support

2. **Goal:** Build diverse grantmaking panels to ensure that the voices of underrepresented groups have meaningful participation in funding decisions

a. **Outcome:** By 2028, increase DCLA's recruitment efforts for panels in TRIE equity neighborhoods.

b. **Strategies:**

- Collaborate with organizations, networks, and leaders from underrepresented communities to identify and recruit diverse panel members, which ensures that recruitment reaches beyond traditional networks and includes individuals with lived experiences that reflect the priorities of marginalized groups

c. **Indicators:**

- Number of recruitment events attended

## Long-Term

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

- a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
- b. **Strategies:**
  - Provide outreach and networking opportunities through workshops and mentorship programs
  - Simplify the application requirements and process to reduce bureaucratic hurdles, and provide strong technical assistance
  - Provide training including workshops on proposal writing and financial management, and explore providing capacity-building grants
- c. **Indicators:**
  - Percent of agency-awarded contracts to M/WBEs, disaggregated by race, ethnicity, and gender

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- **Grantmaking:** Since 2018, we have embarked on a holistic evaluation of our Cultural Development Fund (CDF) award process to introduce a range of new reforms that promote equity. We are committed to increasing access to DCLA's competitive grantmaking process. For example, our minimum funding level increased from \$5,000 to \$10,000, and we introduced multi-year grants to enhance financial stability for our partners. In addition, last year we supported over thirty new organizations and promoted grant opportunities in underserved communities. This initiative strengthens our mission to reach and support organizations in communities that previously received limited funding.
- **Capital Spending:** We are committed to leveraging our capital spending to preserve, renovate, and celebrate arts and cultural spaces to ensure that all New Yorkers can see their stories represented in our cultural sector. On March 28, 2024, we [announced](#) in collaboration with the Department of Design and Construction (DDC), a \$24.1 million City-funded renovation project for the Nuyorican Poets Cafe on Manhattan's Lower East Side. This is a commitment to

preserving the legacy of the Puerto Rican diaspora and African American culture while strengthening the community bonds of the vibrant Lower East Side neighborhood. On October 3, 2024, we also [announced](#) in partnership with DDC, a \$3.9 million restoration project for the historic Hunterfly Road Houses in the Weeksville Heritage Center in Brooklyn, which educates and preserves the history of Weeksville, one of the largest pre-Civil War free Black communities in the United States.

# Department of Small Business Services

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## Mission and Commitment

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

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

To achieve our mission, creating economic security for all New Yorkers, SBS places a strong emphasis on tailoring employment and business services for low-to-moderate income (LMI) individuals and underserved small businesses.

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Expand agency programmatic focus on connecting underserved businesses to capital
  - a. **Outcome:** By the end of 2026, launch at least two new programs that focus on capital access for underserved businesses.
  - b. **Strategies:**
    - Increase awareness and usage of Funds Finder tool and add additional local Community Development Financial Institution (CDFI) partners

- In partnership with the NYC Economic Development Corporation (EDC), launch NYC Future Fund and Cannabis NYC Loan Fund programs to provide access to capital to underserved small businesses that historically had difficulty demonstrating creditworthiness in traditional lending screens
- c. **Indicators:**
- Number of new capital access programs launched that are focused on underserved businesses
  - Percent of financial awards to underserved businesses
2. **Goal:** Expand the Jobs NYC initiative through a community-centered approach
- a. **Outcome:** By the end of 2026, partner with five Community-Based Organizations (CBOs) to co-develop hiring halls that serve targeted populations and priority growth sectors.
- b. **Strategies:**
- Increase community-based engagement with jobseekers to understand gaps in experience and other challenges in finding employment
  - Host hiring events in designated Jobs NYC zip codes
- c. **Indicators:**
- Number of Jobs NYC events conducted
  - Number of direct services delivered through Jobs NYC
3. **Goal:** Build an alternative recruitment pipeline for SBS talent
- a. **Outcome:** By the end of 2026, establish at least five working relationships with institutions of higher learning in order to build a pipeline of candidates to consider employment at SBS.
- b. **Strategies:**
- Host interns from local institutions that serve a diverse student body, including The City University of New York (CUNY), Historically Black Colleges and Universities (HBCUs), and Hispanic Serving Institutions (HSIs)
  - Increase recruitment and outreach efforts targeting local institutions that serve a diverse student body, including CUNY, HBCUs, and HSIs
- c. **Indicators:**
- Number of interns hosted from local institutions that serve a diverse student body, including CUNY, HBCUs, and HSIs
  - Number of local institutions that serve a diverse student body, including CUNY, HBCUs, and HSIs

## Medium-Term

1. **Goal:** Expand access to financial assistance for underserved businesses to address historical disparities in financing and growth opportunities
  - a. **Outcome:** By 2028, offer 4,000 financial consultations to underserved businesses.
  - b. **Strategies:**
    - Conduct research to identify financial challenges among underserved businesses
    - Expand notification of capital access opportunities, partnering with local CBOs and community development financial institutions
  - c. **Indicators:**
    - Number of financial consultations with underserved businesses
  
2. **Goal:** Connect individuals from economically disadvantaged communities facing high unemployment to quality workforce services through the Jobs NYC initiative
  - a. **Outcome:** By 2028, register 5,000 jobseekers from disadvantaged communities into the Workforce 1 hiring system.
  - b. **Strategies:**
    - Leverage hiring halls in disadvantaged communities to engage jobseekers
    - Tailor engagement to meet the needs of individual communities to increase registration and connect individuals to jobs and trainings
  - c. **Indicators:**
    - Number of New Yorkers from target communities registered into the Workforce1 system
    - Percent of target communities engaged
  
3. **Goal:** Address racial and gender wealth gaps/disparities and historical harm from cannabis prohibition through entrepreneurship
  - a. **Outcome:** By 2028, assist 1,000 new businesses in starting a cannabis business and in receiving paid industry employment, ensuring concerted efforts have been made to engage justice-involved individuals and those from underserved communities.
  - b. **Strategies:**
    - Provide no-cost support for entrepreneurs and jobseekers looking to enter the cannabis market
    - Equip entrepreneurs and jobseekers with the tools and education they require to succeed in the cannabis industry
    - Leverage additional, non-cannabis specific programming for emerging small businesses
  - c. **Indicators:**

- New Yorkers assisted in entering or navigating the cannabis market

## Long-Term

1. **Goal:** Expand efforts to notify small businesses and M/WBEs about agency solicitations and contracts
  - a. **Outcome:** By 2034, achieve an increase in engagement with underutilized firms.
  - b. **Strategies:**
    - Provide capacity-building services to M/WBEs and EBEs; as necessary, SBS will tailor programs and solutions based on the needs of such firms to small businesses
    - Analyze the sectors where sizable procurements are anticipated
  - c. **Indicators:**
    - Number of New Yorkers engaged about agency solicitations and contracts
    - Number of businesses awarded city contracts
    - Number of M/WBEs awarded city contracts

## Draft Community Equity Priorities Referenced

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- In 2025, three out of every four M/WBEs awarded City contracts had first received procurement and capacity building assistance from SBS.
- Between January 2023 and January 2024, SBS and partners supported 1,046 businesses through the NYC Small Business Opportunity Fund, with loans totaling more than \$85 million in affordable low-interest capital.
- Since 2023, SBS expanded services for people with disabilities and connected New Yorkers with disabilities to over 1,350 jobs.
- Since 2022, SBS and LinkNYC have provided eligible businesses with free marketing and promotion through the LinkLocal program.

# Economic Development Corporation

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## Mission and Commitment

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

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

## Racial Equity Goals

### Short-Term

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

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

- c. Indicators:**
      - Number of M/WBEs served by M/WBE capacity building programs
      - Percent and Dollars of contract amounts awarded to M/WBE firms
      - Percent and Dollars of contract amounts awarded disaggregated by race, ethnicity, and gender
2. **Goal:** Expand access to career pipelines that lead to long-term economic mobility for underserved communities
  - a. **Outcome:** By the end of 2026, establish economic mobility networks in priority neighborhoods.
  - b. **Strategies:**
    - Invest approximately \$2 million to create an economic mobility network – a coalition of workforce providers that will create programs tailored to the unique needs of the neighborhood
    - Pilot locations for the economic mobility network will include Sunset Park and Hunts Point
  - c. **Indicators:**
    - Number of economic mobility networks established in priority neighborhoods
    - Number of workforce programs launched by the economic mobility networks
    - Number of individuals receiving training from and/or job placement through economic mobility networks
    - Demographics of individuals receiving training from and/or job placement through economic mobility networks by race and ethnicity
3. **Goal:** Build a diverse NYCEDC workforce through equitable recruitment, hiring, and retention practices
  - a. **Outcome:** By the end of 2026, ensure that 100% of hiring managers have completed the interview training sessions, develop partnerships with at least two institutions to increase diverse representation of interns and fellows placed across departments, evaluate the current mentorship program, and continue to build Employee Resource Group programming.
  - b. **Strategies:**
    - Establish equitable interviewing practices and offer equitable interview training sessions twice a year for all hiring managers to ensure fair, consistent, and equitable approaches to interviewing
    - Identify and develop new pipeline partnerships with targeted institutions, foundations, and local schools, to strengthen

recruitment of interns and fellows from underrepresented communities based on agency disparity analysis

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

c. **Indicators:**

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

## Medium-Term

1. **Goal:** Expand NYCEDC's financial investment into economic mobility strategies to support disadvantaged New York City communities and reduce income and wealth disparities
  - a. **Outcome:** By 2028, increase total investment into economic mobility (entrepreneurship and workforce development) programs to \$7 million to reduce income and wealth disparities in priority neighborhoods.
  - b. **Strategies:**
    - Produce an internal needs assessment for economic mobility programs and present to leadership to inform budget allocation requests
  - c. **Indicators:**
    - Amount of NYCEDC budget allocated to economic mobility programs
2. **Goal:** Increase exposure to career opportunities for New Yorkers within NYCEDC's innovation industries (i.e., life sciences, technology, and green economy)
  - a. **Outcome:** By 2028, increase diverse representation within 100% of NYCEDC's innovation industries workforce programs.
  - b. **Strategies:**

- Standardize reporting and stakeholder requirements for all operators of NYCEDC innovation industries workforce programs to maximize participation from underrepresented backgrounds based on agency disparity analysis
- c. **Indicators:**
- Percent of New Yorkers participating in NYCEDC innovation industries workforce programs, disaggregated by race, ethnicity, and gender
3. **Goal:** Establish a measurement and evaluation data infrastructure system that allows NYCEDC to continuously monitor and evaluate NYCEDC’s impact and performance
- a. **Outcome** By 2028, ensure that 100% of applicable divisions build data pipelines that assess internal and external equity, and submit department level equity data annually.
- b. **Strategies:**
- Establish an internal data infrastructure that centralizes and collects the Corporation’s data disaggregated by race, ethnicity, and zip code, at both the department level and companywide
  - Leverage NYCEDC’s existing measurement and evaluation infrastructure to inform NYCEDC’s leadership’s decision-making on budget allocation and program operations
- c. **Indicator:**
- Percent of departments that have submitted equity metrics
4. **Goal:** Evaluate and strengthen NYCEDC’s employee benefits programs to ensure equitable access, remove barriers to utilization, and support internal economic mobility across all employee groups.
- a. **Outcome:** By 2028, ensure that 100% of NYCEDC employee benefits programs are evaluated for equity and accessibility, and implement improvements.
- b. **Strategies:**
- Conduct a comprehensive equity and accessibility audit of all NYCEDC employee benefits, including medical, financial, wellness, and leave programs, and develop a report with recommendations and prioritized improvements to increase utilization.
- c. **Indicators:**
- Percentage of benefits programs evaluated for equity and accessibility

- Conduct a benchmark study on affordability based on regional market plans within similar organizations.
5. **Goal:** Expand and enhance NYCEDC’s apprenticeship, internship, and fellowship programs to increase access to workforce opportunities for New Yorkers, strengthen employment readiness, and support long-term financial mobility and career advancement.
- a. **Outcome:** By 2028, expand NYCEDC’s workforce development portfolio by launching at least one new apprenticeship, Returnship, or similar program that increases access to high-quality career opportunities for New Yorkers.
  - b. **Strategies:**
    - Implement an expansion plan for NYCEDC’s pipeline programs, including new partnerships with education and workforce organizations across NYC communities, to strengthen economic mobility and long-term career opportunities for New Yorkers
  - c. **Indicators:**
    - Number of participants who move through the pipeline to full-time positions
    - Post-program employment in NYC or career advancement rate (within 6–12 months)

## Long-Term

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

- Percent of positions whose salaries are at pay parity compared to counterparts
- Percent of positions that received salary adjustments

## Draft Community Equity Priorities Referenced

- #5: Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not limited to health care, housing, education, policing, criminal justice, employment, and social service.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

### Organizational Wins

- **Equity & Community Impact Division:** In 2022, NYCEDC created a new division, Equity & Community Impact, to ensure the Corporation advances equity across its projects and contracting activities by providing technical assistance, measurement and evaluation, strategy, and stakeholder engagement.
- **Diversity, Inclusion & Learning Department:** In 2022, NYCEDC created a new department, Diversity, Inclusion & Learning to advance equitable programming and career development while ensuring equity across organizational policies and employee metrics and reporting.
- **Future Innovators in Real Estate (FIRE) Fellowship Program:** Launched by NYCEDC in 2023, this paid 16-month program prepares CUNY and SUNY graduates for careers in real estate development. In FY26, NYCEDC began its second FIRE Fellows cohort and placed all four inaugural fellows in full-time roles. By FY25, 73 percent of NYCEDC interns were BIPOC, and in 2025, all four FIRE Fellows, along with six other program participants, secured full-time positions at NYCEDC.
- **Housing and Planning Fellowship:** Launched in 2021 by NYCEDC in partnership with DCP, HDC, and HPD, this two-year rotational program develops diverse planning talent by offering hands-on experience in affordable housing, city planning, and economic development. Fellows rotate through four city agencies, gaining practical skills and supporting neighborhood revitalization. Two

fellows have joined NYCEDC full-time, with others placed at partner agencies. The program is now in its third cohort.

- ***Undesign the Redline: Redlining in New York City Training:*** In 2023, NYCEDC launched a Redlining in New York City Training across the Corporation. This training aims to equip employees with knowledge of discriminatory policies and practices, like redlining, that have historically impacted under-resourced communities and have led to disparities in housing, education, income, criminal justice, and health. By learning about the systemic challenges that New Yorkers face, NYCEDC employees are better equipped to engage in projects that aim to develop a more equitable economy today. This training was offered by Designing the WE and is a required training for all NYCEDC staff. In FY2026, NYCEDC continues to offer this session, and had 173 staff in attendance in a recent session, with plans to hold another session this fiscal year.
- **Equitable Economic Development Training:** In 2024, NYCEDC launched a corporation-wide equitable economic development training. The training equipped staff with core competencies in equitable economic development principles across industries and provided subject matter application to core pillar and role functions. The training was provided by Race Forward and was required for all NYCEDC staff; 94 percent (481) of staff completed the training.
- **Pay Equity Study:** NYCEDC has conducted four pay equity studies over the past six years. Pay equity is a framework whereby pay for employees performing the same duties, regardless of gender, race, or any other defining characteristics, is analyzed. We review our salaries and pay structure regularly to ensure that we are paying employees fairly and equitably across the board, ensuring equal pay for similar work. NYCEDC has committed to conducting a pay equity study every two years to ensure salaries are also aligned with market rates.
- **Employee Population:** NYCEDC's employee population was composed of 55 percent BIPOC representation in FY25, upholding its commitment to mirror the racial demographics of New York City's population. This progress was further supported by updates to job descriptions that removed unnecessary educational requirements and emphasized experience and skills-based hiring, as well as an intentional decision to refrain from using AI assessment tools in résumé reviews, application screenings, or interviews.

## **Citywide Economic Mobility Initiatives: Workforce**

- **Sunset Park Economic Mobility Network:** Launched in 2025, NYCEDC is investing **1.4 million dollars** into workforce development programming in Sunset Park, Brooklyn. The Sunset Park Economic Mobility Network is a coalition of local workforce providers collaborating to identify shared workforce priorities and to launch place-based programs tailored to community needs and employer hiring demand. Southwest Brooklyn Industrial Development Corporation (SBIDC), leads the Sunset Park Economic Mobility Network, partnering with Brooklyn Workforce Innovations (BWI), Opportunities for a Better Tomorrow (OBT), Los Angeles Cleantech Incubator, Solar One, the Chinese-American Planning Council, and the Center for Family Life.
- **The Hunts Point Economic Mobility Network:** Launching in 2025, NYCEDC is investing \$1.4 million to support workforce development initiatives in Hunts Point, Bronx. The Hunts Point Economic Mobility Network, led by the Greater Hunts Point Economic Development Corporation (GHPEDC), focuses on expanding local training programs and creating career pathways to increase South Bronx residents' access to employment opportunities in the area's business community. GHPEDC collaborates with a range of partners such as The Point CDC, The Hope Program, Bronx River Alliance, Rocking the Boat, Fulton Fish Market Cooperative, Empire Clean Cities, Workforce1 ITC, and the Hunts Point Longwood Community Coalition—to connect community members with jobs at the Hunts Point Food Distribution Center and to explore future prospects at the Hunts Point Marine Terminal.
- **East Brooklyn Workforce Fund:** In April 2024, NYCEDC awarded \$1.4 million to the recipients of its East Brooklyn Workforce Development Fund—advancing its commitment to long-term equitable growth in the neighborhoods surrounding Broadway Junction. The fund expands local workforce development programs that connect East Brooklyn jobseekers to employment opportunities in existing industrial and emerging construction and green economy industries. Each of the five awardees have made a significant impact within their community, with a demonstrated commitment to investing in and empowering the local East Brooklyn workforce.

- **BIOBUS:** NYCEDC's partnership with BioBus brings mobile, hands-on STEM education to K-12 and college students in the Bronx, helping them to discover, explore, and pursue science. Focusing on students excluded from the scientific community due to factors such as race, gender, economic status, and physical access, BioBus has served over 13,000 Bronx students since 2023: 22 percent of students served were Black, 68 percent were Hispanic, 6 percent were Asian, 1 percent were Native American, and 3 percent were white.
- **Break into Biotech Program:** NYCEDC runs the Break into Biotech program which is a 3-month, paid life sciences training program for NYC adults from any and all backgrounds combining hands-on classes, mentored research, and professional development to democratize access to careers in science. Across the first four cohorts served since 2024, 65 percent of participants identified as people of color (Black/African American, Hispanic/Latino/Spanish Origin, Middle Eastern or North African, or American Indian or Alaska Native).

### **Citywide Economic Mobility Initiatives: Diverse Entrepreneurship**

- **NYC Catalyst Fund (NYCCF):** Since launching in 2023, the NYC Catalyst Fund (NYCCF) has deployed \$40 million with impact-aligned fund managers, each required to align with at least one equity pillar: diverse entrepreneurship, emerging sectors, or community development. Many aligned with multiple pillars, intentionally directing capital to historically underinvested founders, geographies, and industries. The Fund now spans 11 investment vehicles, with allocations between \$2M–\$5M, expanding EDC's ability to contribute to racially equitable economic mobility. By 2025, NYCCF funds had deployed over \$4 million, invested in 35 NYC-based companies and supported 266 jobs, with impact expected to grow as more capital is deployed. These investments strengthen pathways for diverse and community-rooted entrepreneurs historically excluded from traditional venture and lending markets.
- **Cannabis NYC Loan Fund:** In 2024, NYCEDC and Small Business Services (SBS) launched the \$9 million Cannabis NYC Loan Fund, a racially equitable lending program designed to counteract the lasting economic harms of cannabis criminalization. The fund provides below-market loans at 9.5 percent with flexible terms to licensed cannabis entrepreneurs, many of whom face barriers to capital because federal prohibition restricts traditional lending. \$1 million has already been deployed to 10 Conditional Adult-Use Retail Dispensary (CAURD)

licensees, supporting entrepreneurs directly impacted by past prohibition and enabling them to build wealth and stability within a newly legalized industry.

- **Founder’s Fellowship:** A NYCEDC initiative, cohort-based accelerator under the Venture Access NYC initiative that supports underrepresented tech and tech-enabled startup founders in New York City. Since its launch in 2022, alumni have collectively raised over \$170 million and built companies now valued at more than \$1 billion. Since commencing in 2022, 240 startups have participated. In the 2025 cohort, over 66 percent of firms were led by women and 77 percent by BIPOC founders.
- **Women.NYC:** NYCEDC is home to Women.NYC, the flagship City initiative for women’s economic mobility to increasing women’s representation in innovation industries and ensure New York City’s future economy benefits from the full spectrum of talent, especially women of color. Women.NYC’s reaches a community of over 100,000 people and in the past three years, over 5,000 women have participated in Women.NYC programs with over 70 percent of participants identifying as women of color, 30 percent Hispanic, and over 90 percent low-and-moderate income. Women.NYC programs are open to all, without regard to gender or gender identity.

### **Citywide Economic Mobility Initiatives: M/WBE**

- **Commercial Real Estate Developer Disparity Study:** In 2024, NYCEDC commissioned a Commercial Real Estate Developer Disparity Study to examine how racial inequities shape opportunity across EDC’s development portfolio. Completed in December 2025, the study now serves as a foundational tool to develop interventions that support historically underrepresented developers and ensure that EDC’s policies, programs, and investments drive fair, inclusive, and racially equitable growth.
- **Diverse Utilization Goal-Setting:** In FY24, NYCEDC launched the Diverse Utilization Goal-Setting initiative, establishing a more equitable procurement framework by setting targeted, data-driven M/WBE participation goals based on certified group availability and past utilization patterns. This marked a shift from

generic goal-setting toward a race- and gender-conscious model that actively addresses historic underutilization.

- **M/WBE Capacity Building Programs:** Construct NYC and Waterfront Pathways delivered strong equity outcomes. Both programs scaled significantly in size and diversity and produced measurable economic mobility for M/WBEs through deeper technical training, improved industry alignment, and expanded opportunity pathways.
  - Capacity-building alumni secured \$35.7 million in EDC contract awards in FY25, which demonstrated a direct and powerful link between training and equitable procurement outcomes.
  - Over 1,157 hours of technical assistance were delivered in FY25, significantly expanding the pool of market-ready M/WBEs across multiple sectors and reducing historical barriers to contracting.
- **Construction Management:** In 2025, EDC achieved a major structural milestone in its Construction Manager (CM) portfolio
  - Six (6) of 12 CM Retainer awardees (50 percent) were M/WBE firms, including graduates of EDC's own capacity building programs. This marked a significant shift toward racial equity in core project delivery roles, embedding M/WBE representation in long-term, high-value CM contracts.

### **Measurement and Evaluation**

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

- **Disadvantaged Communities Index:** NYCEDC has developed a Disadvantaged Community Index, a neighborhood-based index aggregating key indicators of economic vulnerability, enabling EDC to assess how projects and investments align with community need and economic justice priorities.
- **Social Impact Dashboard:** Launched in 2024 as an expansion of EDC's agency-wide outcome reporting efforts, with an intentional focus on equity and community impact. The dashboard sets out 25-30 metrics across five pillars, focused on social and economic outcomes, with the goal of further

disaggregating data to highlight equity gaps. The dashboard aims to map and measure all of EDC's projects, programs, and investments against the Disadvantaged Communities Index to better understand how EDC's investments align to community disadvantage and need. The index itself was designed to incorporate key pillars needed for an individual to achieve economic security to support their individual and family well-being.

- **Business Owner Survey:** In 2024, NYCEDC conducted a Sunset Park Business Owner Survey to better understand the diversity of the business community within the EDC assets and how we can be more supportive in expanding access to entrepreneurship opportunities. Results of such study found that overall, 4,160 people are employed, 41 percent of businesses are diverse-owned, 27 percent of businesses are woman-owned, and 5 percent of businesses are LGBTQIA-owned.
- **Industry Equity Analysis:** To better inform industry strategy with an eye towards economic justice, EDC's Economic Research and Policy Team often collaborates with other EDC teams to analyze gaps in representation and opportunities for economic mobility in our priority sectors, which serves to inform strategic decision-making on policy and projects.

# Mayor's Office of Contract Services

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## Mission and Commitment

The Mayor's Office of Contract Services (MOCS) is an oversight and city agency leading procurement transformation by leveraging expertise, innovation, and a results-oriented mindset for the City of New York. MOCS's vision is to see a world where equitable procurement occurs through transparency, accountability, and efficiency.

MOCS is committed to advancing racial equity by working to increase economic opportunity through increased training and support to minority communities to level the playing field and enhance their ability to compete for city contracts.

MOCS intends to leverage its strategic partnerships with internal and external stakeholders to inform policy decisions and measure the effectiveness of equity initiatives in procurement. MOCS Learning & Development Team (L&D) collaborates with partner agencies and vendor groups to deliver presentations (virtually or in-person) to vendors, participate in tabling events, host MOCS In the Streets, and perform outreach. During fiscal year 2024, L&D has conducted and/or participated in over 30 events reaching over 500 M/WBE certified vendors.

MOCS recognizes that achieving true equity in city contracting requires ongoing effort, collaboration with various stakeholders, and a willingness to challenge and transform outdated systems and practices. By acknowledging our past shortcomings and committing to concrete actions, we strive to create a fair and equitable procurement environment.

## Racial Equity Goals

### Short-Term

1. **Goal:** Prioritize agency outreach in engaging underutilized vendors based on agency disparity analysis
  - a. **Outcome:** By the end of 2026, increase outreach campaigns, trainings, and tabling at events that focus on increasing awareness for underutilized vendors by 10%.
  - b. **Strategies:**
    - Expand tabling events in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods, and encourage the attendance of underutilized vendors attending trainings
    - Develop outreach campaigns targeting underutilized vendors

- c. **Indicators:**
    - Number of underutilized and disadvantaged vendors, including M/WBEs, responding to solicitations annually
2. **Goal:** Enhance language access in all agency trainings and communication so that historically underserved communities can more easily access information about existing procurement pathways
- a. **Outcome:** By the end of 2026, build language accessibility pathways for 100% of PASSPort<sup>8</sup> trainings and educational guides offered by MOCS to be available in all ten designated citywide languages.
  - b. **Strategies:**
    - Prioritize identifying electronic tools, such as but not limited to Microsoft Teams or Zoom meetings with live captioning systems in various languages, to increase language accessibility for trainings regarding the PASSPort system
    - Consider acquiring either translator(s) or AI-generated live system(s)
  - c. **Indicators:**
    - Percent of trainings that are multi-lingual accessible

## Medium-Term

1. **Goal:** Pursue a human-centered design<sup>9</sup> approach to PASSPort to center the experience and accessibility of prospective small, disadvantaged, and/or M/WBE vendors, and address any application barriers
- a. **Outcome:** By 2028, decrease the number of annual service desk tickets by 25% as the need for vendor support decreases.
  - b. **Strategies:**
    - Engage vendors through one-to-one discussions and focus groups to identify challenges and ensure changes to PASSPort that address their experiences
    - Provide transparency on PASSPort updates through newsletters and other forms of communication
    - Equip City contracting staff with resources and education needed to reduce cycle times
  - c. **Indicators:**
    - Number of discussions with small and disadvantaged vendors including M/WBEs on human-centered design changes

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<sup>8</sup> Procurement and Sourcing Solutions Portal (PASSPort) is the City of New York's end-to-end digital procurement platform which manages every stage of the procurement process.

<sup>9</sup> Human-centered design is a problem-solving approach which prioritizes people, their context, and their experience to ensure developed solutions work for them.

- Number of resulting design changes to PASSPort

## Long-Term

1. **Goal:** Expand availability of potential bidders and contractors by improving procurement-related procedures
  - a. **Outcome:** By 2034, support City agencies in implementing M/WBE goals through technical assistance and advocacy and continue to evaluate these goals to ensure they are consistent with federal, state, and local law.
  - b. **Strategies:**
    - Develop the agency’s legislative agenda to identify potential changes to existing rules that will advance more equitable access to resources and contracting opportunities, such as reducing administrative burdens
    - Lead on key initiatives such as the Joint Task Force to Get Nonprofits Paid on Time and the NYC Capital Process Reform Task Force, which focus on bringing down cycle times, untangling the regulatory web, and getting bureaucracy out of the way so contractors can do the work they are hired to do
  - c. **Indicators:**
    - Percentage of all City contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded Citywide, disaggregated by race and ethnicity
    - Number of total value of City contracts awarded to M/WBEs
    - Number of all City contracts awarded to small, disadvantaged, M/WBE and first-time vendors

## Draft Community Equity Priorities Referenced

- #5: Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not limited to health care, housing, education, policing, criminal justice, employment, and social service.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- MOCS launched a comprehensive communications and training plan for PASSPort Release 5.1, including web guides that are more accessible. The four

PASSPort Trainings on the new Fall 2023 functionalities yielded a total of 1,673 registrants and 1,328 attendees.

- MOCS has hosted 25 vendor trainings, half of which were in-person, for nearly 3,000 vendors, including M/WBEs.

# Mayor's Office of Media and Entertainment

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## Mission and Commitment

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

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

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Increase awareness of agency programming in communities of color and immigrant communities to increase engagement with government-supported entertainment programs
  - a. **Outcome:** By the end of 2026, target at least 50% of program marketing spending for print ads in community and ethnic media publications.
  - b. **Strategies:**
    - Prioritize marketing spending in community and ethnic media publications
    - Track the names and numbers of community and ethnic media publications where we place ads
  - c. **Indicators:**
    - Percent of program marketing budget spent on community and ethnic media publications

2. **Goal:** Improve access to government proceedings and mayoral press events so that lack of access to broadband does not impede marginalized communities' opportunity to receive information and participate in the democratic process
  - a. **Outcome:** By the end of 2026, MOME's NYC Media will nearly double the number of government proceedings and mayoral press events that are broadcast live by leveraging our new TV channel, NYC Gov 2.
  - b. **Strategy:**
    - Launch a new broadcast channel, NYC Gov 2, that will cover more live City Council proceedings and mayoral events
    - We have procured a contractor and obtained a location for the new master control facilities, and we are in the process of building out the space and coordinating with external entities
  - c. **Indicators:**
    - Number of viewers of NYC Gov 2
  
3. **Goal:** Facilitate access to training and placement based on real-time labor market shifts through certificate programs including audio production
  - a. **Outcome:** By the end of 2026, achieve an increase in opportunities for New Yorkers from diverse and underrepresented communities to be hired to creative industry jobs in NYC based on agency disparity analysis
  - b. **Strategy:**
    - Engage groups, including but not limited to, Directors Guild of America members, the Black TV and Film Collective, and the Ghetto Film School to source candidates for training programs
    - Engage priority populations including NYCHA residents, people with disabilities, veterans and justice-involved youth to source candidates for training program
  - c. **Indicators:**
    - Number of New Yorkers disaggregated by age, ethnicity, gender, and race, that have enrolled, completed, and placed through the new Made in NY Media Academy certificate program and all other training programs supported by MOME

## Medium-Term

1. **Goal:** Invest agency programmatic spending in historically underserved New Yorkers through initiatives and programs that seek to increase access and opportunity to quality careers in the entertainment industry
  - a. **Outcome:** By 2028, invest at least 50% of spending for workforce development and education in programs that aim to increase access to entertainment careers for historically underserved communities based on disparity analysis.

- b. **Strategies:**
        - Provide funding to CUNY Brooklyn College to launch the first public music business BA program in NYC in FY2026 (We provided \$75,000 to partially fund the program)
        - Launch the Line Producer/Unit Production Manager training program to help place mid-career film and television workers into senior-level positions. MOME is in discussions with a studio to replicate a mid-career Line Producer/Unit Producer Manager training program from another filming hub
        - Implement networking events to introduce graduates of some of our workforce programs to entertainment companies that are hiring
        - Collect lessons learned about access to good jobs from providers and participants in MOME-funded programs
      - c. **Indicators:**
        - Dollars allocated to entertainment workforce development and educational programs that predominantly enroll members of underserved communities
2. **Goal:** Conduct outreach to attract diverse candidates for openings in the agency’s production/editing team and continue to help ensure that the programs broadcast on NYC Life represent NYC’s diverse population
- a. **Outcome:** By 2028, achieve an increase in qualified underrepresented applicants for the positions.
  - b. **Strategies:**
    - Expand the websites and organizations where job postings are listed to attract more underrepresented candidates based on agency disparity analysis
    - Implement a structured interview technique to reduce any instances of bias in hiring
  - c. **Indicators:**
    - Number of diverse job boards where positions are posted
    - Demographics of workforce, new hires, and applicants
    - Demographics of applicants and staff hired for open positions<sup>10</sup>
3. **Goal:** Identify and address salary stratification amongst staff at MOME so that income and wealth inequality are not further exacerbated through internal practices
- a. **Outcome:** By 2028, review salaries for all positions and propose adjustments that align with the NYC True Cost of Living (TCOL) measure.
  - b. **Strategies:**

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<sup>10</sup> NOTE: This information is to be used for informational or communications purposes, only.

- Undertake a salary and title review
- c. **Indicators:**
  - Percent of salaries that are at least equal to the Area Median Income (AMI)
  - Percent of salaries that surpass NYC's TCOL

## Long-Term

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

## Draft Community Equity Priority Referenced

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- **Workforce:** By partnering with CUNY, SBS, and training providers on several workforce training programs in the media and entertainment industry, MOME has been able to increase diversity in employment by training over 2,639 and placing 1,980 New Yorkers from underrepresented backgrounds in jobs and internships throughout the entertainment industry. For example:

- The Made in NY<sup>11</sup> Production Assistant (PA) Training Program by Brooklyn Workforce Innovations has provided people of color with training and placement support for jobs on film and television sets throughout New York City. From 2006 to 2024, the PA Training Program has trained 1,208 New Yorkers and placed 1,044 (86 percent) in jobs.
  - The Made in NY Post-Production Training Program by Brooklyn Workforce Innovations has provided people of color with training and placement support for jobs in post-production. From 2017 to 2024, the program has trained 257 New Yorkers and placed 182 (71 percent) in jobs.
  - The Made in NY Stagecraft Bootcamp, part of the Theatrical Workforce Development Program (TWDP) by the Roundabout Theater Company, has provided people of color with training and backstage jobs in theatre. From September 1, 2017, to June 30, 2024, TWDP has trained 152 New Yorkers and placed 127 (84 percent) in jobs in the entertainment industry.
  - The Made in NY Animation Project by The Animation Project (TAP) has provided people with training in 3D animation. From 2017 to 2024, TAP has trained over 10,000 14- to 24-year-old New Yorkers and placed 108 in jobs.
  - The MediaMKRS Program by Reel Works and CUNY has provided people of color with training for technical and administrative jobs in media & entertainment. From 2019 to 2024, MediaMKRS has trained 650 New Yorkers, and placed 415 in internships.
  - The Sound Thinking NYC Program by CUNY Creative Arts has provided people of color with training for technical jobs in the music industry. From 2018 to 2024, Sound Thinking has trained 372 New Yorkers and placed 104 in internships.
- **Digital Gaming:** The 2021 International Game Developers Association survey indicated that only 5 percent of game developers identified as Black, while the majority were white. To increase exposure to the field amongst diverse audiences, MOME currently supports the establishment of Gaming Pathways, a new program offering a bachelor's degree in digital game design at the CUNY City College of New York. Also, MOME currently supports the Game Devs of Color Expo by providing a "Made in NY" Grant each year to a game developer selected by that group. Recently, the competitive process resulted in MOME providing grants to two Black developers in New York City to support development and promotion of their games.
  - **Spanish-Language TV Content:** In 2022, NYC Media began televising eight hours of non-commercial Spanish-language programming per day, and NYC Media is continuing to work with diverse local producers to air their programs on

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<sup>11</sup> "Made in NY" or "Made in New York" is the name of a trademarked MOME program.

NYC Media's lifestyle channel, NYC Life. From July 1, 2023, to June 30, 2024, this Spanish-language programming reached 44,601 households and each household tuned into the programming 42.5 times on average.

# Housing and Preservation



## Housing and Preservation

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

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

### Discriminatory Housing Policies and Practices

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

Access to capital has also shaped our housing market, with a mortgage-lending process that came to be known as “redlining”, contributing to long-standing patterns of segregation across New York and other metropolitan areas. In the 1930s, the federal government, through the Home Owners’ Loan Corporation (HOLC), developed color-coded maps, referred to as redlining maps, to guide the issuance of loans to potential home buyers across all cities in the United States.<sup>38</sup> The maps categorized neighborhoods as “Best”, “Still Desirable”, “Definitely Declining”, and “Hazardous”, with race and ethnicity being central determinants of rankings. Areas with higher percentages of Black, Jewish, or immigrant populations were treated as less desirable, reinforcing the racist perception among some New Yorkers that the mere presence of Black residents and other racial and ethnic minorities was enough to depreciate property values. The practice of redlining created the belief that there was a risk in issuing mortgages in neighborhoods with Black populations greater than 5 percent. This restricted financial resources and investment into redlined neighborhoods, hindering the ability of residents to purchase homes, invest in properties, and start businesses. This practice subsequently suppressed land values and limited economic opportunities, creating a cycle of disinvestment in communities of color and low-income communities.

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

of color in small geographic areas, leading to significant disparities in the housing options and neighborhood amenities.

## Affordable Housing and Property Maintenance

In the 1960s community development corporations emerged in New York City and across other major cities as part of a larger community-led social justice and anti-poverty movement. This movement has been integral to the development of tenant protections and affordable housing investment across our city. As neighborhoods lacked investment and resources over decades, many buildings developed maintenance issues, which also contribute to health, safety, and quality of life. These stark contrasts in maintenance deficiencies fall along racial lines, with households headed by Black Non-Hispanic and Hispanic New Yorkers having three times the rate of deficiencies when compared to those headed by white or Asian New Yorkers (20-21 percent compared to 7-8 percent).<sup>39</sup>

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

## Limited Access to Homeownership Opportunities and Generating Wealth

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

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

***“...no part of said property nor any portion thereof shall be, for said term of fifty-years, occupied by any person not of the Caucasian race...”***<sup>40</sup>; or  
***“...said lots nor any portion thereof shall ever be lived upon or occupied by any person other than the Caucasian in Race; provided, however that if***

***persons not of the Caucasian Race be kept thereon by a Caucasian strictly in the capacity of servants or employees....”***

In addition, predatory loans to communities of color often lead to foreclosure, loss of homes, and compound disparities in the racial wealth gap. According to the Census’ American Community Survey, 67 percent of white households own their homes, compared to only 34 percent of households of color. New York City suffers from substantial racial and ethnic homeownership gaps to this day: In 2023, 41 percent of non-Hispanic white households owned homes, compared to 26 percent of Black and 18 percent of Hispanic households.

On top of that, in recent years, research has shown that appraisers disproportionately undervalue the homes of Black and Hispanic homeowners. Studies have shown that the valuation of homes in majority-Black neighborhoods is 23 percent less than in neighborhoods with few or no Black residents.<sup>41</sup> In New York City, the median Black New York City homeowner’s home value of \$500,000 is significantly lower than that of the median white New York City homeowner’s, valued at \$700,000.<sup>42</sup> Addressing racial bias in home appraisals is key to tackling the racial wealth gap and making the benefits of homeownership more equitable. In the U.S., the median white family possesses approximately eight times the wealth of a typical Black family and five times the wealth of a typical Hispanic family. The differences in home-ownership rates and home values both contribute to this gap.

## Under-Resourced Public Housing

These historical and ongoing inequities have also dramatically contributed to public housing having a high concentration of Black and Hispanic residents. As of January 2024, the City’s public housing developments are home to 312,422 residents with approximately 90 percent Black or Hispanic, and in comparison, 52 percent of the population in NYC are Black or Hispanic. Federal law and regulations impose income limits for admission to public housing to ensure this affordable resource is available to those who need it. The median public housing household income is \$16,980 and 54 percent are below poverty threshold compared to the overall NYC median household income which is \$74,694 and only 18 percent are below the poverty threshold.<sup>43</sup>

Over the past few decades, Congress has not provided the resources necessary to properly maintain aging public housing infrastructure across the country. Today, this generational funding deficiency has led to an \$80 billion capital need and growing operational needs, that are essential in addressing racial equity and improving living conditions for residents.<sup>44</sup>

## Disparities in Historic Preservation

As these inequities have shaped housing access, they have also influenced the field of historic preservation, which has struggled to equitably represent the nation's diverse cultural heritage. Early efforts, by organizations such as the Mount Vernon Ladies' Association, focused on preserving sites tied to early American history and the Founding Fathers, a practice that neglected the history and contributions of underrecognized and marginalized communities to American history. In the 1960s, rising social consciousness, concerns about the loss of the urban historic built environment, and opposition to Urban Renewal programs, which displaced communities and destroyed historic neighborhoods, led to the formalization of the field through the 1966 National Historic Preservation Act and the adoption of local landmark laws across the country. However, preservation practices often favored high-style, architecturally distinguished sites, making it difficult for communities to advocate for culturally important, yet less architecturally prominent sites.

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

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

## Unified Commitment

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

# Department of Buildings

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## Mission and Commitment

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Evaluate existing outreach strategies to determine whether and how they need to be modified to more effectively engage with tenants and homeowners in marginalized communities
  - a. **Outcome:** By the end of 2026, develop metrics to track community engagement, and increase engagement activities in marginalized communities by 20%.
  - b. **Strategies:**
    - Employ surveys/questionnaires to identify the specific issues/concerns relevant to particular communities
    - Review and update metrics used to track and assess community engagement events
    - Partner with community-based organizations to reach target audiences with the goal of educating communities regarding prevalent violations that are specific to their respective zip codes/community boards
  - c. **Indicators:**
    - Percent of community events in marginalized communities
    - Number of borough-specific outreach and community engagement plans
2. **Goal:** Identify and address pay disparity at all levels of the agency by ethnicity, gender, and race
  - a. **Outcome:** By end of calendar year 2026, ensure that the agency has established a transparent pay structure, which includes periodic pay equity

reviews, and developed a framework and procedure for implementing salary adjustments for impacted employees.

b. **Strategies:**

- Conduct a salary analysis for all employees to identify any pay disparities with respect to ethnicity, gender, and race
- Develop and implement a transparent and equitable process that includes clear criteria for employee promotions and salary increases

c. **Indicators:**

- Percent of titles that have been assessed in the disparity analysis in relation to the total universe of titles used at the agency
- Percent of employees found to have been impacted by salary disparity
- Percent of employees found to have been impacted by salary disparity who have received a salary adjustment

## Medium-Term

1. **Goal:** Address underrepresentation of staff based on agency disparity analysis in certain roles within the agency through equitable recruitment and hiring practices for all vacancies

a. **Outcome:** By 2028, implement inclusive workforce practices that attract diverse applicants.

b. **Strategies:**

- Create a recruitment pipeline for Inspector, Plan Examiner, Architect, and Engineer positions by partnering with local high schools, colleges and universities
- Establish a recruitment committee/working group comprised of Human Resources and supervisors from various units across the agency
- Require all supervisors to undergo supervisory training that addresses diversity and inclusion concerns such as managing a multi-generational workforce

c. **Indicators:**

- Number of partnerships established with local educational institutions and HBCU's
- Demographics of applicants agencywide, in technical titles (e.g. Plan Examiner), and in supervisory, managerial, and leadership positions, for solely informational and communications purposes

2. **Goal:** Build upon equity and inclusion in the workplace through ensuring equitable access to mental health, stress management, wellness, and conflict resolution across all levels
  - a. **Outcome:** By end of calendar year 2028, establish an internal committee that includes health and wellness liaisons to conduct outreach to ensure all employees are aware of the available resources and provide assistance in connecting with those resources, where necessary.
  - b. **Strategies:**
    - Establish a committee to identify specific concerns as well as potential strategies and resources in developing the program
    - Conduct employee engagement possibly through an anonymous survey to ascertain specific areas of need
    - Develop training for staff to serve as liaisons in each borough, focusing on topics such as mediation and peer support
    - Partner with the City's Employee Assistance Program to conduct workshops and streamline process for accessing available resources
  - c. **Indicators:**
    - Number of employees who participate in onsite workshops
    - Percent of employees participating in the internal program disaggregated by ethnicity, race, gender, etc.
    - Number of employees serving as liaisons

## Long-Term

1. **Goal:** Analyze the impact of agency penalties to address any potential disproportionate impact on owners of one- two- or three family buildings
  - a. **Outcome:** By the end of 2034, apply an equity lens in evaluating the agency's penalty structure and explore potential avenues to mitigate any disproportionate impact where feasible.
  - b. **Strategies:**
    - Analyze and identify any disproportionate patterns in violation issuance and penalty amounts disaggregated by borough, zip code, community board, occupancy type, and building size etc.
    - Analyze Homeowner Relief Program statistics to determine efficacy of such program as an alternative mechanism for achieving compliance with applicable code and rules with respect to owners of smaller properties
  - c. **Indicators:**
    - Percent of owners issued an order for corrective action who correct the condition within the required timeframe avoiding the issuance of a violation

- Percent of owners issued a violation after failing to comply with the terms of the HRP program
- Developing metrics to determine impact of HRP program on reduction in future violations

## Draft Community Equity Priorities Referenced

- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.

## Spotlight Wins

- **Professional Development:** In 2025, the Department launched new Professional Development trainings in response to staff feedback, through employee engagement surveys, that highlighted the need for clear career advancement opportunities. The Department is working to create structured promotion pathways and succession planning frameworks, enabling equitable professional growth throughout the agency.
- **Pay Equity Analysis:** Commenced a comprehensive pay parity analysis in 2024. This systemic analysis examines compensation patterns across all titles and levels to identify and address disparities, ensuring fair and equitable pay practices. The work includes developing standardized processes for salary adjustments to create lasting institutional change.
- **Community Engagement Expansion:** The Department is working on expanding its community presence through strategic outreach to various neighborhoods including those in marginalized communities. The Community Affairs unit will work to foster partnerships with local organizations by attending resource fairs and other community-focused events.
- **Homeowner Relief Program (HRP):** Understanding that summonses/violations and associated penalties may have a disproportionate impact on small homeowners, the Department implemented the Homeowner Relief Program as an alternative to penalties. It provides owners of one- and two-family homes in all boroughs (who have not received a DOB-issued violation in the past five years) and new owners who recently purchased a one- or two-family home the opportunity to avoid penalties if the violating conditions are corrected within a specified timeframe. The Department's goal is ultimately compliance, and it recognizes that issuing violations to owners of these smaller properties, who likely have limited resources, is not necessarily the best path to compliance in all cases.

# Department of City Planning

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## Mission and Commitment

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

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

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

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Address any underrepresentation based on agency disparity analysis in certain roles within the agency through equitable hiring and recruitment practices for all vacancies
  - a. **Outcome:** By the end of 2026, implement inclusive workforce practices that attract diverse applicants and undergo hiring processes free of unconscious bias.
  - b. **Strategies:**
    - Broaden our external posting sites, enhance our in-person recruitment efforts at college fairs, and utilize citywide civil service list to attract diverse staff and retain staff who are currently with the agency and who took and passed the exams
    - To inspire students from underrepresented backgrounds to explore careers in planning, DCP will proactively engage with local schools that have diverse student communities
    - Through our partnerships with City University of New York (CUNY) and the Mayor’s Office for People with Disabilities (MOPD), we aim to further diversify our candidate pool
    - Conduct a quarterly equity review to identify and address any biases in job descriptions, recruitment methods, and selection criteria
    - Ensure structured interview and unconscious bias training for all hiring managers involved in the recruitment, hiring, and promotion process
    - Announce senior staff/leadership opportunities internally so that all staff are aware of advancement opportunities
  - c. **Indicators:**
    - Number of new workforce practices
    - Demographics of applicants and new staff, disaggregated by race and ethnicity<sup>12</sup>
  
2. **Goal:** Support communities by advocating for community needs and capital investment in neighborhoods with concentrated poverty and historic segregation
  - a. **Outcome:** By the end of 2026, achieve 100% of Community Boards participating in the annual Community District Needs and Budget Requests, to support communities advocating for their needs and capital investment in neighborhoods with concentrated poverty and historic segregation.
  - b. **Strategies:**
    - Focus outreach and support efforts on historically marginalized communities in Community District Needs and Budget Requests

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<sup>12</sup> NOTE: This information is to be used for informational or communications purposes, only.

c. **Indicators:**

- Percent of Community Boards that participate in the submission of the annual Community District Needs Statement
- Percent of “needed requests” that are also funded by Community District. By income quintile and by race.

## Medium-Term

1. **Goal:** Equip agency staff, including DCP Commissioners with knowledge on the discriminatory history of urban planning to foster greater commitment in addressing systemic racism across New York City
  - a. **Outcome:** By 2028, train 100% of DCP staff, leadership, and Commissioners on discrimination in urban planning.
  - b. **Strategies:**
    - Collaborate with city agencies and external stakeholders to build training on discrimination in urban planning
    - Work with all divisions to institutionalize training and monitor completion
    - Facilitate internal conversations on the training’s application to the agency’s current work
  - c. **Indicators:**
    - Percent of DCP staff trained
    - Percent of DCP leadership trained
    - Percent of DCP Commissioners trained
2. **Goal:** Through the work of DCP’s Community Planning and Civic Engagement Studio (CPE), continue to build relationships, to increase trust, and transparency, and to facilitate stronger partnerships with the communities we serve and our stakeholders to create avenues for share decision-making
  - a. **Outcome:** By 2028, establish a uniform process for neighborhood planning across 100% of DCP’s neighborhood planning work.
  - b. **Strategies:**
    - Track and publish all recommended funding requests from each of the 59 Community Boards, noting which have been funded or unfunded
    - Train staff on active listening and trauma-informed techniques to ensure community voices are genuinely heard and valued during engagements
    - Develop easy-to-understand resources that explain land use planning concepts and the role of DCP, tailored to different community demographics

- Share regular updates on community feedback, engagement efforts, and how input has influenced planning initiatives through newsletters and public meetings
- c. **Indicators:**
- Percent of Points of Agreement Commitments left unfilled after they were scheduled for completion

## Long-Term

1. **Goal:** Identify and address any racial, gender, gender identity, age, and disability gaps in DCP positions and ensure pay equity for all
  - a. **Outcome:** By 2034, strengthen the agency's commitment to diversity by ensuring equitable outreach to recruit for all vacancies in staff and leadership positions and ensuring all promotions at DCP are considered fairly, equitably, and inclusively, in alignment with City best practices and applicable employment laws.
  - b. **Strategies:**
    - Leverage equity-focused budgeting to address staff pay equity by systematically reviewing and adjusting compensation structures to ensure fairness and inclusivity
    - Conduct an annual review of pay scales to identify disparities based on gender, race, and other demographic factors
    - By reallocating resources and prioritizing budget adjustments, the agency will address any inequities found, ensuring that all staff are compensated fairly for their roles and contributions
    - Additionally, implementing transparent salary bands and providing clear criteria for pay increases will help sustain equitable compensation practices
  - c. **Indicators:**
    - Demographic composition of staff (e.g., race, gender, etc.) at various levels of the agency, for solely informational purposes
    - Rates at which diverse staff members are promoted compared to their peers
    - Turnover rates of different demographic groups to identify any disparities
  
2. **Goal:** DCP has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**

- Work with contracted environmental consultants to expand the types of tasks available for MWBE sub-consultants
  - Identify potential new environmental consultants to join DCP contracts in the next RFP process
  - Continue the practice of ensuring that M/WBEs are prioritized for all non-governmental and non-EIS contracts/purchases
  - Continue to address disparities within disparities by adding additional partnerships
- c. **Indicators:**
- Percent of agency awarded spending to M/WBEs disaggregated by race, ethnicity, and gender
3. **Goal:** Undergo a truth and reconciliation process with agency partners, local communities, and employees to examine how DCP practices, policies, and operations may have contributed to inequality and structural racism both internally and in the communities we serve
- a. **Outcome:** By 2034, perform a thorough review of 100% of practices, policies, and operational procedures to identify areas that may contribute to racial inequities.
- b. **Strategies:**
- Assess the impact of existing policies on the communities served, using community feedback and demographic data to understand disparities
  - Based on the findings from assessments and community input, draft new policies aimed at promoting equity in both internal and external operations
  - Ensure that racial equity considerations are integrated into all strategic planning processes and decision-making frameworks
  - Conduct periodic reviews to assess the effectiveness of implemented policies and practices, making adjustments as necessary based on outcome
  - Develop a communication plan to share progress on racial equity initiatives with staff and the communities served, fostering transparency and accountability
- c. **Indicators:**
- Percent of internal planning policies and procedures analyzed for equity

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.

## Spotlight Wins

- Since 2021, staff at DCP has significantly diversified. This diversity enriches the agency with new perspectives, enabling it to better serve New York City's communities.
- DCP provides equity training, and the Department of Housing Preservation and Development provides training on systemic equity and racism in housing to new employees through the "Land Use Academy".
- DCP has also enhanced hiring processes by implementing structured interviews and unconscious bias training for hiring managers, promoting fair candidate evaluations and mitigating biases. Employee resource groups (ERGs) further support staff with shared experiences, fostering community, advocacy, and feedback channels for leadership.
- To broaden recruitment efforts, DCP partners with CUNY and other local schools, creating pathways for professionals from underrepresented backgrounds to enter the planning field.
- The adoption of the *City of Yes for Housing Opportunity* amendment marks a transformative step in addressing racial inequities in housing. This initiative revises zoning regulations and streamlines approvals to promote affordable housing in high-opportunity neighborhoods historically inaccessible to low-income families. By dismantling restrictive zoning laws and discriminatory practices, the amendment encourages economic mobility and access to better schools, healthcare, and job opportunities. This initiative is a crucial part of DCP's strategy to combat inequality in housing policy, fostering more inclusive communities and equitable access to housing. Ultimately, the *City of Yes* initiative aims to build a more just and resilient city for all New Yorkers.

# Department of Finance

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## Mission and Commitment

The Department of Finance (DOF) is the central nervous system of New York City government. DOF collects the revenues that make every city service possible. Public education, police and fire protection, hospitals and healthcare facilities, parks, and recreation centers. It all begins with DOF. DOF administers the tax and revenue laws of the city fairly, efficiently, and transparently to instill public confidence and encourage compliance while providing exceptional customer service.

DOF is committed to pushing for property tax reform to minimize harm and systemic inequities. DOF is further committed to maintaining and enforcing equitable property assessment and appraisal policies and practices to allow all New Yorkers equal opportunity to rent and own homes in neighborhoods that are not considered high risk, as defined by illegal redlining practices. Through focus and perseverance, DOF strives for equity in all agency and City policies, procedures and practices to minimize and where possible illuminate racial disparities.

## Racial Equity Goals

### Short-Term

1. **Goal:** Identify and address barriers to access to DOF services in all communities, in all five boroughs, particularly those historically underserved, so that customers can better receive available benefits and address violations to reduce disparities
  - a. **Outcome:** By the end of 2026, ensure that 100% of DOF services are more easily accessible and readily available to New Yorkers, in all communities, especially those residing in historically underserved neighborhoods.
  - b. **Strategies:**
    - Expand the use of technology to assist customers in the most efficient, customer-friendly manner
    - Ongoing assessment and reassessment of services to determine ways to improve customer service
  - c. **Indicators:**
    - Percent of and neighborhood affiliations of customers who successfully receive DOF services and/or benefits
2. **Goal:** Support implementation of the Cannabis Law licensing scheme to curb the rate of unlicensed sellers so that communities historically impacted by criminalization can benefit from this economic pathway

- a. **Outcome:** By the end of 2026, reduce the prevalence of unlicensed sellers in neighborhoods within all five boroughs, thereby allowing a significant increase in the number of legally licensed retail sellers of cannabis products versus the diminishing number of illegal unlicensed sellers.
- b. **Strategies:**
  - Continued enforcement, product seizure, and illegal retail location closures in underserved communities throughout the five boroughs
- c. **Indicators:**
  - Percent of cases of illegal unlicensed sellers of cannabis products that are targeted for enforcement activity and result in product seizure and closure

## Medium-Term

1. **Goal:** DOF has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Advertise all M/WBE upcoming procurement events on the agency website
    - Attend M/WBE events throughout the City
  - c. **Indicators:**
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded, by race, ethnicity, and gender
  
2. **Goal:** Enhance outreach efforts citywide, prioritizing historically underserved neighborhoods based on agency disparity analysis, to increase awareness of property tax exemption and rent freeze programs, payment plan options for property taxes and other city debt, and prevention efforts for deed theft
  - a. **Outcome:** By 2028, continue to increase and expand agency outreach, citywide and, in particular, within those areas that have been historically underserved, to inform and make available all of DOF programs and related benefits.
  - b. **Strategies:**
    - Provide comprehensive information and guidance regarding the various property tax exemptions, the rent freeze program and all programs and services provided by DOF
  - c. **Indicators:**

- Percent increase in number of homeowners, in underserved neighborhoods, successfully enrolled and receiving property tax exemptions or rent freeze benefits
3. **Goal:** Provide protection for property owners from Deed Fraud and other potentially unlawful deed related violations
    - a. **Outcome:** By 2034, increase the percentage of property owners registered for the Notice of Recorded Document Program by 25% or more, in all city neighborhoods, particularly those historically identified as underserved. This program protects property owners from deed fraud by providing automatic alerts when any unauthorized change or transaction to activity regarding a registered owner's deed is detected.
    - b. **Strategies:**
      - During outreach events, conducted in all five boroughs, DOF will encourage property owners to register their deeds in the Notice of Recorded Document Program
      - Encourage homeowners, from all city neighborhoods, including those identified as underserved, to check and review their property's deed by visiting the Automated City Register Information System (ACRIS)
    - c. **Indicators:**
      - Percent increase in use of ACRIS
      - Percent increase in number of registrations for the Notice of Recorded Document Program

## Long-Term

1. **Goal:** Address any underrepresentation of staff within the agency through equitable hiring and recruitment practices for all vacancies
  - a. **Outcome:** By 2034, strengthen the agency's commitment to diversity by ensuring equitable outreach to recruit staff for 100% of vacancies in staff and leadership positions and ensure candidates for all promotions are considered fairly, equitably, and inclusively, in alignment with City best practices and applicable employment laws.
  - b. **Strategies:**
    - Conduct targeted recruitment and participate in diverse hiring pools throughout the five boroughs
    - Continue to work with OMB and DCAS to receive budget and civil service support and approval to fill vacancies
  - c. **Indicators:**
    - Demographics of Department workforce for solely informational purposes

- Number of successful vacancies filled to reduce the number of underutilizations

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations, working with NYC government, provide program services and share written information in the city's top languages at an accessible level.

## Spotlight Wins

- DOF, through the Office of the Sheriff, has issued closure orders to over 1,000 retail locations illegally selling cannabis products. Closing these unlicensed locations will minimize the increase in illegal sales-related crime and provide a greater level of safety in the affected neighborhoods.
- DOF conducted 232 outreach events in all 51 Council districts, within all five boroughs, in 2023 to advertise the availability of and to assist customers with applications for DOF tax benefit programs, such as the senior and disability rent freeze and homeowner property tax exemptions programs.
- Recently enacted Local Law 82 of 2024 includes the most significant reforms to property tax enforcement and debt resolution since the creation of the lien sale program in 1996. These reforms will provide substantial new protection to homeowners in low-income communities and communities of color, helping to preserve intergenerational wealth.

# Housing Preservation and Development

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## Mission and Commitment

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

As an agency, HPD faces challenges in addressing housing disparities. The agency's workforce is not always representative of the communities our work most directly impacts. Critically, resources to create, preserve, and plan for housing investments are not sufficient to meet the demand for affordable, accessible, and safe housing; and despite additional budget and commitment from the respective policy and regulatory agencies, there are limited tools and operational capacity to go after source of income discrimination and housing quality issues. We also recognize that government processing time can fall short of being responsive to issues on the ground and that penalties are limited in their power to disincentivize some landlords to curb illegal or inappropriate behavior. Additionally, coordination challenges between our investments and those of other agencies create barriers to maximizing our potential.

In addressing these disparities and challenges, HPD is committed to being responsive to the issues raised by the communities we seek to assist. The agency is focused on making efforts to recruit diverse candidates for our workforce and maintain an inclusive work environment that promotes retention, and to thoughtfully consider the primary and secondary impacts of our investment and planning on the communities where we work, ensuring that we choose to spread that investment in a manner that is equitable. Ultimately, HPD is dedicated to reflecting on and addressing past disinvestment in communities of color.

## Racial Equity Goals

### Short-Term

1. **Goal:** Ensure that the agency's hiring practices are free of bias to promote equitable opportunities for all
  - a. **Outcome:** By the end of 2026, ensure that 100% of hiring managers are compliant with the new anti-bias tools and training.
  - b. **Strategies:**
    - Facilitate the structured interview training to all managers, hiring managers and staff involved in the hiring process
    - Provide a standardized question bank and candidate interview evaluation form

- Develop tracking mechanisms to confirm compliance
- c. **Indicators:**
- Percent of hiring managers briefed on updated hiring practices
  - Percent of hiring managers utilizing updated interview evaluation form
  - Percent of hiring managers who have successfully used updated guidelines in a recent hiring process
2. **Goal:** Review and improve the new construction project intake process to encourage racial equity in affordable housing development
- a. **Outcome:** By the end of 2026, ensure racial equity is considered in evaluating 100% of new proposals.
- b. **Strategies:**
- Develop and implement an evaluation framework for racial equity in New Construction projects at the proposal intake stage, including identifying:
    - Opportunities for equitable geographic investment
    - Incorporation of non-residential uses in affordable housing developments that support community outcomes (e.g. economic development, public health, fresh food, etc.)
- c. **Indicators:**
- Number of projects in Limited Affordability Areas entering the project pipeline
  - Number of projects with non-residential public-serving uses entering the project pipeline

## Medium-Term

1. **Goal:** Strengthen staff awareness and commitment to combatting racism and unconscious bias to build an inclusive and culturally competent workforce
- a. **Outcome:** By 2028, ensure that 100% of staff complete the citywide anti-racism training and unconscious bias training. Both trainings should be considered as part of the onboarding process for new staff.
- b. **Strategies:**
- Implement a mandatory anti-racism training agency-wide (in compliance with the expected release of a citywide anti-racism training)
  - Revamp and re-release the Unconscious Bias training
  - Facilitate working/focus groups and agency-wide climate surveys to debrief content and foster commitment amongst staff across the agency
- c. **Indicators:**

- Percent of staff trained quarterly
  - Review of climate survey responses quarterly
2. **Goal:** Examine the housing lottery system to identify and address whether there are disparities in outcomes for participants or barriers in the process
- a. **Outcome:** By 2028, assess whether disparities in outcomes for participants in the housing lottery system exist, what the root causes of those disparities might be, and strategies to mitigate those causes.
  - b. **Strategies:**
    - Quantify any current data that shows disparity by race
    - Consider the real vs. perceived impact of criminal background checks, credit checks and judgments, and other potential barriers to the lottery process
    - Find ways to implement anti-marginalization elements such as reducing time tax<sup>13</sup> and addressing barriers including language, accessibility, comprehension
  - c. **Indicators:**
    - Number of lottery applications submitted, and subsequent leases signed—broken down by categories like income, race/ethnicity, and borough/neighborhood
3. **Goal:** Ensure all New Yorkers have access to safe housing by reducing disparities in housing code enforcement
- a. **Outcome:** By 2028, develop strategies to re-align criteria for proactive enforcement such that it reduces any disparities in housing code enforcement.
  - b. **Strategies:**
    - Assess whether proactive enforcement of the housing code is appropriately targeted such that neighborhoods experiencing housing quality issues receive appropriate focus and, if not, develop strategies to re-align criteria for proactive enforcement
  - c. **Indicators:**
    - Percent of properties in each neighborhood in which HPD currently conducts proactive enforcement activities
    - Percent of properties that should be targeted by proactive enforcement activity based on indicators of distressed housing
    - Difference between the above two indicators
4. **Goal:** Ensure all New Yorkers, regardless of background, have access to the economic opportunities available in the housing sector

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<sup>13</sup> Time tax” refers to the costs to people applying for benefits in terms of spending substantial amounts of time navigating user-unfriendly interfaces.

- a. **Outcomes:** By 2028,
    - Successfully execute our Section 3 obligations, whereby at least 25% of labor hours on Section 3 projects will be performed by low-income New Yorkers who meet Section 3 requirements.
    - In addition, we will successfully launch our Community Hiring Program and add new employer partners into our development work
    - Increasing the number of eligible participants in our Career Pathways initiative with Brooklyn Workforce Innovations (BWI), Enterprise and NYCHA
  - b. **Strategies:**
    - Enforce and monitor Section 3 requirements for developers and contractors working on housing projects in HPD’s portfolio
    - Continue to support and develop new workforce training programs to create a pipeline for a diverse workforce to enter the housing field
  - c. **Indicators:**
    - Number of participants in the Housing Career Pathways
  
5. **Goal:** Conditional on federal resources being available, ensure federal Section 8 housing voucher holders have access to neighborhoods that best suit their needs
  - a. **Outcome:** By 2028, Section 8 voucher holders will have a choice to live in a diverse array of New York City neighborhoods.
  - b. **Strategies:**
    - Prioritize programs that empower Section 8 voucher holders to access new neighborhoods, that do not already have a concentration of voucher holders
    - Continue to operate and evolve its Section 8 Mobility Program and seek federal funding to provide Housing search support services for the Section 8 population
  - c. **Indicators:**
    - Number of Section 8 voucher holders offered financial and other support in their housing search to successfully use their vouchers
    - Dollars secured to fund search support services

## Long-Term

1. **Goal:** Increase opportunities for new construction affordable development in Limited Affordability Areas (LAAs) in alignment with the goals of Where We Live NYC

- a. **Outcome:** By 2034, prioritize affordable housing financing projects that combat segregation and foster inclusive communities. Increasing the availability of affordable housing in areas with few affordable homes gives low-income New Yorkers more neighborhood choice.
  - b. **Strategies:**
    - Evaluate barriers and create incentives for developing new construction affordable housing in LAAs
    - Expand awareness of LAAs and the Fair Housing goals behind increasing affordable housing in those areas
  - c. **Indicators:**
    - Number of new affordable homes financed in LAAs
    - Increased share of affordable homes financed in LAAs, relative to total new construction housing production
2. **Goal:** Increase the equitable distribution of city investments through coordinated, community-involved neighborhood planning for housing, infrastructure and services in neighborhoods that have experienced disinvestment and discrimination
- a. **Outcome:** By 2034, make neighborhood investments guided by NYC Department of Housing Preservation and Development neighborhood plans. Investments will contribute to increasing racial, economic and environmental justice in areas impacted by historic disinvestment.
  - b. **Strategies:**
    - Continue to conduct and implement neighborhood-wide planning efforts in collaboration with community partners in areas that have experienced disinvestment and structural barriers to opportunity
  - c. **Indicators:**
    - Dollars of investment and planned investment in neighborhood planning areas

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #13: Increase and appropriately fund access and opportunity for communities harmed by racism to purchase government and non-government land.

## Spotlight Wins

- HPD recently began to facilitate the Structured Interview training as part of our goal to implement strategies to reduce bias and ensure standardization in the hiring process. All managers/supervisors, and any staff involved in the interview, selection and/or hiring process are scheduled to take this training. The training defines and examines the impact of unconscious bias in the employee interview and selection process; this training also provides participants with the fundamentals in conducting a successful structured interview and an understanding of hiring guidelines and standards. 222 of 500 staff have been trained to date.
- There has been an increase in down payment assistance for low-income homebuyers from \$40,000 to \$100,000 in our HomeFirst Down Payment Assistance Program, helping more New Yorkers become homeowners. The City recently added \$41 million, for a total of \$82 million, in City funding over five years, broadened income eligibility and partnered with new nonprofits to expedite programmatic support.
- In partnership with NYCHA and Enterprise, HPD worked with Brooklyn Workforce Innovations to create the Housing Career Pathways (HCP) program that connects low-income New Yorkers to skills training and career services in the affordable housing industry. As of February 2025, more than 101 New Yorkers have graduated from the program and started their careers in the housing field.
- In 2021, HPD and the Center for New York City Neighborhoods launched a pilot Homeowner Help Desk to provide direct assistance to homeowners in Southeast Queens, East New York, and the Northern Bronx, with a focus on supporting homeowners at risk of displacement due to foreclosures scams, municipal tax liens, rising operating and maintenance costs, or lack of real estate planning. The Homeowner Help Desk has been expanded citywide and launched at the end of 2024.
- Successfully piloted from 2019 to 2021 and now expanded across much of the City, Partners in Preservation (PiP) supports tenants in combating harassment and displacement by fostering greater coordination and collaboration between government agencies, community-based organizations, and legal service providers. Focused specifically on rent-stabilized housing—an essential resource for many New Yorkers—PiP empowers community organizations by offering both technical and financial assistance from HPD, helping them strengthen efforts in tenant outreach, education, and organizing.

# Landmarks Preservation Commission

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## Mission and Commitment

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

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Accelerate efficiency and accessibility initiatives in LPC's regulatory work to ensure a fair process for all New Yorkers and invest in an educational program on LPC's permitting process to build transparency
  - a. **Outcome:** By 2027, send the inaugural survey on LPC's permitting process and outreach efforts to 100% of applicants, monitoring and encouraging participation.
  - b. **Strategies:**
    - Undertake an inaugural survey for property owners and professionals to understand how LPC can improve the permitting process and outreach efforts to remove barriers for applicants
    - Analyze survey results, including optional demographic data to inform policies, practices, and outreach, and create baseline metrics
    - Increase the number of outreach events in underserved areas in which staff will talk directly with property owners on how LPC's regulations work and how to apply for a permit, along with taking advantage of grants and low-interest loans

- Begin work on phase two of our permitting portal, Portico, to provide even greater efficiency to the process
- c. **Indicators:**
- Percent of property owners receiving permit process survey
  - Percent of property owners participating in permit process survey
  - Percent of survey participants reporting demographic data
  - Percent increase in outreach educational events in underserved/underrecognized neighborhoods
2. **Goal:** Ensure equitable representation in landmark designations to make sure we are telling the stories of all New Yorkers, particularly in communities and neighborhoods that have been historically underrepresented by landmark designation
- a. **Outcome:** By the end of 2027, achieve a 20% increase in LPC historic resource surveys located in historically underserved neighborhoods and/or represent communities of color, and ensure that 100% of LPC's new designation reports include a history of past harms and racial injustices that were endured on the landmark or historic district site.
- b. **Strategies:**
- Analyze existing landmark designations and historic resource surveys, to inform areas for future surveys undertaken by LPC research department staff with the goal of increasing the number of landmark designations in underrecognized communities in New York City
  - Seek grant funding to hire consultants for specialized surveys and historic context statements related to New York City's Latina/o/x and Asian American communities
  - Create a methodology for including a history of past harms and racial injustices that were endured on the landmark or historic district site and begin including them in every new designation report
  - When new designations are primarily associated with specific communities, develop targeted promotional events and initiatives to highlight their significance, ensuring that these important stories are shared widely and celebrated
  - Create new educational tools to share the diverse history of New York City, to ensure we are telling the story of all New Yorkers through a variety of media, including story maps and social media campaigns
- c. **Indicators:**

- Percent increase in geographic and/or thematic surveys identifying buildings and sites in underrecognized communities in New York City
- Number of new educational tools related to designations publicly launched

## Medium-Term

1. **Goal:** Grow LPC's [Historic Preservation Grant Program \(HPGP\)](#) to assist income-eligible property owners and not-for-profit organizations in restoration work, particularly in underserved neighborhoods. Established in 1977 with federal Community Development Block Grant funds, HPGP provides grants of \$10,000 to \$35,000 for façade restorations.<sup>14</sup>
  - a. **Outcome:** By 2029, increase LPC's budget for grants it provides to income-eligible New Yorkers by 20%.
  - b. **Strategies:**
    - Develop an online form for grant applications to facilitate the submittal of complete applications and to enhance the customer experience
    - Build and implement a funding strategy for the grant program to meet the need in underserved communities
  - c. **Indicators:**
    - Percent increase in HPGP grants in underserved areas
2. **Goal:** LPC has had 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2029, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Work with NGO and agency partners to identify opportunities and challenges in building a larger pool of M/WBE contractors with historic preservation expertise, particularly Black M/WBE contractors who have had the greatest underutilization<sup>15</sup>
    - Increase LPC participation in outreach events, conventions, and trade shows to connect with qualified contractors

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<sup>14</sup> The program supports not-for-profit organizations serving low- and moderate-income communities, as well as eligible low-to-moderate income owners of buildings in historic districts or designated as landmarks. To date, the program has awarded over \$5.7 million, assisting 177 homeowners and 147 not-for-profits citywide. This is LPC's only capital expenditure program.

<sup>15</sup> LPC will continue to review data on an ongoing basis and adjust strategy accordingly.

- Develop and execute a plan to host preservation-specific outreach events to contractors to build supply of M/WBE contractors through encouraging certification

**c. Indicators:**

- Percent of agency awarded contracts to M/WBEs, disaggregated by race and ethnicity
- Number of outreach events, conventions, and trade shows attended
- Number of contractors encouraged to apply for M/WBE certification

## Long-Term

1. **Goal:** Address any underrepresentation of staff in roles within the agency through equitable hiring and recruitment practices for all vacancies

- a. **Outcome:** By 2035, develop a workforce pipeline for the field of historic preservation.

- b. **Strategies:**

- Continue utilizing The NYC Department of Youth and Community Development (DYCD) Summer Youth Employment Program (SYEP) interns and seek to increase LPC's participation in the program
- Seek creative opportunities for internships that will attract a diverse pool of applicants
- Grow LPC's outreach and educational programs in New York City High Schools to explain to students what a career in historic preservation entails, and develop new ways to reach local students to explain the profession
- Increase outreach for the Landmarks Preservationist civil service exam to encourage more diverse candidates

- c. **Indicators:**

- Percent increase in SYEP interns
- Number of events at NYC high schools
- Number of events related to LPC's civil service exams for Landmark Preservationist positions

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #5: Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not to limited

to health care, housing, education, policing, criminal justice, employment, and social service.

- #15: Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- LPC launched an initiative in January 2021 to guide agency priorities into the future. This includes prioritizing designations that represent New York City's diversity, with a particular focus on preserving historic places associated with underrepresented communities; robust outreach and public dialogue with the city's diverse communities; and fairness, transparency, and efficiency in regulation so that all property owners have equal access to resources, technical assistance, and expertise.
- LPC has focused designations on places that broaden the representation of the City's diverse history and communities. LPC's ongoing commitment to telling the complete story of New York City's Black history through landmark designations was advanced through several designations, including the (Former) Colored School No. 4, the only known surviving building in Manhattan that exclusively served Black Americans during mandated racial segregation in New York City public schools. LPC also designated performance venues and residences associated with famous Black jazz musicians, including "Dizzy" Gillespie's house in Corona, Queens, and Harlem's Hotel Cecil & Minton's Playhouse Building. In addition, LPC designations also included two buildings with significance to LGBTQ+ history, Julius' Bar Building in Manhattan and the Lesbian Herstory Archives. LPC also advanced its goal of increasing designations in areas less represented by landmarks, particularly in the Bronx, with six new designations in the Bronx, including the borough's first scenic landmark, Old Croton Aqueduct Walk and the Bronx Opera House.
- LPC has taken actionable steps to streamline rules and processes to allow for more efficient permitting, furthering equity to enhance transparency, accessibility, and efficiency in our permitting process. In March 2024, LPC launched [Portico](#), a new web-based permit application portal that provides a user-friendly customer experience for owners of landmark buildings applying for permits to do work on their designated properties.
- In 2024, LPC launched "[More Than a Brook: Brooklyn Abolitionist Heritage Walk](#)," an interactive audio tour that explores Brooklyn's history as a critical

neighborhood for the National Abolitionist Movement and the Underground Railroad.

# NYC Housing Authority

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## Mission and Commitment

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

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

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

## Racial Equity Goals

### Short-Term

1. **Goal:** Educate supervisors and managers on their roles and responsibilities concerning employees or residents with disabilities
  - a. **Outcome:** By November 2026, achieve expanded knowledge and awareness of current applicable reasonable accommodation processes and laws, as well as accessibility requirements pursuant to the Americans with Disabilities Act and broader Fair Housing regulations.
  - b. **Strategies:**
    - Targeted training to NYCHA supervisors and managers on employee reasonable accommodation processes and resident services for ASL interpretations

- c. **Indicators:**
      - Percent of supervisors and managers completing the training
  - 2. **Goal:** Enhance current processes in place to provide on-demand video remote interpretation for deaf or hard of hearing residents who require American Sign Language (ASL) interpretation, thereby supporting NYCHA efforts to ensure all low-income New Yorkers can fully participate in NYCHA services and support programs.
    - a. **Outcome:** By November 2026, implement enhanced processes and technical support for NYCHA staff communicating with residents or housing applicants who require ASL interpretation to effectively communicate.
    - b. **Strategies:**
      - Onboard vendor who provides on-demand video remote interpretation services and train applicable NYCHA staff who regularly interface with residents on how to request such services on these residents' behalf.
    - c. **Indicators:**
      - Number of ASL on-demand requests made; number of ASL on-demand requests successfully completed; number of staff trained
  - 3. **Goal:** Improve access to and effectiveness of services and supports available to Public Housing residents struggling to remain current on necessary rental payments
    - a. **Outcome:** By the end of 2026, meet or exceed 10 resident inquiries for each HRA benefits enrollment event, target communication related to rent arrears payment options, and connect residents with administrative hearings and housing court with legal professionals.
    - b. **Strategies:**
      - Collaborate with HRA to continue HRA enrollment events hosted on NYCHA campuses, targeting benefit enrollment efforts at developments with the highest rent delinquency rates.
      - Launch targeted communication efforts to residents with persistent arrears through direct email, phones, flyers, door knocking, and one-on-one office meetings to raise awareness of available payment options.

- Connect residents to Right-to-Counsel services by referring them to nonprofit legal services organizations for free legal representation and advice during administrative and Housing Court proceedings.
- Refer potentially-eligible residents with rental arrears to apply to HRA for emergency assistance both before and during legal proceedings, as well as in the 30 days after winning nonpayment cases so that residents can avoid eviction.

**c. Indicators:**

- Number of HRA enrollment events in 2026
- Number of residents applying for HRA assistance through enrollment events in 2026
- Number of appointments per enrollment event in 2026

## Medium-Term

1. **Goal:** Provide safe and healthy housing to underserved communities through expanding timely response to lead based paint, mold, and pests.
  - a. **Outcome:** By 2028, remedy deficient physical conditions in NYCHA properties by making physical and operational improvements to deliver results for residents across the city.
  - b. **Strategies:**
    - Address issues of pests at developments through Integrated Pest Management (IPM), which is focused on prevention and directs resources to address the root causes of infestations, including ensuring that NYCHA timely collects and properly stores and disposes of waste, limiting the use of toxic pesticides to the minimum necessary to achieve pest control, and requiring NYCHA maintenance staff to prevent pests from harboring in NYCHA's buildings
    - Continue the Mold and Leaks Restore and Renew ("MLRR") program, which provides skilled trades and administrative resources to select high-need developments with a high volume of aged, open mold and leak work orders. This focused approach aims to address deficiencies and reduce the mold and leaks work order backlog.
    - Continue Operation Mold Clean Up (OMC) to prioritize and reduce the backlog of open Caretaker X and Painter mold removal work orders and outstanding mold resistant paint work orders, to ultimately prevent second verified mold complaints in the same

unit or same common area room or hallway within a 12-month period

- Abate all lead-based paint in apartment units that contain lead-based paint and interior common areas that contain lead-based paint in the same building as those units by 2039.
- Continue commitments for over 100 new waste yards at 83 developments and nearly 1,200 interior compactors at 92 developments, targeted for completion by end of 2028

**c. Indicators:**

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

**2. Goal:** Expand resident connection to high-quality employment and educational services by leveraging federal grant, city, and partner resources

a. **Outcome:** By 2028, launch and complete five (5) funded economic opportunity initiatives for low-income New Yorkers.

b. **Strategies:**

- Continue implementation of U.S. DOL funding for the NYCHA YouthBuild program to provide job training, educational services, occupational skills training, leadership development, and high-quality post-program placement services for at risk young adults from Brownsville, Brooklyn.
- Continue implementation of received HUD funding for the Coney Island Jobs-Plus program which provides customized employment services, financial counseling, rent-based incentives, and peer to peer support to working age residents in targeted NYCHA Developments Coney Island Houses I, Surfside Gardens, and Coney Island Houses I (Site 4 & 5).
- Collaborate with the Mayor's Office of Equity & Racial Justice (MOERJ) on the Bronx Expansion programs which include: NYCHA's Family Self Sufficiency (FSS) program, the NYCHA Resident Training Academy (NRTA) construction track, and meals expansion programs through the funding cycle ending on June 30, 2026.

**c. Indicators:**

- Number of Youth Build enrollees
  - Number of Youth Build enrollees placed in employment/education
  - Number of Coney Island Jobs-Plus members assessed
  - Number of Coney Island Jobs-Plus members provided with one or more Post- Assessment Services
  - Number of Coney Island Jobs-Plus members placed in jobs
  - Number of NYCHA FSS enrollees
  - Average FSS escrow amount (enrollees)
  - Number of NYCHA FSS graduates
  - Number of meals provided by NYCHA Food Business Pathways businesses to Bronx developments experiencing gas outages
  - Number of residents enrolled in NRTA- Bronx Expansion
  - Number of residents who complete NRTA- Bronx Expansion
  - Number of NRTA- Bronx Expansion graduates placed in employment or union apprenticeship
3. **Goal:** Continue to expand language access to NYCHA residents, Section 8 participants, and members of the public who participate in or are exploring participation in NYCHA’s affordable housing.
- a. **Outcome:** By end of 2027, release an updated Language Access Implementation Plan as well as implement necessary improvements and enhancements to NYCHA’s provision of language access services.
  - b. **Strategies:**
    - Utilize self-reporting data submitted by residents and applicants to determine current language access needs
    - Review requests for interpretation and translation to determine current language access needs
    - Ensure necessary awareness, including via signage and notifications, exists so that those who would like to utilize such services understand that such services are available and how they may be accessed.
  - c. **Indicators:**
    - Number of requests for language services
    - Number of complaints for failure to provide services

## Long-Term

1. **Goal:** Through a resident-engagement focused process, address historical infrastructural challenges in underserved communities by prioritizing rehabilitation or redevelopment in the highest need NYCHA housing units
  - a. **Outcome:** By 2034, have begun or completed substantial rehabilitation or redevelopment in 25,000 units under the Trust model, and by 2028, have entered at least 62,000 units for rehabilitation or redevelopment under the PACT model.
  - b. **Strategies:**
    - Transfer the initial 25,000 apartments to the New York City Public Housing Preservation Trust (the Trust) to improve residents' quality of life through comprehensive building renovations while preserving all their rights and protections including permanently affordable rent
    - Continue the Comprehensive Modernization Program to integrate comprehensive renovations spanning multiple building systems, interiors and exteriors, and grounds improvements at several developments including Todt Hill, Saint Nicholas Houses, Gowanus Houses, and Wyckoff Gardens
    - Continue to prioritize resident engagement and communication in the renovation processes through on-site engagement offices, meetings, flyers, and canvassing
    - Continue rehabilitation and redevelopment through the Permanent Affordability Commitment Together (PACT) model to reinvest in, restore and rebuild publicly controlled affordable housing in a way that reflects the priorities of the communities we serve
  - c. **Indicators:**
    - Number of apartments preserved as low-income, rent-restricted housing
    - Number of apartments rehabbed (Trust, PACT, Comp Mod)
2. **Goal:** Promote economic mobility and job opportunities for low-income residents and equitable access to agency contracting opportunities by meeting required commitments to Section 3, and other resident hiring goals
  - a. **Outcome:** By 2034, continue to make best efforts to achieve Federal Section 3 benchmarks.
  - b. **Strategies:**
    - Continue adhering to the Section 3 federal regulation and ensuring the compliance of contractors to increase employment opportunities among NYCHA residents
    - Update the interim standard procedure to incorporate key changes to Section 3 and work on training materials for NYCHA

- Ensure consistency with federal, state, and local law through the continued implementation and evaluation of goals
- Continue providing no-cost employment-linked training opportunities to new cohorts through the NYCHA Resident Training Academy and explore private and agency partnerships to provide supportive services and resources to participants to encourage attendance
- Support NYCHA Entrepreneurs (“NYCHAPreneurs”) by expanding participation in NYCHA’s free business accelerator programs that empower residents and Section 8 voucher holders to start and grow profitable food and home-based childcare businesses

**c. Indicators:**

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

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government to provide program services and share written information in the city’s top languages at an accessible level.
- #7: Ensure and appropriately fund prevention and provide legal and financial support for families facing eviction, lease theft, and deed theft.
- #8: Remove all government issued fees for services, where possible, and convert remaining fees and fines to an income-based sliding scale.

## Spotlight Wins

- NYCHA has made significant progress in addressing mold and leak issues in NYCHA Public Housing Apartments:

- o Approximately 92 percent decline in the median days to inspect for mold from 24.6 days in March 2022 to two days in March 2026
  - o Approximately 81 percent reduction in the number of open Ombudsperson Call Center cases managed by MRU from over 2,000 open cases in March 2022 (at its highest) to ~380 cases as of March 2026
  - o Approximately 53 percent decline in the average number of mold inspections created per week from ~508 WOs in 2020 to ~241 WOs in 2025
- In the 2024-2025 heat season, NYCHA resolved its heat outages on average in 6.85 hours. 100 percent of outages (512 out of 512) were resolved within 24 hours.
- As of March 5, 2026, NYCHA has converted 31,472 apartments to the Project-Based Section 8 program through PACT. Twenty-eight projects have converted through PACT.
    - o Of those apartments, 13,060 have completed repair work, representing over \$2.6 billion in capital investment.
    - o The remaining 18,412 apartments are under construction, representing \$7.24 billion in repairs.
    - o In addition to our converted projects, we currently have 12,758 apartments in some phase of planning and engagement work. This represents \$6.17B in capital repairs.
    - o Overall, we have over 44,000 units in our PACT pipeline, representing over \$16.09 billion in capital repairs for NYCHA residents
- NYCHA is also actively taking steps to fully implement the New York City Public Housing Preservation Trust (Trust) model, providing further ability to fully modernize NYCHA developments through this new public entity.
    - o In 2025, the Trust executed the design-build contracts for Nostrand Houses and Bronx River Addition, totaling \$493 million, to improve living conditions for over 2,100 residents across the two developments.
    - o Three new resident votes were held in 2025, including at Hylan Houses, Throggs Neck Addition, and Randall Avenue-Balcom Avenue, which elected to join the Trust, remain Section 9, and enter the PACT program, respectively. In totality, these milestones demonstrate major advances in programs that seek to invest in aging and deteriorating buildings across the public housing portfolio and improve the quality of life for NYCHA residents.
    - o The first conversions of Trust properties are planned for 2026

# Infrastructure and Environment



## Infrastructure and Environment

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

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

### Inequitable Infrastructure Development

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

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

### Spotlight: Parks

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

However, given the nation's discriminatory approach to development throughout multiple eras, equity was not always a driving force in the development and operation of NYC's parks. In 1858, Central Park was opened to the public, having been developed through eminent domain, resulting in the displacement of Seneca Village, a thriving Black community, and its churches, schools, and homes - dismantling Black property ownership among its 225 residents.<sup>45</sup> Systemic racism in our nation also enabled the discriminatory practice of redlining, which began in the 1930s, preventing Black persons and other minorities from accessing insured loans for home ownership, hindering stability, economic growth, and reinforcing disinvestment in communities of color, including the siting of polluting land uses.

The effects of this historical inequity persist today. One of the most visible forms of these inequities is the uneven access to open space. Despite scoring highly on equity metrics in the Trust for Public Land's 2024 ParkScore analysis—where New York City earned 99 out of 100 points for people of color and low-income households living within a 10-minute walk of a park—there are still significant disparities in park access and quality. In poorer neighborhoods, the average park size is 6.4 acres, compared to 14 acres in wealthier neighborhoods. In predominantly Black neighborhoods, the average park size is just 7.9 acres, compared to 29.8 acres in predominantly white neighborhoods.<sup>46</sup> As noted in the City Council's Park Equity & COVID-19 hearing, this disparity was particularly challenging during the COVID pandemic, where residents in low-income neighborhoods without access to private open spaces or abundant parkland for physical activity and social connection were more likely to experience severe mental health and wellness deterioration, and communities of color ultimately fared worse.

## Disparities in Transportation

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

Although New York City does not operate New York City's transit system, it is important to recognize the racial history of transit and transportation in the City. In the 1830s, as New York City expanded and early iterations of public transportation emerged, streetcar lines were segregated. Streetcars that allowed African Americans were labeled "Colored Persons Allowed" and operated less frequently than those for white passengers.<sup>47</sup> Segregated transportation facilities, such as streetcar stations and restrooms, often exposed African Americans to violence. The desegregation of public transit in New York City began in 1854 when Elizabeth Jennings, a 24-year-old African American teacher, sued the Third Avenue Rail Company after being violently removed from a segregated streetcar.<sup>48</sup> This case, along with the efforts of Black activists, led to the complete

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

Throughout the 20th century, transportation and urban planning projects in New York City, as in much of the United States, were often implemented without care for communities of color. For example, practices such as redlining forced divestment from and spatially segregated communities of color. Redlined neighborhoods were denied public and private investments, leading to deteriorating infrastructure. In response to the decline, urban renewal policies were introduced, which often targeted communities of color under the guise of improving "slums". These policies, coupled with the rise of automobile use, shaped city streets to prioritize vehicles over pedestrians and cyclists, further marginalizing low-income residents and communities of color who relied on walking and public transportation. Additionally, interstate infrastructure projects like the Brooklyn-Queens Expressway and the Cross-Bronx Expressway physically divided neighborhoods, displacing residents and disrupting community life, and disproportionately affecting communities of color.<sup>49</sup>

Concurrently, white families fled their working-class neighborhoods in the City for the suburbs. Many people of color, low-income households, and immigrant families sought affordable housing options in these neighborhoods, which were sometimes farther from the pricier city center.

These historical injustices continue to limit access to quality jobs, health care, education, and recreation, particularly for New Yorkers of color. For example, in 2019, the average commute time for white New Yorkers was 37.4 minutes, compared to 48.2 minutes for Black New Yorkers and 42.6 minutes for Hispanic New Yorkers.<sup>50</sup> Additionally, people of color in New York City face higher rates of unemployment and poverty. According to the Transit Center Equity Dashboard, "White people, who disproportionately live in or near Manhattan, have the best transit access to potential jobs of any group but are the least likely to ride. The average Black New York City resident can reach about half as many jobs by transit as the average white person".<sup>51</sup> The lack of safe, affordable, and efficient transportation options is most acute in low-income communities of color, acting as a significant barrier to essential resources.

### **Spotlight: Disparities in For-Hire Transportation**

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

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

Moreover, most applicant and current licensed driver interactions with the City are conducted online. Nationwide, 92 percent of the jobs in the U.S. require digital skills<sup>52</sup>, which is also applicable to City licensed drivers. However, the digital divide reinforces inequity based on race and ethnicity.

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

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

## Pollution and Environmental Hazards

Communities of color and low-income residents throughout New York State historically bear the disproportionate burden of pollution from industrial facilities and areas, such as power plants, sewage treatment plants, landfills, and highways or transportation hubs located within or near these communities. These critical pieces of infrastructure that we all rely on are nearly impossible to relocate. Nearby residential areas are thereby exposed to multiple sources of pollution in these communities contributing to a host of adverse health outcomes and disparities "such as asthma, lung, and heart disease, increased birth defects, and learning impairments".<sup>53</sup>

For example, 13 out of 14 of the City's wastewater resource recovery facilities are located within or adjacent to Environmental Justice (EJ) neighborhoods. As a result, those residents are disproportionately exposed both to any odor or air pollution emissions from those sites, and emissions from commercial vehicles that travel to these sites. In fact, in the 1960s, the City's North River Wastewater Resource Recovery Facility (WRRF) was intentionally located in West Harlem rather than in Midtown or the Upper West Side because it was perceived to be a less desirable area for future development.<sup>54</sup>

Moreover, environmental justice neighborhoods are disproportionately exposed to flooding due to climate change: while 49 percent of the City's population resides within EJ neighborhoods, these neighborhoods account for 54 percent of New Yorkers at risk of stormwater flooding; 57 percent of those living in the 100-year coastal flood plain as of 2100; and 69 percent of New Yorkers who will be subject to tidal flooding in 2100.<sup>55</sup> In addition, residents of EJ neighborhoods experience far more health impacts related to air pollution than other New Yorkers; in fact, all of the top ten neighborhoods for air pollution-related emergency room visits are in EJ areas.

Low-income communities, many of which are communities of color, disproportionately experience the inability to pay their water bills due to the rising cost of access to clean water.<sup>56</sup> The cost of water and wastewater services in New York City is projected to increase potentially by nearly 28 percent over the next three years.<sup>57</sup> Because New Yorkers of color are disproportionately lower income, these rising costs disproportionately affect them.

## Disparities in Cleanliness and Environmental Safety

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

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

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

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

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

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

## Digital Inequities

Digital equity means that individuals and communities, especially those most in need, can fully participate in our digital society and economy. Achieving digital equity requires addressing long-standing, structural inequities, and putting marginalized communities at the center of our efforts. Access to broadband devices, and digital skills are key to achieving digital equity, yet 30 percent of New York City households or 2.5 million New Yorkers, mostly in underserved neighborhoods, lack both a mobile connection and a home broadband connection. This figure is even more stark when overlaid with race as nearly 38 percent of African American and 34 percent of Hispanic New Yorkers lack both a mobile and home broadband connection compared to 21 percent of white New Yorkers.<sup>58</sup>

Disparities continue to disproportionately affect low-income New Yorkers, older adults, people with disabilities, and communities of color – populations that often overlap and experience compounded harms. Digital inequality is most pronounced in Black, Hispanic, and Native American underserved communities. Over 40 percent of households in the Bronx lack a combination of mobile and home broadband compared to 30 percent citywide.<sup>59</sup> Additionally, almost 10 percent of households, or nearly 800,000 city residents, lack a computer at home citywide, compared to over 30 percent

for the Bronx.<sup>60</sup> Disparities in device access largely mirror those in broadband subscriptions, disproportionately impacting low-income residents, older adults, and people with disabilities.<sup>16</sup>

New Yorkers' needs are constantly evolving as technologies and society move forward. Broadband access is critical to modern applications in education, banking, employment, and other services. Digital inequity is often cyclical with income and wealth inequality limiting access to connectivity. According to a 2023 survey conducted by the New York State ConnectALL office, 44 percent of the state's urban respondents and 57 percent of racial and ethnic minorities indicated difficulty paying for internet.<sup>17</sup> Historic disinvestment in communities of color and non-English speaking communities has made affordability a large barrier to broadband access in these communities, who consistently reported high service costs and lack of choice at the state level.<sup>18</sup> While the Affordable Broadband Act went into effect in 2025, outreach, awareness and enrollment in low-cost broadband plans are essential to ensure New Yorkers benefit equitably.

## Unified Commitment

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

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<sup>16</sup> For full results of this survey, see <https://broadband.ny.gov/system/files/documents/2023/09/nys-bead-5-year-action-plan.pdf>.

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

# Business Integrity Commission

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## Mission and Commitment

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

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

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

## Racial Equity Goals

### Short-Term

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

- Collaborate with partner agencies to develop informational notices to be sent via the existing BIC notifications portal, and promote programs/initiatives during outreach events and on social media
  - Analyze participation data for the programs/initiatives to assess success and improve outreach efforts
  - Identify a new program or initiative to promote annually, creating avenues for agencies and small businesses to connect and advance equity goals
- c. **Indicators:**
- Percent of trade waste companies referred to or educated on the designated equity-focused program
  - Number of trade waste companies who received funding or direct assistance through the designated equity-focused program
  - Percent of trade waste companies made aware of trainings related to human rights or other equity-focused laws
  - Number of trade waste companies who attend a training in the last two years related to human/workers' rights or other designated equity-focused initiative
2. **Goal:** Increase investment in translation and interpretation services to promote language accessibility and ensure that agency information is accessible to diverse New Yorkers
- a. **Outcome:** By the end of 2026, increase spending on translation and interpretation services by 10%.
- b. **Strategies:**
- Identify public-facing communications, materials and content that require translation to comply with Local Law 30
  - Prioritize increased spending on communications, materials and content in top used languages by trade waste companies
- c. **Indicators:**
- Dollars spent on translation and interpretation services
  - Percent change in translation and interpretation services expenditure from the previous fiscal year

## Medium-Term

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

- Introduce a new vehicle compliance page that consolidates several existing pages into a more streamlined and helpful resource
  - Add a new FAQ section in plain language to address the most commonly received questions from applicants and the public
  - Create a reference document for new applicants to increase access to information and maximize opportunity for entry into the trade waste and public wholesale food industries
  - Restructure the forms and fees sections for clarity and easier navigation
- c. **Indicators:**
- Number of new materials that promote information access added to BIC's website
  - Number of website pages updated with new plain language content
2. **Goal:** Increase agency efforts to ensure compliance with Local Law 56 of 2019 (Local Law 56), which requires trade waste companies to directly provide and post specific wage and workers' rights information for employees
- a. **Outcome:** By 2028, confirm total compliance with Local Law 56 workers' rights posting requirements during BIC garage and facility inspections, and issue administrative violations for instances of non-compliance.
- b. **Strategies:**
- Incorporate compliance checks into routine garage and facility inspections to ensure companies are providing workers, as required, with information regarding workers' rights, safety, labor complaints, and wages. Agency investigators will note whether required workers' rights information was available to employees as part of every post-facility inspection report for supervisor review
  - Organize refresher trainings for agency investigators and other relevant staff regarding the Local Law 56 requirements for companies
  - BIC Violations Unit will issue violations for noncompliance and work with regulated companies to achieve compliance
- c. **Indicators:**
- Number of violations issued to private waste companies for Local Law 56 noncompliance
  - Percent of facility inspections that include a Local Law 56 compliance check

## Long-Term

1. **Goal:** BIC has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Review current BIC M/WBE utilization to understand past spending trends and identify opportunities to include M/WBE vendors in future purchasing, continuing to evaluate goals and disparity data
    - Continue to re-evaluate agency purchasing needs and collaborate with all internal stakeholders across relevant units to ensure we are in compliance with M/WBE utilization requirements as mandated per local law as new initiatives or needs arise
  - c. **Indicators:**
    - Percent of agency utilization from M/WBEs
    - Percent of M/WBE utilization disaggregated by race, ethnicity, and gender
  
2. **Goal:** Assess the impact of adverse BIC determinations on workers and employment stability at licensed trade waste companies
  - a. **Outcome:** By the end of 2034, complete assessment and analysis, and establish recommended policies for implementation.
  - b. **Strategies:**
    - Develop informational flyers to distribute to affected workers at organized outreach events
    - Analyze participation data from outreach events to assess success and inform how the agency can improve future outreach efforts
    - Collaborate with industry stakeholders to identify industry opportunities to promote during organized outreach events
  - c. **Indicators:**
    - Number of employees employed by regulated company at time of adverse determination
    - Number of employees who attended organized outreach events
    - Number of hours in contact with affected employees

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.

- #15: Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- BIC has achieved substantial industry compliance with New York City's vehicle emissions law. Local Law 145 of 2013, which went into effect on January 1, 2020, seeks to reduce the pollutants emitted by heavy duty trade waste vehicles (diesel-fuel powered vehicles with a gross weight of over 16,000 pounds). Implementation of the vehicle emissions law was a collaborative effort between BIC and DEP to lower the air pollution and other environmental harm caused by the emissions from trade waste vehicles, which disproportionately impacts low-income communities and communities of color in New York City. Through a combination of outreach and enforcement, using digital compliance and data tracking, BIC achieved nearly total compliance. Now that the law is in effect, licensed and registered trade waste companies are not issued waste conveyance plates from BIC for any vehicles not in compliance with the emission standards.
- BIC has initiated a progressive violations process that incentivizes compliance and mitigates penalties for licenses and registrants. BIC's improved violation process protects New Yorkers through enforcement of safety, recycling and quality of life rules. By 2026, BIC achieved full transition of all violations to the Office of Administrative Trials and Hearings (OATH) Hearings Division as the primary tribunal for BIC administrative violations, which has significantly improved the implementation of BIC's progressive penalty schedule and early settlement program, and its ability to utilize digital workflows to automate and streamline calendaring of new violations. This has strengthened BIC's capacity to enforce rules that improve quality of life for all New York City residents and have a positive impact on equity issues, such as cleanliness, noise, odor nuisances from trade waste vehicles, and traffic and vehicle safety on New York City streets.

# Department of Design and Construction

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## Mission and Commitment

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

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

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

## Racial Equity Goals

### Short-Term

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

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

## Medium-Term

1. **Goal:** Strengthen workforce through enhanced recruitment and improving retention of diverse candidates and employees
  - a. **Outcome:** By 2028, increase the number of applicants of color in our technical titles and those applying for managerial level roles.
  - b. **Strategies:**
    - Build our partnerships with HBCUs with architect and engineering programs and DYCD partnerships
    - Provide leadership training for our emerging leaders
    - Conduct regular workforce trend analysis including auditing hiring practices for underutilized job groups
  - c. **Indicators:**
    - Percent increase in number of partnerships with HBCUs with architect or engineering programs
    - Percent increase in number of partnerships with DYCD

- Demographics, including race and ethnicity, of department workforce and new staff across technical job groups and managers, for solely informational purposes
2. **Goal:** Improve hiring processes across divisions to ensure equity is built into the structure of interviews and selection to reduce disparities in workforce
    - a. **Outcome:** By 2028, ensure that 100% of hiring managers have implemented equitable hiring practices.
    - b. **Strategies:**
      - Ensure Interview Panels are drawn from groups that are representative by race, ethnicity, gender, age, reporting structure and other equity measures
      - Ensure that 100% of hiring managers have completed Structured interview training
      - Ensure that new or newly promoted managers receive Structured Interview training within the first quarter in their position
    - c. **Indicators:**
      - Percent of interview panels that are diverse
      - Percent of hiring managers trained in structured interview strategies

## Long-Term

1. **Goal:** Integrate an analysis of disparities into our Advanced Capital Planning (ACP) program to better advise sponsor agencies on the frequency of project delivery requests within neighborhoods with social economic disparities identified through agency disparity analysis, which will promote transparency and encourage sponsor agencies to prioritize improvements and resource allocation in those communities
  - a. **Outcome:** By 2034, assess and inform 100% of sponsor agencies' portfolios of project delivery requests in the identified neighborhoods, while institutionalizing the practice for ongoing years.
  - b. **Strategies:**
    - Expand the ACP program to work with sponsor agencies to assess their entire portfolio of public buildings and develop efficient, forward-looking strategies to manage their capital needs
    - Focus on identifying and informing sponsor agencies of the historic frequency and costs of their project delivery requests in communities with high percentages of socioeconomic disparities to encourage resource prioritization
  - c. **Indicators:**
    - Number of sponsor agencies whose portfolio DDC has analyzed

- Number of sponsor agencies who have been provided recommendation by DDC
  - Number of sponsor agencies who have incorporated DDC recommendations in planning since launching this initiative
2. **Goal:** DDC has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
- a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Leverage existing tools like the M/WBE Small Purchase award method and M/WBE PQLs
    - Strengthen industry partnerships and increase understanding of contracting roadmap
    - Hold prime vendors accountable for meeting M/WBE goals
  - c. **Indicators:**
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded disaggregated by race and ethnicity

## Draft Community Equity Priorities Referenced

- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- Starting in FY23 through FY25, DDC saw an increased percentage utilization in contract awards to businesses which have historically been underutilized in citywide contracting.
- The ACE mentor program is a free after-school program that works with a variety of organizations that mentor high school students who are interested in careers in Architecture, Construction, and Engineering. Founded in 1994 by a group of leading architects, contractors and engineers in New York City, the program has served more than 77,000 students nationwide and over 17,000 students in New

York alone. Today, more than 13,000 students and 4,100 mentors participate in ACE each year and the program serves as one of the premier pipelines for diverse emerging talent in the design and construction industries. In 2024, DDC and the New York School Construction Authority (SCA) teamed up to provide mentoring to high school students across all five boroughs. We prepared a year end project and entered the National Construction Industry Round Table (CIRT) competition. Our project design won First Place in the National CIRT Project Category of Olympic Stadium design and Second Place across all National CIRT Project categories. DDC has and will continue to proudly serve as a mentoring Firm for the ACE Mentoring Program of Greater NY in order to invest in NYC students, influence young professionals and to create opportunities in the Design and Construction industry within the city we call home.

# Department of Environmental Protection

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## Mission and Commitment

The Department of Environmental Protection's (DEP) mission is to protect public health and the environment by supplying the highest-quality drinking water; treating and recovering valuable resources from wastewater to protect New York City's waterways; minimizing exposure to air, noise, and hazardous materials pollution; and constructing dependable infrastructure to foster a more resilient New York City for generations to come.

DEP remains committed to fostering a safe and resilient New York City by actively listening to historically marginalized voices and disadvantaged populations, and by addressing legacies of discrimination and systemic inequities. Our agency's racial equity plan focuses on our core business to identify concrete actions and measures for ensuring fair and equitable outcomes for all communities.

For these reasons, we must ensure government's responsibility – our accountability – for environmental justice and a safe environment for all New Yorkers by implementing strategies for reducing the burdens and eliminating the harms on the most distressed communities. We must ensure that our investments directly benefit these communities, and that our workforce reflects these communities. We will accomplish these objectives by focusing on three (3) core areas of our work: budgeting, service delivery, and staffing.

## Racial Equity Goals

### Short-Term

1. **Goal:** Partner with advocates and community partners to address the disproportionate impacts of the rising cost of drinking water on low-income communities of color, and other vulnerable communities
  - a. **Outcome:** By the end of 2026, work with advocacy partners to achieve reauthorization of the Low-Income Household Water Assistance Program (LIHWAP) or similar water assistance program and market these benefits to all DEP customers to ensure as high a take-up rate as possible.
  - b. **Strategies:**
    - Brief local elected officials and work with advocacy organizations such as the Natural Resources Defense Council (NRDC) to join a coalition lobbying for greater federal funding to assist low-income New Yorkers

- Lobby for the reinstatement of LIHWAP and other affordability programs

c. **Indicators:**

- Number of letters, meetings, or other formal advocacy efforts supported by DEP with the goal of obtaining additional federal funding for low-income New Yorkers
- Number of DEP customers that receive financial assistance from LIHWAP or other federally funded affordability programs, by future fiscal year (pending federal funding)
- Number of DEP customers that receive other state or federal financial assistance, by future fiscal year (pending federal funding)

## Medium-Term

1. **Goal:** Improve air quality associated with warehousing activity (warehouses are disproportionately located in low-income communities and communities of color) through an indirect source rule to be enacted by the City Council
  - a. **Outcome:** Following enactment of local law and an indirect source rule, warehouses are to take action to reduce pollutants associated with trucks that drive to and from and idle at these warehouses.
  - b. **Strategies:**
    - Collaborate with agency partners to draft legislation to regulate indirect sources of air pollution in connection with warehousing activities
    - Collaborate with the City Council on introduction of bill
    - Analyze bill for environmental impacts
  - c. **Indicators:**
    - Successful passage of indirect source rule
    - Number of warehouse owners/operators subject to rule that have registered with DEP, if rule is passed
    - If rule is passed, once improvements are in place by warehouse operators: Comparison of air quality before and after rule implementation in neighborhoods with significant number of warehouses in scope of indirect source rule; for example, change in particulate matter and NOx pollutant levels per New York City Community Air Survey
2. **Goal:** Attract diverse talent to join DEP's workforce
  - a. **Outcome:** By 2028, build an entry-level workforce that more closely reflects the pool of qualified candidates in the counties in which DEP operates.

- b. **Strategies:**
    - Expand DEP’s apprenticeship program to include 50% more agency entry-level job titles, as well as expand existing apprenticeship programs to include more participants
    - Increase recruitment partnerships with DCAS, unions, and outside organizations to cover the cost of civil service exams and test prep courses for eligible job candidates, particularly women and underrepresented communities
  - c. **Indicators:**
    - Number of entry-level job titles with a formal apprenticeship program
    - Number of people who have received financial assistance to take a civil service exam or to take a test prep course
3. **Goal:** Facilitate the replacement of lead service lines throughout the city, with an emphasis on implementing a no-cost replacement initiative for privately owned water service lines in environmental justice communities
- a. **Outcome:** By 2028, make full use of all state and federal funds for replacing lead service lines in environmental justice neighborhoods.
  - b. **Strategies:**
    - Conduct community meetings, door knocking campaigns, workshops, and informational sessions to educate residents about the dangers of lead in drinking water and the benefits of line replacement, and provide materials in multiple languages to ensure accessibility for all residents
    - Apply for federal, state, and local grants to fund the replacement initiative
    - Advocate for legislation aimed at requiring replacement of lead service lines throughout the city, with emphasis on implementing a no-cost replacements for privately owned water service lines in underserved communities
  - c. **Indicators:**
    - Number of community outreach events held, and the number of residents reached through these events
    - Dollar amount of funding secured from grants, and other sources to support the replacement initiative
    - Number of lead service lines replaced annually in total

## Long-Term

1. **Goal:** DEP has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** From fiscal years 2026 to 2034, continue DEP's efforts in M/WBE utilization so as to become a partner of choice among city vendors.
  - b. **Strategies:**
    - Participate in new city-wide mentorship programs and execute DEP M/WBEs pre-qualified lists
    - For construction management and design contracts three months or more behind in payment, update internal processes to allow bi-weekly (instead of monthly) invoicing to expedite payments and support M/WBEs to partner with the agency
    - Analyze the particular characteristics of the DEP procurement portfolio to strategically identify areas of greatest opportunity, identify quick wins, and create a long-term utilization road map consistent with federal, state and local law
  - c. **Indicators:**
    - Dollar value and number of contracts and subcontracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded, disaggregated by race, ethnicity, and gender
  
2. **Goal:** Prioritize agency investment into resilience projects for communities disproportionately impacted by flooding to better protect them from becoming more vulnerable to climate change
  - a. **Outcome:** By 2034, pending funding, construct up to ten Cloudburst hubs, and initiate capital projects for preventing flooding in neighborhoods with chronic flooding issues.
  - b. **Strategies:**
    - Conduct community meetings in planned Cloudburst hub communities to inform design and increase community awareness
    - Work with partner agency to integrate other capital work into cloudburst hubs to enhance public realm improvements while incorporating stormwater resiliency
    - Apply for state and federal funds to advance Cloudburst hub implementation
  - c. **Indicators:**
    - Number of Cloudburst community outreach events held
    - Dollar amount of funding secured from grants
    - Number of new Cloudburst hubs constructed in neighborhoods that experience chronic flooding

- Dollars of agency capital registered for Cloudburst hubs
3. **Goal:** Be a good neighbor in communities that host DEP facilities, with a focus on environmental justice communities, by abating odor and noise impacts and enhancing educational programming
- a. **Outcome:** By 2040 or earlier, achieve a reduction of odor and noise complaints at locations adjacent to DEP facilities and eliminate detectable noise and odors at the fence line.
  - b. **Strategies:**
    - Update design guidance for air, odor, and noise emissions from DEP wastewater treatment facilities
    - Seek funding for additional state-of-good-repair work
    - Complete repair work to address fugitive emissions at Wastewater Resource Recovery Facilities (WRRFs)
  - c. **Indicators:**
    - Percent of WRRFs in compliance with updated design guidance
    - Number of facilities with critical components addressed within set timelines
    - Percent reduction in fugitive emissions
    - Percent reduction in odor and noise complaints from surrounding community (311)

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #6: Ensure and appropriately fund prevention and provide legal and financial support for families facing eviction, lease theft, and deed theft.
- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.
- #15: Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- Established Watershed Maintainer apprentice program upstate to create a viable candidate pool of diverse talent in a historically underutilized job title.

- DEP has commenced its program for the replacement of lead service lines.

# Department of Parks and Recreation

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## Mission and Commitment

The NYC Department of Parks and Recreation's (NYC Parks) mission is to grow, maintain and program a world-class park system prioritizing equity, access, safety and nature.

In June 2024, NYC Parks launched [Vital Parks for All: Investing in NYC's Living Infrastructure](#), a new initiative aimed at ensuring equity remains a driving force in park development and programming so that the communities most in need receive the health, environmental, and community building benefits of parks and green spaces. This initiative builds on the successes of the Community Parks Initiative by targeting resources to areas with the greatest needs, expanding access through park acquisitions, making upgrades in aging infrastructure, building new swimming pools, enhancing park maintenance, and expanding tree planting in the most heat-vulnerable communities, which are disproportionately communities of color. Through the Vital Parks Explorer tool, NYC Parks is also empowering marginalized communities with information about their level of access to park facilities and opportunities for stewardship and enrichment, and how that compares to communities across the city, increasing transparency. By continuing to prioritize equity in its decisions and actions, NYC Parks is working to create a more just and inclusive park system that benefits all New Yorkers.

Providing employment opportunities and centering equity principles within NYC Parks is also a key area of focus. Although Civil Service lists control most staffing titles, NYC Parks is committed to outreach to recruit diverse candidates for roles across the agency. In addition, NYC Parks is also working to improve the employability of young adults by providing job opportunities through the Summer Youth Employment Program (SYEP), with over 900 participants in 2024 alone. Additionally, programs like the Climber/Pruner Training Program and the new Gardener Training are designed to help staff acquire new skills and advance into higher-paying positions.

## Racial Equity Goals

### Short-Term

1. **Goal:** Parks had a 30% goal for M/WBE utilization (which captures both contracts awarded directly awarded by Parks and those awarded by Parks' contractors to M/WBE subcontractors) and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law

- a. **Outcome:** In 2027, Parks will continue to be an agency leader in overall M/WBE contracting by meeting city goals and maintaining consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Continue the use of pre-qualified vendor lists (PQL) and recruitment of M/WBEs for pre-qualification. Currently, NYC Parks has four pre-qualified lists and 62% of vendors on NYC Parks' pre-qualified lists are M/WBEs
    - Continue deploying the M/WBE Small Purchase method for eligible new purchases up to the \$1.5M threshold in accordance with local law. Since 2018, \$72.8M in 314 contract awards using this procurement method have been registered to M/WBEs
    - Continue working with Office of M/WBE to support the Citywide Small Business Construction Mentorship Program
  - c. **Indicators:**
    - Percent and spending of contracts awarded to M/WBE firms (both prime and subcontractors)
    - Percent and spending of all M/WBE contracts disaggregated by race, ethnicity, and gender
    - Percent of construction contracts awarded to M/WBE prime contractors
2. **Goal:** Building on our value of engaging communities in our public input processes, empower historically underserved communities by centering their priorities in the capital design process of the Community Parks Initiative (CPI) and other capital projects to improve community well-being
- a. **Outcome:** By end of 2026, all ten CPI FY26 projects will have held their Community Input Meetings. CPI sites are parks that have not received capital investment in over two decades and are in high density, low-income communities of need.
  - b. **Strategies:**
    - Take a multi-pronged digital approach to outreach including online public scoping meeting listings, web calendar listings, and social media outreach by NYC Parks and its partners
    - Collaborate with partners in target areas including civic and community organizations, Partnership for Parks groups, and elected official offices
    - Conduct flyering in the parks slated for improvement in the languages most commonly spoken in the neighborhoods surrounding the parks to create greater access for all communities
  - c. **Indicators:**
    - Number of community input meetings held

- Number of participants at Public Input meetings in underserved communities
  - Number of responses to online feedback portal
  - Number of local partner stakeholder groups invited to Public Input Meetings
  - Number of responses provided in languages other than English
3. **Goal:** Connect New Yorkers in need with NYC Parks' public programs to learn new skills, grow capacity, and to build social connections for improved health and well-being
- a. **Outcome:** By the end of 2026, ensure 68% of the population in underserved areas have ready access (a short walk to) NYC Parks' public programs.
  - b. **Strategies:**
    - Concentrate public programs including nature exploration, sports and fitness programs, and cultural and skill building workshops in NY State Disadvantaged Communities (DACs)
  - c. **Indicators:**
    - Percent of population in DACs within a short walk to NYC Parks' public programs
4. **Goal:** Empower New Yorkers with opportunities to engage with the care of their parks, to improve their own health and that of their parks, with a focus on neighborhoods in need
- a. **Outcome:** By the end of 2026, ensure over two million New Yorkers are connected to opportunities to help steward their park, shaping its present and future, with an emphasis on DACs and Taskforce on Racial Inclusion & Equity (TRIE) communities.
  - b. **Strategies:**
    - The Strategic Community Engagement division will lead **Let's Green NYC**, a component of *Vital Parks for All*, connecting more New Yorkers to nature and one another, improving their physical and mental health, and helping keep their parks clean, safe and environmentally resilient. This initiative has already been launched, and NYC Parks is looking to sustain the communities and volunteer partners served through the years
  - c. **Indicators:**
    - Number of New Yorkers engaged
    - Number of projects/volunteer events in DACs and TRIE communities

1. **Goal:** Establish human capital practices that support and accelerate equitable hiring and staffing in close collaboration with senior leadership
  - a. **Outcome:** By 2028, Parks will complete its review of disaggregated data on 100% of workforce by demographics, including race and gender, to identify and implement measures to address any staffing disparities across positions and level, pay levels, promotion, etc.
  - b. **Strategies:**
    - Lead strategic planning, and generate accountability for results, provide governance and oversight on diversity efforts, and promote communication on progress
    - Continue efforts to recruit more diverse candidates for non-competitive and managerial titles, prioritizing areas of disparity, as well as internal advancement through the Parks training academy and other training programs. The first class of the Gardener Training Program is underway. City Parks Workers who successfully complete this training will become NYC Parks gardeners.
    - Continue to enlist a diverse group of interns from CUNY, to facilitate technical skill-building and field-based experience that will enable graduates to network and qualify for entry level jobs within the nature-based jobs industry, and specifically for civil service titles that are frequently used by NYC Parks' Environment and Planning Division
    - Build on the NOAA/USDA Forest Service grant to sustain the Natural Resource Group Apprenticeship Program in collaboration with Department of Youth and Community Development, CUNY, and the Natural Areas Conservancy; helping equip more youth to gain green job skills for increased employability
    - Sustain the Climber & Pruner Training Program begun in July 2023 with the goal of building a pipeline of local, diverse talent for this difficult to recruit title. The training program uses in-house expertise to train capable and passionate NYC Parks employees for career advancement opportunities in Forestry.
  - c. **Indicators**<sup>19</sup>:
    - Percent of total staff lines reviewed
    - Demographics of workforce in non-competitive and managerial titles
    - Retention and promotion rate of staff, disaggregated by title and demographics
    - Demographics of participants in internship programs

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<sup>19</sup> Identifying race and ethnicity is optional.

- Number and demographics of employees participating in training programs
  - Number and demographics of employees retained, measured by length of stay at NYC Parks
  - The following demographic indicators are used for informational or communication purposes, only:
    - a. Number and demographics of applicants
    - b. Number and demographics of new staff hired for open positions
    - c. Number and demographics of staff promoted
2. **Goal:** Support existing and cultivate new park partner groups through building capacity and providing technical assistance and resources to foster sustained civic engagement in parks within underserved communities
- a. **Outcome:** By 2028, ensure 88% of the population within DACs have ready access to a park partner group to shape their parks' present and future.
  - b. **Strategies:**
    - In collaboration with the City Parks Foundation (CPF), lead the **Citywide Parks Network** initiative to raise \$30 million for the NYC Green Fund
    - Create a network spanning grass roots organizations, "Friends Of" Groups, to larger conservancies, facilitating information sharing and synergies
    - Build capacity of existing partners and grow new partners in underserved communities to ensure parks are supported by engaged New Yorkers
    - CPF to distribute Green Fund grants to partner groups to advance their priority projects for their sites
  - c. **Indicators:**
    - Number of partner groups in DACs and Environmental Justice (EJ) areas receiving Green Fund grants
    - Number of community groups in DACs served by a CPF Catalyst Coordinator to help build their capacity as stakeholders
3. **Goal:** Invest \$100M in capital to 20 Community Park Initiative sites, building on an equity driven investment program that prioritizes funding to transform and renovate underinvested greenspaces in underserved communities
- a. **Outcome:** By end of 2028, ensure all 20 CPI projects announced in 2024 have held public input meetings, have been redesigned, and construction completed with the sites being actively used by the public.
  - b. **Strategies:**

- Empower area residents to be a part of the public decision-making process for the sites' redesign to ensure park redevelopment reflects the priorities of the residents they serve
  - Prioritize the assignment of staffing and procurement to ensure these priority projects advance to deliver their benefits to communities in need
  - Continue progress on this initiative, which began in 2014, and will ultimately result in \$1B of improvements being made in 107 sites that have experienced historic disinvestment, having not received funding in over two decades
- c. **Indicators:**
- Number of sites in design
  - Number of sites in procurement
  - Number of sites in construction
4. **Goal:** Complete *Vital Parks for All* initial investment projects of \$3.2B, targeting capital investments in neighborhoods most in need to ensure their parks serve as resources for strengthening health, environment and communities, with a focus on DACs, EJ, TRIE and areas with high levels of gun violence
- a. **Outcome:** By 2028, ensure more than 80% of the population within DACs have access to new or recently renovated park amenities.
- b. **Strategies:**
- The **Stronger Parks, Safer Communities** initiative will invest \$400M in playground and facility upgrades in areas with high levels of gun violence. These park upgrades and amenities will be complemented by over 1,000 outdoor public programs to activate parks and build safer communities.
  - Lead the **Let's Swim NYC** initiative by investing \$1B in restoring aging swim infrastructure and building three new pools: in the Rockaways at Arverne East, Queens, at Roy Wilkins Park in Southeastern Queens, in Nostrand Playground (Shirley Chisholm) in East Flatbush, as well as one brand new replacement pool in Brownsville, Brooklyn to expand swim equity. Continue to identify more funding opportunities to expand pool access, increase swim instruction and further support a lifeguard pipeline. The new and replacement pools are in areas that fall within the NY State Disadvantage Communities designation, areas of historic disinvestment.
  - The **Better Bathrooms** initiative will invest over \$150M in protecting aging bathroom facilities, and creatively and efficiently expanding bathroom access to ensure extended use for play, fitness, work and community gatherings, improving community

safety. It will reconstruct 40 restrooms and add 50 new bathrooms, more than half of which are located in neighborhoods that fall within the NY State Disadvantaged Communities designation.

- The **Growing Greenways** initiative will invest more than \$1B to meet the growing demand for biking and walking connections that link parks to one another and to business districts, improving livability, health and the environment in underserved communities across the five boroughs
- The **Growing Greenspaces** initiative will invest \$80M to acquire properties in underserved neighborhoods, expand access to greenspace and improve environmental resiliency
- The **Growing Wetlands, Gaining Resiliency** initiative will invest \$100M to advance 19 wetland restorations projects in Environmental Justice neighborhoods by the end of 2028
- The **Expanding Tree Canopy** initiative will invest \$136M in planting street trees in the most heat vulnerable communities in NYC providing shade, reducing temperatures, improving air quality, and protecting health and premature deaths
- The **Let's Play NYC** initiative will invest \$471M to protect and restore existing recreation centers as safe havens and over \$500M to build six new centers in TRIE communities. These facilities and their surrounding communities will also benefit from extended programming hours and expansive outdoor programming

c. **Indicators:**

- Percent of capital budget going to DACs and TRIE
- Number of capital projects that are in DACs or TRIE communities

## Long-Term

1. **Goal:** Leverage the principle of equity in the assessment of outstanding needs for restoring aging facilities so that any remaining sites of historic disinvestment within underserved communities are prioritized
  - a. **Outcome:** By 2034, pending increased staffing, 100% of NYC Parks' 60 asset classes (bathrooms, pools, recreation centers, sports fields, retaining walls, pathways, etc.) will have their condition assessed for funding prioritization.
  - b. **Strategies:**
    - The Capital division will develop a Capital Needs Assessment rubric that centers equity as a condition in assessing outstanding needs for new facilities and repair

- Prioritize limited State of Good Repair capital funding to sites that need it the most, considering environmental justice, equity, condition, as well as energy efficiency

**c. Indicators:**

- Percent of sites assessed in DACs/TRIE/EJ communities
- Percent of sites receiving State of Good Repair capital funding located in DACs/TRIE/EJ communities
- Number of asset classes assessed

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism including youth, to participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.

## Spotlight Wins

- In February 2026, Mayor Zohran Mamdani announced the opening of the brand-new Shirley Chisholm Recreation Center in East Flatbush with NYC Parks Commissioner Tricia Shimamura. The new center is the first new Parks recreation center in over a decade, the first ever in Central Brooklyn, and the largest recreation center in the whole borough. Located in the heart of Little Haiti, the center is expected to serve residents of East Flatbush and Midwood, with over 41,000 New Yorkers living within a 15-minute walk or transit ride of the new center. The approximately 74,000-square-foot recreation center provides space for swimming, team sports, exercise, educational programming, and even A/V production in a media lab. Like all Parks recreation centers, discounts are available for New Yorkers of all ages, and membership is entirely free for people 24 years and younger. “The Shirley Chisholm Recreation Center will soon be alive with possibility — kids learning to swim, cook, and grow their own food; friends coming together on the court; neighbors of every generation creating and connecting, from the gym to the podcast studio. This will be a space where the city meets itself, built to serve the people who call it home,” said Mayor Zohran Kwame Mamdani. “Shirley Chisholm believed that politics should be accountable to everyday people. In that spirit, this center will stand as a living tribute to her legacy — proving that when we invest in truly affordable, accessible public spaces, we can build a city that works for all of us.”
- Over the past decade, NYC Parks has advanced the Community Parks Initiative, (CPI) targeting capital improvement projects to community parks in underserved communities that have not received capital investment in over 20 years. In March

2026, Mayor Mamdani and NYC Parks Commissioner Tricia Shimamura announced \$50 million in new capital investments in 10 parks through the [Community Parks Initiative](#) (CPI) for Fiscal Year 2027. The investments will improve parks allowing 100,000 New Yorkers in all five boroughs experience a healthier, cleaner and more accessible city. The announcement coincides with new studies from the City University of New York (CUNY) highlighting the mental health and social benefits of improved park space for New Yorkers. Through CPI, local parks are reconstructed through a community-driven design process that upgrades sites, adds new play equipment and recreation amenities for all ages and enhances green space.

- In June 2020, NYC Parks pledged to demonstrate solidarity with the Black community regarding the under-representation in park names. Since then, the agency has named 28 parks spaces to acknowledge the legacies of Black Americans, encouraged discourse about their contributions, and worked to make the park system more diverse and reflective of the people it serves. The newly named park spaces feature some of the most recognizable names in African American history, as well as local community leaders and pioneers in the arts, culture, education, sports and more. As a next phase of the initiative, NYC Parks will prioritize renaming for other historically underrepresented communities.

# Department of Sanitation

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## Mission and Commitment

The NYC Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy by collecting trash, compost, and recyclable materials; cleaning streets, highways, vacant lots, and bike lanes; removing graffiti; and clearing snow and ice. DSNY is also at-the-ready to help New York City address emergency situations.

DSNY acknowledges that our operations are deeply intertwined with structural issues affecting New Yorkers. DSNY's mission extends beyond keeping New York City clean. It includes a responsibility to remain vigilant in understanding and addressing any disparities in collections or cleanliness. As we work to strengthen our efforts, we are committed to ensuring that our sanitation system promotes equity and serves all New Yorkers. To address inequities around cleanliness and quality of life, DSNY's best tools are our cleaning programs as well as the enforcement and clean-up of illegal dumping.

Internally, DSNY values diversity throughout our workforce, whether uniformed, civilian, entry level, or senior management. We strive to recruit our workforce from diverse communities across the city, and we see room for improvement for more inclusive hiring practices and to address the limitations posed by civil service examinations.

## Racial Equity Goals

### Short-Term

1. **Goal:** Build robust neighborhood-level data on core services, enabling us to better respond to chronic conditions in historically underserved communities
  - a. **Outcome:** Starting in 2026, collect and analyze data in 100% of neighborhoods.
  - b. **Strategies:**
    - Organize performance, collection and cleanliness data by neighborhood to decrease dependency on 311 reporting as the only data pipeline
    - Improve 311 data from marginalized neighborhoods by encouraging residents and elected officials to report conditions
  - c. **Indicators:**
    - Percent of neighborhoods represented in data collection system
2. **Goal:** Improve collection systems to address neighborhood inequities in cleanliness

- a. **Outcome:** By the end of 2026, ensure that 100% of low-density property owners are using the official NYC Bin; looking ahead, ensure all medium- and high-density properties are containerized using either official NYC bins or Empire Bins (on-street containers) focusing on building buy-in within historically underserved communities.
  - b. **Strategies:**
    - Complete a district-wide Pilot in MN09 to test and validate full residential containerization
    - Expand containerization to improve cleanliness in underserved communities and citywide
    - Now that the City provides universal access to curbside compost collection services, we will analyze any disparities in diversion rates and in implementation in historically underserved areas
    - Enhance targeted education and outreach in historically underserved areas to improve participation in the City’s curbside compost collection program
  - c. **Indicators:** *(example indicators below; DSNY will continue to evaluate)*
    - Missed Collection (Trash, Recycling, Compost)
    - Litter Basket Complaints
    - Illegal dumping cameras deployed in underserved communities
    - Graffiti service requests received and closed in underserved communities
    - Rat Sighting Service Requests in underserved communities
    - Vacant lots cleaned in underserved communities
    - Miles of highway cleaned in underserved communities
    - Targeted Neighborhood Taskforce (TNT) locations cleaned in underserved communities based on agency disparity analysis
    - Distance of TNT locations cleaned (miles) in underserved communities
    - Improperly disposed needles removed from underserved neighborhoods
  
3. **Goal:** Leverage DSNY’s authority to implement the Commercial Waste Zone (CWZ) Program to improve worker standards, enhance safety, reduce vehicle miles traveled and harmful emissions, and increase accountability in the private carting industry
  - a. **Outcome:** Continue the phased implementation of Local Law 199 of 2019 to establish and enforce new safety standards, improve service quality for businesses, and advance environmental sustainability.
  - b. **Strategies:**
    - Enforce Local Law 199 of 2019 to reform the private waste industry by strengthening worker protections, increasing diversion

- rates, and reducing vehicle miles traveled and harmful emissions from waste-hauling vehicles
  - Require additional safety training for commercial drivers to better protect the public and mandate protection for whistleblowers
  - Implement a structured system that ensures fair and transparent pricing while maintaining competition and service reliability
  - Enforce customer service requirements as outlined in Local Law 199 and hold service providers accountable for compliance
- c. **Indicators:**
- Number of Commercial Waste Zones successfully implemented
  - Number of vehicle miles traveled by private carters within each zone
  - Number of workplace injuries reported in the commercial waste sector
4. **Goal:** Ensure DSNY effectively promotes job opportunities to candidates from diverse communities in our city for positions at all levels of our workforce including uniformed, civilian, entry level, and senior management
- a. **Outcome:** Starting in 2026 assess and address employee recruitment, hiring, and promotion and maintain an accessible workplace with a robust EEO program.
- b. **Strategies:**
- DSNY will engage in outreach to various community-based organizations, attend community events in the five boroughs and perform outreach to promote registration for upcoming exam(s), particularly for women and individuals of underrepresented backgrounds – to understand what is effective in attracting diverse candidates for our workforce
  - Leverage partnerships with other City agencies, including the NYC Department of Education, the Mayor’s Office for People with Disabilities and NYC Department of Citywide Administrative Services’ (DCAS) Office of Citywide Recruitment, among others, to promote job opportunities
  - Continue to participate in New York City Government Hiring Halls, which offer on-the-spot interviews for select DSNY positions
  - Continue to promote DSNY vacancies through online and print publications in compliance with Local Law 30 and, when necessary, place advertisements using the top 150 Community & Ethnic Media print publications, as identified by the Mayor’s Office of Ethnic and Community Media
- c. **Indicators:**
- Workforce demographics, including race and ethnicity

- Number of outreach events by borough
- Number of Hiring Halls attended

## Medium-Term

1. **Goal:** Pilot innovative methods to increase diversion in equity neighborhoods
  - a. **Outcome:** Starting in 2028, increase diversion rates in equity neighborhoods.
  - b. **Strategies:**
    - Building upon our short-term goal, as a medium-term goal we plan to analyze data collected in equity neighborhoods, and test different methods to increase diversion as needed
    - DSNY will advocate for more staff and resources towards educational campaigns to support diversion in historically underserved neighborhoods
    - Release a marketing campaign that targets proper separation of compost, recyclables, and electronic waste. DSNY can use resources such as the SmartBin program to supplement access to citywide curbside composting. If budget allows and as data is refined, DSNY can embark on programs (Brown-Bin giveaways, for example) in equity neighborhoods where diversion rates are low
  - c. **Indicators:**
    - Diversion rate in equity neighborhoods
2. **Goal:** Continue to integrate racial and geographic data into agency decision making on investment in cleaning programs and develop equity-related performance indicators
  - a. **Outcome:** By 2028, assess DSNY services through an equity lens.
  - b. **Strategies:**
    - Building upon our short-term goal, our medium-term goals are to use neighborhood informed data to inform our cleanliness programs
    - Develop outcome measures and indicators of our performance and investment in equity neighborhoods
  - c. **Indicators:**
    - Percent of cleaning programs concentrated in high-need neighborhoods

## Long-Term

1. **Goal:** DSNY has had a 20-30% goal for M/WBE utilization and will continue efforts for M/WBE participation to perform large-scale construction and service-

related contracts, and implementation of M/WBE small purchase orders, while evaluating goals on an ongoing basis to ensure they are consistent with federal, state, and local law

- a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - In accordance with local law, implement the use of M/WBE Small Purchase Orders and Innovative procurements for all departmental needs related to small and midsize procurement ranging from \$20K to \$1.5 million dollars in value.
  - c. **Indicators:**
    - Percent of contracts awarded to M/WBEs, disaggregated by race, ethnicity, and gender
    - Total award amount granted to M/WBEs, disaggregated by race, ethnicity, and gender
2. **Goal:** Address historical inequities in waste transfer infrastructure to reduce the burden in underserved communities
- a. **Outcome:** Incorporate racial and geographic equity planning into DSNY's next 10-year Solid Waste Management Plan implementation to inform our work in equity neighborhoods.
  - b. **Strategies:**
    - Address long-term waste transfer station contracts that leave certain waste transfer stations, such as the 91st Street Transfer Station, to be underutilized. DSNY will seek ways to update and adapt these contracts, allowing a more equitable spread of the burden and DSNY will continue to explore other avenues available to us
    - Include information on racial and demographic equity in DSNY's Solid Waste Management Plan (SWMP) as a metric in our implementation process, and include any changes or impacts to the equity neighborhoods as part of comprehensive environmental reviews
  - c. **Indicators:**
    - Waste tonnage transferred through facilities in equity neighborhoods

## Draft Community Equity Priorities Referenced

- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness,

response, and recovery system for communities harmed by racism and immigration status discrimination.

## Spotlight Wins

- **Containerization:**
  - **Residential Containerization:** After a small-scale assessment in 2024 in Hamilton Heights, a pilot program for stationary on-street containers, or Empire Bins, launched in all of Manhattan Community Board 9 in the Spring 2025 for higher-density residential properties to help get trash off the streets of New York City while we continue to move towards citywide usage of Empire Bins.
  - **Commercial Containerization:** Since March 2024, all ~200,000 businesses in NYC have been required to use containers. To educate businesses on their new responsibilities, DSNY sent mailers to all establishments. Additionally, the rules were featured prominently on DSNY's social media accounts and DSNY personnel held info sessions and spoke at community meetings.
- **Outreach Programs & Training:** Training for our outreach and canvassing teams emphasizes cultural competency. Key aspects of the role-playing and mock site visits are to prepare the Field Team for the different scenarios and situations they may encounter, including scenarios designed to reflect different cultures, languages, and behaviors. In addition, we have invited the NYC Commission on Human Rights (CCHR) to deliver a Bystander Intervention Training to help the Field Team identify bias, discrimination, or harassment while they are canvassing. These measures help our Field Team to learn verbal and behavioral de-escalation strategies to non-violently intervene to disrupt hate-violence or hate speech. This outreach strategy would apply to all of our public facing initiatives including curbside composting, commercial containerization, residential containerization, and commercial waste zone implementation.
- **Targeted Neighborhood Taskforce (TNT):** For far too long, "No Man's Land" areas — the walkways, medians, step streets, overpasses, and other areas — around the City harbored dirty, litter-filled conditions. TNT is responsible for regularly cleaning over 1,500 additional areas in the city including step streets, overpasses, walkways and medians — the kinds of places that are found in every neighborhood but have been ignored for decades. TNT locations are concentrated in underserved areas of the City, and new regular cleaning is an equity issue. Although TNT was temporarily suspended in November 2023, prior to suspension, DSNY cleaned approximately 1,700 sites, sometimes nine (9) times per site for a total of 16,000 cleanings from November 2022 – November

2023. This tremendously successful and popular program was partially restored in Fall 2024.

- **Illegal Dumping and Abandoned Vehicles:** Illegal dumping and vehicles abandoned in neighborhoods disproportionately impacts historically underserved communities and chronic dumpers are often from outside of the community. DSNY has used camera enforcement where dumpers use cars, vans, or trucks to dispose of everything from construction debris to entire suites of office equipment to regular bags of trash. Last year, we issued more than 300 summonses for illegal dumping, an increase of about 70 percent over 2022. To address abandoned or derelict vehicles, in 2023, DSNY and NYPD launched an interagency Abandoned Vehicle Task Force. These enforcement and removal programs have improved the quality of life, especially in our outer boroughs, and thanks to these efforts, in 2023, we increased our derelict vehicle removal by 43 percent and removed nearly 8,000 vehicles that calendar year. These are wins for historically ignored neighborhoods.
- **Waste Transfer Stations:** DSNY has addressed the issue of the proliferation of waste transfer stations over many years through siting rules, operational rules, local laws, and through its long-term Solid Waste Management Planning. As a result of these efforts, transfer station capacity was reduced, and the number of transfer stations went from 153 in 1990 to 58 currently. DSNY inspects each transfer station several times per month to ensure compliance with these regulations. Through the state-mandated Solid Waste Management Plans (SWMP), DSNY has helped reduce the total waste generation (tonnage per capita) over the last 20 years, despite a growing population and the proliferation of disposable/single use products and electronics. We are currently working on the updated SWMP, which will be released in 2026. This process will include opportunities for the public to comment and provide input.

# Department of Transportation

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## Mission and Commitment

The New York City Department of Transportation (NYC DOT) provides for the safe, equitable, and sustainable movement of people and goods, and creates public spaces that strengthen our communities. NYC DOT's efforts to build an equitable transportation environment are rooted in the understanding that past planning practices have disproportionately impacted people of color and low-income communities, often leading to division, displacement, and disinvestment.

NYC DOT has a responsibility to address these racial equity challenges as the government agency that enhances safety and mobility, and that maintains and improves transportation infrastructure, for all New Yorkers.

## Racial Equity Goals

### Short Term

1. **Goal:** Review the impact of NYC DOT's fine- and fee-based programs on different communities, and any racial and ethnic disparities
  - a. **Outcome:** By 2028, up to five critical NYC DOT fine- and fee-based programs are reviewed for potential racial and ethnic disparities.
  - b. **Strategies:**
    - Develop a racial equity lens to analyze and evaluate programs
    - Define which programs should be evaluated through a racial equity lens, focusing on NYC DOT services and programs that New Yorkers need to pay to participate in or access, as well as punitive measures established to curb or influence behavior
    - Understand the current state of fine and fee-based programs, disaggregated by race/ethnicity and Neighborhood Tabulation Area (NTA), and map the location of revenue generating assets as well as the revenue coming in and review for potential disparities by neighborhood
    - Conduct a root cause analysis on why these fees are in place and their history, and where the money from these revenue programs goes and evaluate safety impact of modifying policy
    - Research best practices from other cities that could apply to the NYC context
  - c. **Indicators:**
    - Number of dollars of revenue from fines and fees
    - Number of revenue-generating assets mapped by NTA

- Number in dollars of revenue received disaggregated by race and ethnicity from revenue-generating programs
- Number of NYC DOT programs evaluated through a racial equity lens
- Number programs with potential for restructuring fees/fines based on racial equity analysis

## Medium Term

1. **Goal:** Build a safer city for all New Yorkers, with a focus on reducing racial disparities in victims of traffic violence
  - a. **Outcome:** By 2030, see a reduction in traffic fatalities and serious injuries in all Tier 1 Priority Investment Areas.
  - b. **Strategies:**
    - Leverage prioritization mechanisms such as Priority Investment Areas (PIAs) to prioritize projects related to street safety and Vision Zero, and explore adopting across other Divisions
    - Conduct outreach to build awareness of NYC DOT's mission and goals, and improve how we message and listen to communities through communication channels and on-the-ground outreach
    - Identify gaps around safety awareness and how communities on the ground are being impacted
    - Provide on-street and community-based outreach when safety improvements are first implemented to help build trust and compliance, and revisit communities in the months after safety improvements are completed to assess how the community is responding to the changes and if more outreach is needed to increase compliance with new infrastructure
    - Build streets that are safe, encourage sustainable mobility, and enhance neighborhood livability in Tier 1 Priority Investment Areas
    - Plan and design for riders on motorized, two-wheeled vehicles so that they can travel safely during work and to/from home, and explore ways to drive behavior change so that riders respect and abide by the rules of the road and ride safely
    - Ensure the Vision Zero initiative is inclusive by working with the Vision Zero Taskforce externally and internally to normalize the consideration of race throughout Vision Zero, including in the data, impact, and personnel working on the initiative
  - c. **Indicators:**
    - Vision Zero indicators including Traffic fatalities by mode
    - Number of people killed or seriously injured (KSI) disaggregated by NTA or Community District

- Number of KSI by race versus citywide racial breakdown
  - Number of KSI by device type
  - Number of New Yorkers reached through Vision Zero outreach and campaigns by NTA
2. **Goal:** Review if there are disparities in the quality and maintenance of transportation infrastructure in underserved communities of color
- a. **Outcome:** By 2030, build and implement a comprehensive plan on how NYC DOT will serve 100% of underserved neighborhoods to achieve equity in transportation infrastructure.
  - b. **Strategies:**
    - Review if there are deficits in the maintenance and reliability of infrastructure under NYC DOT's purview
    - Examine whether the current decision-making mechanisms appropriately address the needs of underserved communities of color
    - Improve intra-agency project coordination for maintenance and safety improvements, including developing checklists that prompt special considerations or coordination, and syncing project timelines and priorities
    - Improve messaging and communication with the public on infrastructure maintenance and repairs
    - Review request-driven programs and repairs to determine if there are neighborhoods that are over- or under-represented in complaints and responses
    - Provide ongoing internal capacity building around racial equity and data to socialize assessing transportation infrastructure and NYC DOT programs and workflows through a racial equity lens
  - c. **Indicators:**
    - Percent of maintenance and repair schedules assessed through a racial equity lens
    - Average response times for 311 complaints disaggregated by NTA
    - 311 complaints disaggregated by NTA
    - Types of 311 complaints by NTA
3. **Goal:** Improve the workplace culture around racial equity, inclusion, and belonging
- a. **Outcome:** By 2028, reach at least 75% positive sentiment from survey feedback regarding workplace equity, inclusion, and belonging among employees agency-wide, particularly employees of color including those with disabilities.
  - b. **Strategies:**

- Improve transparency of organizational structure by continuing to announce division and unit changes, new hires, and promotions
- Produce a comprehensive organizational chart for each division that is easily accessible to employees, and increase transparency around the role of each division, unit, and team
- Promote the EEO process to ensure the workforce is well informed of their rights; create an EEO dashboard to better track and process reasonable accommodations, complaints, and investigations; build transparency around the process so employees feel comfortable noting their experiences; increase access to EEO liaisons
- Strengthen feedback loops by enhancing and promoting the suggestion box built into the agency's SharePoint page, and develop and regularly deploy a climate survey that includes an assessment of employee sentiment at the agency and evaluates racial inequities in the workplace
- Foster a culture of belonging by developing and implementing equity and inclusion-based training for all agency employees, considering seasonal employee access to training as well, continuing to acknowledge holidays and significant cultural events, and planning and promoting other agencywide events
- Signal greater support for ERGs from agency leadership and provide guidance to ERGs on improving engagement

c. **Indicators:**

- Number of allegations and reasonable accommodation requests
- Number of climate survey respondents
- Number of suggestion box submissions
- Number of trainings by type completed by employees
- Number of ERG members
- Number of employees that attend ERG events

4. **Goal:** Adopt decision-making frameworks that elevate and address the needs of underserved communities

- a. **Outcome:** By 2030, 80% of NYC DOT divisions have adopted an equity assessment tool for decision-making, and over 65% of Street Improvement Projects (SIPs) are implemented in Tier 1 and 2 Priority Investment Areas.
- b. **Strategies:**
  - Evaluate current decision-making frameworks and what assessment tools are used across NYC DOT to identify gaps and areas for improvement

- Push for adoption and standardization across the agency including such assessments as part of the decision-making process
  - Continue to evolve and update current decision-making frameworks such as the Priority Investment Areas (PIAs) of the New York City Streets Plan
- c. **Indicators:**
- Percent of SIPs that have been developed using an equity assessment tool
  - Number of divisions that have adopted an equity assessment tool

## Long-Term

1. **Goal:** Develop an internal structure for centering equity at NYC DOT and supporting racial equity goals
  - a. **Outcome:** By 2036, 100% of NYC DOT divisions undergo a racial equity audit process and meet determined benchmarks for agency-wide accountability.
  - b. **Strategies:**
    - Create an internal Equity Council comprising employees across NYC DOT to drive equity efforts including developing an equity statement and shared language for incorporation into NYC DOT's website and Strategic Plan
    - Establish an Equity Team to lead NYC DOT's equity efforts internally and externally, including a senior-level equity officer and support staff, that will align NYC DOT's disparate equity approaches with a cohesive, updated strategy, assess the extent to which agency divisions integrate racial equity into their work, identify gaps and opportunities for equity advancement, establish standards for equity targets across the agency, capacity-build to disseminate resources and tools for operationalizing equity, and cultivate a shared understanding around equity as well as lead the development of future iterations of the Racial Equity Plan, oversee the implementation of current racial equity strategies, and report on progress
    - Create review processes to track the success of NYC DOT divisions in terms of equity goals and outcomes for inclusion in annual Racial Equity Plan progress reports, led by the senior-level equity officer and equity team
    - Provide racial-equity-specific resources to support the implementation of the Racial Equity Plan across the agency, while learning from and considering adopting best practices from other leading entities

- Administer the citywide racial equity training to agency employees and assess the need for additional equity training
- c. **Indicators:**
- Percent of divisions represented in the Equity Council
  - Number of personnel hired for the equity team
  - Percent of divisions conferred by new equity staff
  - Percent of agency employees that have completed racial equity training
  - Number of divisions aligning divisional strategies with their respective racial equity plan (REP) goals
2. **Goal:** Drive greater workforce diversity by reducing Titles of Interest<sup>20</sup> and intensifying recruitment, mentorship, and capacity-building efforts to better serve City residents in compliance with federal, state, and local law
- a. **Outcome:** By 2036, decrease Titles of Interest, implement inclusive workforce practices that retain employees from underrepresented backgrounds and attract diverse candidates across managerial, supervisory, and executive-level titles through equitable recruitment, advancement, and retention practices.
- b. **Strategies:**
- Evaluate whether there are racial inequities in representation, promotions, and pay by utilizing the Workforce Profile Report, pay and promotion data, and other data within and across titles, divisions, and teams
  - Bolster recruitment pipelines through increased collaboration with Human Resources and partnerships with external groups such as CUNY colleges, community-based organizations, Historically Black Colleges and Universities, and the Department of Youth and Community Development
  - Assess existing mentorship and apprenticeship programs, evaluate program impact by centering the perspective of what mentees feel they gained from their participation, and improve existing programs, accordingly
  - Explore opportunities for new mentorship and professional development opportunities across divisions and for specific positionalities, such as labor class positions
  - Establish a sponsorship program where NYC DOT senior leaders champion and advocate for the career advancement of employees, including those from underrepresented groups

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<sup>20</sup> Titles of Interest are Civil Service Titles experiencing significant underrepresentation in one or more demographic groups.

- Collaborate with other agencies to promote job postings and civil service examinations using clear language, including highlighting programs like 55-A
- Identify potential policy changes to match the inclusive practices of other agencies to hire underrepresented groups and attract talent
- Advance approaches that close the racial wage gap and offer new hires livable, competitive pay
- Pursue structured hiring for all staff involved in hiring and for all eligible agency positions

c. **Indicators:**

- Demographics of employees disaggregated by race and ethnicity
- Number of educational partnerships
- Number of recruitment activities
- Number and demographics of employees hired through recruitment programs disaggregated by race and ethnicity<sup>21</sup>
- Percent and demographics of college aide promotions to full-time employees disaggregated by race and ethnicity<sup>21</sup>
- Percent of hiring managers trained on identifying and mitigating racial bias in the hiring process

3. **Goal:** Build meaningful relationships with underserved communities to be more responsive to local needs while fostering greater trust

a. **Outcome:** By 2036, build strong pathways for community engagement in Tier 1 Priority Investment Areas, and increase positive feedback on experience with NYC DOT outreach among community partners and the public.

b. **Strategies:**

- Establish a community engagement team to standardize and track community outreach by coordinating with all the teams at NYC DOT that do outreach and engagement to provide guidelines, capacity building, and metrics for inclusive engagement
- Establish a centralized platform to track all community engagement conducted by NYC DOT. Consider whether the platform should be publicly accessible over time.
- Continuously evaluate community engagement strategies and channels to ensure comprehensive outreach and proactively address barriers to engagement, especially for hard-to-reach groups
- Coordinate NYC DOT's community engagement processes to center racial equity through crafting a vision statement and

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<sup>21</sup> This information is used for informational and communications purposes, only.

guidelines for community engagement, regularly evaluating outreach practices to ensure relational engagement, and ensuring NYC DOT engages with communities in diverse, culturally sensitive ways

- Expand programs that require medium- and long-term partnerships with community organizations, such as Open Streets and the Plaza Program to invest in communities quickly, and build effective and meaningful relationships
- Provide proper support to community partners including administrative help navigating the NYC DOT bureaucracy, making programming accessible, and providing funding
- Expand the amount of blank-slate outreach and area-wide neighborhood studies that engage communities in developing their transportation needs assessments
- Coordinate relationship-building efforts by collaborating with other city agencies and units engaged in community outreach to share tactics, contacts, and best practices
- Assess NYC DOT's communications and interactions with the public to identify where the agency can improve its processes and promote more transparency and accountability
- Develop a sentiment analysis for different types of NYC DOT public engagement efforts and pilot it across a few units that conduct public engagement, establishing a baseline of how our interactions with the public are going to set benchmarks for improvement
- Expand relationships with community and ethnic media outlets, thereby securing press coverage about NYC DOT initiatives, raising awareness about minority and women-owned business contracting opportunities, and placing advertisements to better inform diverse communities about NYC DOT

**c. Indicators:**

- Number of staff hired for community engagement roles
- Number of outreach events in PIAs
- Number of New Yorkers reached by PIA (and potentially percent of them who identify as POC)
- Number of community partners by PIA
- Number of blank-slate outreach conducted
- Percent of large-scale partners who involve community partners who are compensated for their time, efforts, and knowledge
- Percent of survey responses reporting positive experiences with NYC DOT outreach

4. **Goal:** Prioritize investment of agency dollars in underserved communities of color to close race-based disparities in transportation-related outcomes
  - a. **Outcome:** By 2036, increase investments in underserved communities within NYC DOT's Capital Street Reconstruction program.
  - b. **Strategies:**
    - Understand NYC DOT's current budget allocations and identify where investments are going and if there are any existing disparities
    - Define which parts of the NYC DOT budget should be analyzed through a racial equity lens and where there is flexibility to shift spending
    - Research best practices on an equity-focused budget for an infrastructure agency so that NYC DOT can strike the right balance between regular maintenance and safety improvements
    - Refresh the Street Reconstruction Prioritization Model in budgeting, focusing on a racial equity lens, and developing criteria that an equitable budget should meet
    - Review who makes budgetary and spending decisions at NYC DOT and identify opportunities to bring in internal groups such as ERGs and Community Experts into the decision-making process
    - Pursue greater transparency and communication about participatory budgeting results, and explore partnerships that might help the agency pilot this, such as the Civic Engagement Commission
  - c. **Indicators:**
    - Number of dollars allocated for Street Reconstruction projects in PIA Tier 1 locations
    - Percent of capital funding allocated to PIA Tier 1 per capital element (e.g., SOGR, safety, etc.)
    - Number of divisions incorporating review and feedback by additional internal groups on projects affecting the budget
    - Number of projects and programs reviewed by additional internal groups
  
5. **Goal:** DOT has had a 30% goal for M/WBE utilization and will continue to engage M/WBEs to conduct business with the agency, while evaluating our goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2036, maintain consistent implementation and assessment of M/WBE utilization.
  - b. **Strategies:**
    - De-bundle large contracts into smaller contracts so that M/WBEs can submit bids as primes

- Utilize the M/WBE Small Purchase method for contracts with estimated values ranging from \$20,000 to \$1,500,000
- Host Industry/Outreach Days for large-scale procurements for prime contractors to meet M/WBEs
- Advertise the Agency’s procurement opportunities in Ethnic and Community Media outlets
- Establish an M/WBE Advisory Committee to meet with the agency quarterly
- Partner with sister agencies, professional groups, and elected officials to host “Doing Business with NYC DOT” workshops
- Attend quarterly meetings with fiscal officers to provide training on searching for M/WBEs in the SBS directory and sharing best practices

**c. Indicators:**

- Number and percent of all contracts awarded to M/WBE vendors, disaggregated by race, ethnicity, and gender
- Percent of M/WBE utilization
- Number of outreach events and industry events attended to raise awareness of NYC DOT M/WBE opportunities
- Number of M/WBE training participants

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city’s top languages at an accessible level.

## Spotlight Wins

- **Investment:** The agency has achieved significant equitable investment wins through various initiatives aimed at supporting underserved communities. As part of the 2021 NYC Streets Plan, NYC DOT has since prioritized investments in high-need areas, focusing resources on underserved neighborhoods based on population density, income, and racial demographics. The Public Space Equity Program (PSEP) enhances public spaces in under-resourced neighborhoods by providing maintenance, horticultural care, and technical assistance to community partners. The Bipartisan Infrastructure Law has also empowered NYC DOT to secure over \$321 million in awarded federal grants addressing historical

maintenance backlogs, planning initiatives, and electric vehicle charging an enhancing access for communities of color. Notable projects include a \$5.6 million grant for the BQE Corridor Vision study and a \$6 million award for improving bus stop accessibility on Jerome Avenue, both targeting low-income neighborhoods. Additionally, nearly \$24 million has been allocated for Safe Streets for All improvements on Queens Boulevard, making it safer and more accessible for pedestrians and cyclists.

- **Service Delivery:** NYC DOT has made strides in equitable service delivery, enhancing safety and accessibility for underserved communities. In the past five years, NYC DOT has invested \$16.12 million in repairing defective sidewalks adjacent to NYCHA developments, increasing its annual budget for these repairs from \$1 million to \$4 million. The agency has also installed over 30,000 bike racks since 2013, using equity indicators like income and race to guide placements in underserved areas. Additionally, the Donate-A-Bike program has provided over 200 refurbished bicycles to low-income Staten Islanders, while the e-bike charging pilot has established safe, accessible charging stations across the city, reducing reliance on hazardous home charging for delivery workers and enhancing their working conditions. The e-scooter share program aims to enhance mobility in underserved neighborhoods, offering discounted memberships to low-income residents to address transportation inequities. Lastly, the agency is budgeted to resurface 1,150 lane miles annually, prioritizing streets based on street ratings and community needs, ensuring a nearly equal percentage of repaving across neighborhoods.
- **Community Engagement:** NYC DOT has advanced equitable community engagement through several key programs. The new Community Expert Program empowers over 200 NYC DOT employees to leverage their local knowledge in project planning, ensuring that community needs are prioritized, particularly in areas with fewer safety interventions. The Commissioner in Your Borough (CIYB) initiative fosters direct engagement between the Commissioner and residents, integrating community voices early in the planning process to enhance transportation accessibility and equity. Landmark events like Summer Streets and Car-Free Earth Day transform city streets into vibrant spaces for social interaction, education, and cultural celebration, expanding access across all boroughs. Additionally, the Community Partner Program emphasizes collaboration with local organizations, particularly those serving underrepresented communities, to enrich the public engagement process in the Re-imagine Cross Bronx and BQE Corridor Vision studies. Together, these efforts empower residents to actively shape their neighborhoods, leading to more inclusive and responsive infrastructure solutions.

- **Staffing:** NYC DOT has made meaningful efforts to provide a hospitable and inclusive work environment for employees of diverse backgrounds. NYC DOT has partnered with the NYC Human Resources Administration to connect participants from the Pathway to Industrial and Construction Careers program—focused on underrepresented communities—with job openings for Assistant City Highway Repairer positions, actively diversifying the applicant pool. The agency also secured a Memorandum of Understanding with the City College of New York—where the majority of students identify as people of color—to enhance workforce development, introducing the R.O.U.T.E. course, which engages high school students in transportation research while providing practical skills and internship opportunities. Together, these initiatives aim to increase representation in the workforce and foster a diverse pipeline of future transportation professionals.
- **Process:** NYC DOT has advanced equitable processes through multiple notable efforts. The agency developed the Equity in Asset Management (EAM) Tool to analyze equity gaps in its asset distribution, promoting transparency and data-driven decision-making. This innovative web application integrates income and racial demographic data into prioritization processes, fostering meaningful discussions about equitable infrastructure investment. Additionally, the agency’s 2024 *Equity in Motion* Summit gathered nearly 400 leaders and practitioners in transportation and urban planning to share best practices for advancing transportation equity. This inaugural event highlighted NYC DOT’s role as a global leader in equity and established a tradition of hosting the Summit ahead of Car-Free Earth Day, allowing for joint participation in activities across all five boroughs. Key themes included “Access in Transportation,” “Community Engagement,” and “Building Just Futures,” with over 100 NYC DOT employees contributing to the event’s success. Together, these efforts reinforce NYC DOT’s leadership in advancing equity within urban planning and transportation.

# Office of Technology and Innovation

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## Mission and Commitment

The Office of Technology and Innovation (OTI) leads citywide technology-based projects and policies to democratize digital access, improve service delivery, and keep New Yorkers safe. OTI is also committed to advancing the fair, transparent, and accountable use of emerging technologies, in alignment with recent local laws (e.g. Local Law 1995 of 2025, establishing an Office of Algorithmic Accountability). Through these mandates, OTI will support the review of artificial intelligence and algorithmic systems for risk—including potential bias and discriminatory impacts—and strengthen public transparency and oversight through mechanisms such as publicly available assessments and reporting on these systems.

In March 2023, OTI launched the MyCity portal, a one-stop shop for city services and benefits, with an online childcare application. MyCity rebuilt government services from the ground up to streamline and improve service delivery for 21<sup>st</sup> century New Yorkers. The childcare application replaced a time-consuming paper application process with a seamless application that users could submit from their home. To date, more than 71,000 New York City families have gained eligibility to subsidies thanks to MyCity. The portal subsequently added services for small business owners and jobseekers. For too long, families had to navigate endless red tape, a broken bureaucracy, and a needlessly complicated system to access critical childcare services, including needing to take time off work and go in person to apply for benefits, creating a time-tax on New Yorkers. The MyCity online portal (MyCity) is a one-stop shop for city services and benefits, that makes it easier for New Yorkers to interact with and access the support of a multitude of city agencies.

OTI also plays a central role in expanding affordable internet access – an essential resource for New Yorkers to fully participate in society. New York City provides more residents with free internet than any other city in the nation. This includes Big Apple Connect, the nation’s largest municipally subsidized broadband program, which provides free high-speed internet access to 330,000 New Yorkers across 220 New York City Housing Authority (NYCHA) sites. Internet alone will not bridge the digital divide; New Yorkers also need access to devices and digital skills training. OTI partners with other city agencies to ensure that these services are available to our older adults, students, and families in their communities. OTI also published the NYC Digital Equity Roadmap in early 2025 to continue to meet immediate needs of underconnected New Yorkers and lay the foundation for long-term success.

In alignment with Local Law 153 and related efforts to expand broadband adoption, OTI is committed to engaging communities directly to better understand barriers to digital access and affordability. Through focus groups, surveys, and other forms of public engagement, OTI will ensure that technology and connectivity initiatives are informed by the lived experiences of New Yorkers and reflect equitable, community-driven solutions. Insights from these efforts will inform citywide planning, including the forthcoming Broadband Adoption Plan, and strengthen OTI's ability to deliver inclusive, responsive digital services.

## Racial Equity Goals

### Short-Term

1. **Goal:** Provide mandatory anti-bias training for all staff involved in the hiring process to promote an equitable hiring process
  - a. **Outcome:** By the end of 2026, continue to ensure all staff involved in the hiring and selection process complete Structured Interviewing Training.
  - b. **Strategies:**
    - Promote training through the EEO Office and Human Resources to ensure all eligible staff receive the necessary training regarding the City's hiring practices
    - Provide training on a quarterly basis, or as needed, to newly hired staff, promoted staff in a supervisory capacity, and staff involved in the hiring process
    - Provide a refresher training for all staff on a 3-year cycle
  - c. **Indicators:**
    - Percent of staff involved in the hiring and selection process who have completed training
  
2. **Goal:** Build out MyCity to include additional City services while centering on the needs of underserved communities to reduce barriers in access and usage of critical services
  - a. **Outcome:** By the end of 2026, roll out at least one additional cross agency service in the MyCity platform to enable broader access to services.
  - b. **Strategies:**
    - Expand MyCity Workforce offerings, including expanding and scaling online resources for job seekers and employers, integrating a job skills assessment for job seekers, matching and routing job seekers to relevant job opportunities and workforce programs, and creating MyCity accounts for job seekers, talent providers, and employers

- Conduct and apply user research findings and user experience best practices to roll out enhancements and additional features for the core services on MyCity, including striving for 50% of research subjects opting-in to have self-identified as people of color
  - Improve the MyCity platform based on new initiatives, the evolving needs of New Yorkers at a macro level, and customer feedback
- c. **Indicators:**
- Number of accounts created
  - Number of Child Care applications sent to receiving agencies (ACS and NYCPS)
  - Percent of City’s 10 designated languages in which the MyCity Business site and Child Care site are available
  - Percent of residents interviewed for user research opt-in who self-identified as people of color
3. **Goal:** Invest in Public Computer Centers (PCCs), digital skills training, and support awareness of their services
- a. **Outcome:** By the end of 2026, allocate \$2.4M capital funding to PCCs across the city to contribute to addressing gaps in resources and programming.
- b. **Strategies:**
- Promote availability of PCCs throughout the city, concentrating outreach efforts in neighborhoods with highest rates of digital inequity per census data
  - Launch a centralized website ([nyc.gov/digitalequity](http://nyc.gov/digitalequity)) to support awareness of PCC locations, resources and services offered
  - Release a citywide Digital Equity Roadmap to identify and initiate tangible initiatives to promote digital equity programs
- c. **Indicators:**
- Number of digital skill courses offered at PCCs
  - Number of annual visitors to PCCs
4. **Goal:** Draft and publish a comprehensive citywide plan for expanding and promoting affordable home access to broadband internet in communities with fewer options for low-cost broadband, pursuant to Local Law 153 of 2025
- a. **Outcome:** By November 2026 and annually thereafter, publish a citywide plan to expand home broadband access and adoption for public comment.
- b. **Strategies:**
- Conduct focus groups, distribute surveys, and support data analysis to inform policies and programs affecting broadband adoption

- Release a citywide plan that integrates insights gathered from agency feedback and public comment
- c. **Indicators:**
  - Publish a citywide plan with targeted strategies that effectively address the needs of digitally unconnected communities

## Medium-Term

1. **Goal:** Expand affordable broadband access for NYCHA and other affordable housing residents to eliminate disparities in access to information, resources, and opportunities
  - a. **Outcome:** By 2028, promote adoption among remaining 20% of eligible NYCHA households for the Big Apple Connect program.
  - b. **Strategies:**
    - Partner with NYCHA and to help promote the availability of the program to eligible NYCHA households
    - Partner with PEU to promote the rollout of the Affordable Broadband Act
    - Partner with HPD to promote the Liberty Link pilot to Section 8 residents in Upper Manhattan and the Bronx
  - c. **Indicators:**
    - Percent of eligible NYCHA households enrolled in Big Apple Connect
    - Number of Section 8 recipients receiving free internet through Liberty Link pilot
    - Dollars of agency funding for Big Apple Connect
  
2. **Goal:** Strengthen cooperation and cohesion for citywide digital equity efforts.
  - a. **Outcome:** By 2028, complete citywide asset and capacity mapping through interagency Digital Working Group.
  - b. **Strategies:**
    - Convene Digital Equity Working Group quarterly to promote digital equity initiatives, support information sharing across city agencies
    - Leverage Digital Equity Working Group to mobilize existing and new resources to invest in digital equity work
  - c. **Indicators:**
    - Number of Digital Equity Working Group convenings

## Long-Term

1. **Goal:** Prioritize and direct agency revenue streams to funding equitable access to broadband and other technologies for New Yorkers
  - a. **Outcome:** By 2034, utilize funds to maximize broadband and digital equity initiatives.
  - b. **Strategies:**
    - Continue to pursue advocacy efforts at the state and federal levels, with the goal of ensuring that existing and new efforts from those levels of government address the needs of our complex urban environments, including the appropriate allocation of funding to address affordability and adoption-related barriers
  - c. **Indicators:**
    - Number of digital skills programs offered at PCCs
    - Number of attendees of Public Computer Centers
  
2. **Goal:** Expand access to 5G wireless capability to all New Yorkers, especially in underserved neighborhoods, to reduce the digital divide
  - a. **Outcome:** By 2030, work with LinkNYC franchisee, CityBridge, to meet franchise requirement that 90% of Link5G kiosks deployed across the city concentrated in the Bronx, Queens, Brooklyn, Staten Island, and above 96th street in Manhattan.
  - b. **Strategies:**
    - Continue to work with CityBridge to meet minimum number of Link5G kiosks deployment requirements in designated equity community districts
  - c. **Indicators:**
    - Percent of Link5G kiosks in historically underserved neighborhoods
  
3. **Goal:** Draft and publish a comprehensive citywide plan for expanding and promoting affordable home access to broadband internet in communities with fewer options for low-cost broadband, pursuant to Local Law 153 of 2025
  - a. **Outcome:** Annually publish a citywide plan to expand home broadband access and adoption for public comment.
  - b. **Strategies:**
    - Conduct focus groups, distribute surveys, and support data analysis to inform policies and programs affecting broadband adoption
    - Annually publish a citywide plan that integrates insights gathered from agency feedback and public comment
  - c. **Indicators:**

- Annually publish a citywide plan with targeted strategies that effectively address the needs of digitally unconnected communities

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #5: Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not limited to health care, housing, education, policing, criminal justice, employment, and social service.

## Spotlight Wins

- Big Apple Connect brings free high-speed internet and basic cable to residents of New York City Housing Authority (NYCHA) developments across the city. As of May 2025, more than 122,000 households across 220 NYCHA sites have enrolled, representing an 80 percent adoption rate among eligible households. In addition, a total of 23 of NYC Aging Older Adult Centers located within NYCHA developments are outfitted with free public Wi-Fi. Deployment of common area Wi-Fi hotspots are underway across NYCHA developments.
- To simplify access to benefits and other NYC services, OTI developed MyCity to help New Yorkers easily search, apply for, and track City services and benefits in their preferred language. Two years after its release, MyCity Child Care, has resulted in more than 122,000 New Yorkers creating accounts and 110,000 childcare applications submitted to the Administration for Children's Services (ACS) and NYC Public Schools.
- OTI partnered with NYC Mayor's Office of Community and Ethnic Media for a Media Roundtable in June 2024 on the city's efforts to bridge the digital divide for

underconnected communities, including programs like Big Apple Connect and MyCity.

- OTI funds and administers NYC Connected Communities, a long-term, large-scale digital inclusion initiative that provides digital literacy and employment resources in historically underserved areas for thousands of New Yorkers every year. In partnership with LinkNYC, OTI has launched five Gigabit Centers, one in each borough, as part of the City's continuing efforts to bridge the digital divide for underserved communities. In Brooklyn, Brooklyn Digital Girl, Inc. empowers youths to pursue careers in Science, Technology, Engineering and Math (STEM) and offers in-person and virtual technology training for older adults. In Manhattan, Silicon Harlem provides digital literacy training, and workforce development programs to ensure everyone can access new opportunities. In the Bronx, the Andrew Freedman Home showcases community artwork, provides digital skill building programs, and offers public access to audio recording studios. In Queens, the Allen Community Senior Center enhances Older New Yorkers' technological proficiency to help them remain social and confidently access digital services in a supportive environment. In Staten Island, La Colmena connects immigrant communities with technology workshops and legal services, employment programs, and English classes.
- On October 16, 2023, OTI published the New York City Artificial Intelligence (AI) Action Plan, an ambitious, pioneering effort to promote the responsible and innovative use of AI across city government. The Action Plan included 37 actions across seven initiatives focused on supporting city agencies' efforts to understand and use AI tools, fostering appropriate governance across the city, and collaborating with external organizations, as well as the public, to track the evolving social and technological landscape for AI use, and seek feedback on the city's efforts. On October 16, 2024, OTI published the first annual progress report, exceeding project timelines with 30 of the 37 actions already initiated or completed. In OTI's most recent annual report issued December 31, 2025, initiated or completed action items increased to 35 continuing to lay the groundwork for broader AI policy that will foster responsible deployment of these technologies.

# Taxi and Limousine Commission

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## Mission and Commitment

The mission of the New York City Taxi and Limousine Commission (TLC) is to enhance the for-hire transportation system in New York City, striving for equitable service, empowering drivers, and offering safe and dependable transportation to both residents and visitors.

Established in 1971, TLC plays a crucial role in licensing and overseeing various transportation services within New York City. As a Charter-mandated agency, TLC bears the responsibility for developing and enhancing for-hire transportation services in New York City. With over 175,000 TLC-licensed drivers facilitating approximately 800,000 trips daily, TLC enforces rules and regulations while establishing standards for service quality, insurance coverage, driver safety, and equipment safety and design.

TLC recognizes our responsibility in addressing these issues and commits to actively dismantling systemic harms that impact drivers and passengers. TLC will continue to advocate for and implement practices that promote racial equity in the taxi and for-hire vehicle industry.

## Racial Equity Goals

### Short-Term

1. **Goal:** Research and pilot additional ways of ensuring TLC-licensed services are available to all communities, especially communities of color and low-income communities
  - a. **Outcome:** By the end of 2026, TLC will conduct outreach and develop relationships with twenty community-based organizations in target communities to identify barriers faced by communities of color and low-income communities in accessing TLC-licensed services.
  - b. **Strategies:**
    - Examine Taxi and FHV service availability and demand across the city, and create publicly accessible data visualizations of TLC-licensed trips by geographic areas of the city
    - Research whether designating drop off and pick up areas in underserved neighborhoods will help increase service
    - Conduct outreach and develop partnerships with community organizations, local leaders, and residents in underserved neighborhoods to understand specific transportation needs and challenges

- c. **Indicators:**
    - Number of partners engaged
2. **Goal:** Strengthen and increase education for TLC-licensed drivers to reduce discriminatory service refusal and support drivers in knowing their rights and the resources they need in their career
- a. **Outcome:** By the end of 2026, ensure 100% of current drivers have taken the new, enhanced Driver License Renewal Course.
  - b. **Strategies:**
    - Promote the new renewal course to all drivers, which provides scenario-based instruction and video simulations that range from driving in difficult conditions to using gender-neutral language when addressing a passenger to interacting with a TLC officer during a traffic stop
    - Expand the 24-Hour Driver Education Course to include additional anti-discrimination content
    - Conduct outreach to community organizations in areas correlated to the highest number of complaints alleging discriminatory service refusals
    - Provide community organizations and residents in underserved neighborhoods with education related to identifying discriminatory and location-based service refusals, the complaint process, and the importance of participating with TLC at administrative proceedings
    - Connect drivers with the information and resources they may need in their driving career such as how to check license status, maintain their license, know how to replace credentials, when to schedule a TLC appointment, English Language resources, financial counseling, how to sign up for health insurance, resources for mental health and emotional well-being, how to make a complaint against another TLC-licensed entity through the Owner/Driver Resource Center, and drivers benefits paid for by the Black Car Fund
    - Help drivers understand their rights as TLC licensees (including the driver pay calculator, the taxicab driver bill of rights regarding leases and prohibited charges)
  - c. **Indicators:**
    - Percent of drivers who have taken the new Driver License Renewal course
    - Percent of drivers who have completed the revised 24-hour course

## Medium-Term

1. **Goal:** Address digital and language access barriers faced by TLC-licensed drivers and the public in navigating agency services
  - a. **Outcome:** By 2028, modernize 100% of agency platforms to ensure they are fully accessible by the public and TLC-licensed drivers.
  - b. **Strategies:**
    - Ensure effective translation of public facing materials in top citywide languages and languages most used by TLC-licensed drivers
    - Evaluate the feasibility of either incorporating a practical course to show TLC licensed drivers how to navigate the TLC website, provide drivers with information for free or low-cost basic computer courses, or create a video that can be placed on the TLC website which provides step-by-step instructions on how to navigate the website
    - Partner with the NYC Department of Education and/or the New York Public Library to publicize their free ESL classes and work with them to sponsor a course targeted to drivers
  - c. **Indicators:**
    - Percent of agency public facing material that is in plain language
    - Percent of agency public facing material that is available in top citywide languages
  
2. **Goal:** Ensure that the needs and priorities of TLC-licensed drivers inform the design of TLC Connect so that drivers, especially those of historically marginalized backgrounds, encounter fewer administrative barriers
  - a. **Outcome:** By 2028, ensure that 100% of applicants and TLC Licensed drivers can create and update their TLC profile information which will accelerate the processing of applications and documents.
  - b. **Strategies:**
    - Pursue various human-centered design changes including providing users a portal for automated application intake and submission, ability to access and manage profile information, self-service capabilities for compliance and payment processing, and centralizing electronic communication between licensees and TLC staff
    - Automate and modernize the enforcement and compliance of TLC rules and regulations
    - Accelerate the processing of applications, payments, and documents from licensees and applicants
    - Empower and enable TLC staff to leverage data to build, manage and update reports

c. **Indicators:**

- Average time to process applications, summonses, complaints, etc.

## Long-Term

1. **Goal:** Address the role TLC-licensed vehicle emissions play in air pollution to mitigate the disproportionate impact of climate change on communities of color in NYC
  - a. **Outcome:** By 2030, achieve a high-volume for-hire vehicles (HVFHV) fleet that is entirely zero-emissions.
  - b. **Strategies:**
    - Collaborate with stakeholders, including other agencies, our licensees, and EV charging providers, to help develop charging infrastructure in New York City with a focus on where TLC-licensed drivers live
  - c. **Indicators:**
    - Percent of HVFHV that are zero-emission
2. **Goal:** Ensure the inclusion of all New Yorkers in our services by expanding accessibility in for-hire vehicle services
  - a. **Outcome:** By 2030, improve accessibility by ensuring that 50% of taxis are wheelchair-accessible vehicles which will provide access to people who have a disability.
  - b. **Strategies:**
    - Explore programs that will provide passengers using E-hail service to request a wheelchair accessible vehicle (WAV)
    - Continue working with Medallion Owners and Drivers to encourage the purchase of WAVs
    - Ensure that drivers are knowledgeable about how to treat and secure a wheelchair through trainings
    - Continue to explore ways to address equitable service for people with disabilities who do not use wheelchairs
  - c. **Indicators:**
    - Number of taxis that are wheel-chair accessible
    - Percent of taxis that are wheel-chair accessible

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #5: Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not to limited

to health care, housing, education, policing, criminal justice, employment, and social service.

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriate fund programs distributing money to start a business.

## Spotlight Wins

- Halfway through 2024, TLC-licensed EVs performed more than nine million trips, saving about 12,000 metric tons of CO2 emissions compared to those trips being performed by gas-powered vehicles. The disproportionate impact of climate change, emissions, and air quality on communities of color, and on communities of color in New York City specifically, is well documented, and TLC sees this initiative as an important element of our equity mission.
- In 2019, the TLC held twenty focus groups with drivers from different sectors and cultural backgrounds, where we delved into the reasoning behind service refusals as well as the discrimination and trauma that drivers face daily behind the wheel.
- Starting in 2022, TLC's Mobile Outreach Team, Van Hailin', has reached drivers and members of the public in all five boroughs of New York City. In addition to TLC services for TLC licensed drivers, this mobile outreach unit also partners with community organizations for resource fairs to provide services, information, and resources to New Yorkers in their own communities.
- In 2024, new anti-discrimination content for licensees was developed and integrated into TLC licensure courses. The new training includes video content for drivers to prevent bias and discrimination, stressing the importance of serving and providing excellent customer service to all New Yorkers.
- New outreach material was developed in 2024 educating the riding public on discriminatory service refusals. The physical literature details what constitutes a discriminatory service refusal and how to properly file a complaint if refused service.

# Health and Wellbeing



## Health and Wellbeing

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**Condition of Thriving:** We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: *Compassionate and culturally responsive health, trauma, and mental health care.*

Structural racism has long shaped how resources, opportunities, and services are distributed across institutions in the United States, including those protecting and promoting health and well-being. These trends of displacement, enslavement, segregation, and discrimination are rooted in historic and ongoing systems of injustice that have structured access to housing, economic opportunity, environmental conditions, and health care.

New York City sits on the ancestral land of the Lenape, Rockaway, and Canarsie peoples. This system of exclusion continues to shape living conditions, exposure to risk, and access to care across communities. Race has no biological basis; it is a social construct that has shaped the distribution of opportunity and resources. Yet, structural racism, not race, continues to influence institutions and drive disparities in health outcomes across New York City.

### Disparities in Health Outcomes

In New York City, neighborhoods most impacted by structural racism and uneven resource allocation experience the greatest health burdens and barriers to wellbeing. These structural conditions contribute to disparities across many health indicators, including HIV, tuberculosis, maternal mortality, infant mortality, mental health conditions, and chronic disease conditions such as asthma and diabetes.

For example, Black pregnant people in New York City are five times more likely to die of a pregnancy-associated cause than white pregnant people<sup>61</sup>, and infant mortality rates are more than three times higher among Black infants and twice as high among Puerto Rican infants compared to white infants.<sup>62</sup> Asthma, the most common chronic condition among children in New York City, disproportionately affects Black and Latina/o/x children and those living in high-poverty neighborhoods, and remains a leading cause of pediatric hospital admissions.<sup>63</sup>

Other urgent public health challenges, such as gun violence, are also experienced inequitably across communities.

## Discrimination and Inequities in Health Care and Medicolegal Systems

The medical system is no stranger to structural racism, as people of color, particularly Black New Yorkers, have experienced a long history of discrimination and mistreatment at the hands of the American medical system itself. The Commonwealth Fund highlights “studies have found Black Americans are consistently undertreated for pain relative to white patients; one revealed half of medical students and residents held one or more false beliefs about supposed biological differences between Black and white patients, such as a belief that the former have higher pain tolerance than the latter.”<sup>64</sup>

People with additional marginalized identities, including individuals with a non-English language preference (NELP), LGBTQ+ communities, and people with low incomes who rely on Medicaid or lack insurance also experience disparities in care. Language barriers are associated with lower quality of care, poorer clinical outcomes, longer hospital stays, and higher rates of hospital readmissions. Access to language assistance services is therefore essential to ensuring that health care is safe, effective, patient-centered, timely, and accessible for all patients.

In addition, gaps in provider training affect the quality of care experienced by LGBTQ+ patients. Many medical education programs provide limited instruction on LGBTQ+ health beyond HIV-related topics, contributing to a lack of awareness of LGBTQ+ patients’ needs and experiences. As a result, LGBTQ+ individuals — particularly LGBTQ+ people of color — encounter stigma, inappropriate language, and substandard care in health care settings. The absence of comprehensive federal protections against discrimination in health care also creates an inconsistent landscape for patients and providers across the country.

Disparities are also reflected in medicolegal systems responsible for investigating deaths and identifying patterns that affect community health. Structural bias in investigations, interpretation, or death determinations can reinforce inequities. Drug overdose deaths, for example, disproportionately affect neighborhoods with historically marginalized populations and often reveal unmet needs among families and communities. City initiatives such as the Drug Intelligence and Intervention Group (DIIG) program connect impacted families with trained social workers who provide overdose prevention resources, housing assistance, financial services, and other critical supports.

## Challenges to Health Funding

Developing long-term public health strategies is challenging when external constraints such as funding fluctuations and hiring limitations affect the capacity of public health institutions. Sustained investment is essential for maintaining the workforce,

infrastructure, and programs needed to prevent disease, respond to emerging threats, and address longstanding health inequities.

The COVID-19 pandemic brought unprecedented funding for public health efforts, enabling the City to respond quickly and direct resources to communities disproportionately impacted. However, much of this funding was temporary and was not sustained at the federal, state, or local level. As a result, maintaining and expanding the public health infrastructure developed during the pandemic presents ongoing challenges.

Public health institutions are also operating within a shifting political and policy environment in which scientific evidence, public health authority, and the role of government in protecting community health are increasingly contested. The sum of these factors, legal constraints and diminishing funding weaken the infrastructure needed to sustain prevention-focused work and respond effectively to emerging health threats.

Public health systems are most effective when they are supported consistently, and not only during emergencies. Many of the most significant public health achievements, including the control of infectious diseases, vaccinations, improved food safety standards, and reductions in infant mortality were made possible through sustained investment and prevention-focused strategies. Ensuring that public health institutions have the resources and flexibility to act proactively is critical to protecting the health and wellbeing of New Yorkers.

## Unified Commitment

The agencies in this section recognize that advancing health and wellbeing requires sustained investment in strong public health, health care, and medicolegal systems that protect and serve New Yorkers. Addressing these longstanding disparities will require coordinated action to confront the structural conditions that shape health outcomes and ensure that every community, regardless of who they are, has an equal opportunity to thrive.

# Department of Health and Mental Hygiene

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## Mission and Commitment

The mission of the New York City Department of Health and Mental Hygiene (NYC Health Department) is to protect and promote the health of all New Yorkers, and its vision is a city where all New Yorkers can realize their full health potential, regardless of who they are, where they are from, or where they live.

In 2016, the NYC Health Department launched Race to Justice to build its capacity to address structural racism and health inequities and has committed to uprooting white supremacy and its impact on health and well-being while shifting resources and power to the communities that bear the greatest burden of marginalization, racism, and health inequities. Additionally, the NYC Health Department declared racism a public health crisis on June 8, 2020, and expanded on this declaration through direct actions across the agency, including the Board of Health resolution declaring racism a public health crisis in October of 2021.

Because racism is a race-explicit system, anti-racism requires race-explicit strategies. Additionally, intersectionality, which acknowledges the unique impact and experience of oppression when a person or community holds multiple marginalized identities, is a critical strategy to fight the public health crisis of racism. The crisis of racism in this country is long-standing, and our nation's response will need to span generations and be enshrined through deliberate and strategic government action to undo centuries of harm.

## Racial Equity Goals

### Short-Term

1. **Goal:** Create and implement a structure to report bias (implicit and explicit) and interpersonal, institutional, and structural racism within the NYC Health Department
  - a. **Outcome:** By the end of 2026, institute a reporting structure and process for staff to report bias and racism that achieves 80% or more satisfaction from staff who use it.
  - b. **Strategies:**
    - Partner with the Office of General Counsel to develop workflow, reporting mechanisms, and procedures for reporting bias (implicit and explicit) and interpersonal, institutional, and structural racism

- Develop and implement training for human resources, administration, and racial equity staff on reporting process for all staff
- c. **Indicators:**
- Number of staff trained on the process for reporting
  - Percent of staff who are satisfied with the reporting structure
  - Percent of staff who feel knowledgeable on how to report bias and racism within the NYC Health Department
  - Percent of staff who feel comfortable with reporting bias and racism within the NYC Health Department
2. **Goal:** Identify priority neighborhoods considering current Action Center catchment areas for focused agency investment and programming to address health inequities and distribute resources where they are most needed
- a. **Outcome:** By the end of 2026, publish the priority neighborhoods as determined by the NYC Health Department and the criteria used to determine the priority neighborhoods.
- b. **Strategies:**
- Update the criteria for neighborhood prioritization with attention to race and ethnicity, income, inequities in disease incidence and prevalence, health and social resources, and other items, as determined
  - Assess community priorities in the neighborhoods through meaningful engagement to compare and align with the NYC Health Department’s strategies and priorities
- c. **Indicators:**
- Number of engagement sessions held with community stakeholders

## Medium Term

1. **Goal:** Ensure that equity is embedded in enforcement practices and associated policies to support dismantling systemic and structural racism and bias
- a. **Outcome:**
- By 2028, 100% of newly proposed changes to the NYC Health Code to address environmental health issues are assessed using the Environmental Health Division Regulatory Analysis Tool, and all communications regarding compliance with any such NYC Health Code changes that the Board of Health adopts use the Environmental Health Communications Equity Tool.
  - By 2028, address the top two priorities identified by Environmental Health Division supervisors in the Community of Practice to

enhance equity in inspections and enforcement and ensure 100% of customer service training for inspectors and supervisors includes implicit bias training.

**b. Strategies:**

- Apply the Environmental Health Division Regulatory Analysis Tool to ensure newly proposed changes to the NYC Health Code to address environmental health issues considering equity
- Implement the Environmental Health Communications Equity Tool on new communications to the regulated community to ensure accessibility and promote compliance
- Facilitate spaces for Environmental Health Division community-facing staff and supervisors to address challenges and improve equity in inspections
- Equip all Environmental Health Division community-facing staff and supervisors with training to enhance equity in their interactions within the communities they serve
- Embed equitable and consistent health inspection practices within the Environmental Health for Equity Strategic Plan to address systemic disparities

**c. Indicators:**

- Percent of proposed NYC Health Code changes addressed by the Environmental Health Division that are assessed using the Environmental Health Division Regulatory Analysis Tool
- Percent of communications projects for the regulated community that use the Environmental Health Communications Equity Tool
- Number of surveys collected from supervisors on Community of Practice topics
- Number of Community of Practice sessions and Inspector Workgroup meetings held
- Number of Environmental Health Division community-facing staff and supervisors trained

2. **Goal:** Develop and implement strategies to cultivate strong, trusting relationships with not-for-profit service providers and vendors, including M/WBEs, as well as identify and address any barriers to participation in contracting opportunities, consistent with federal, state, and local law.

a. **Outcome:** By 2028, ensure 100% of small business vendor invoices are paid within 30 days.

**b. Strategies:**

- Ensure timely payment of small business vendor invoices to build healthy and strong relationships between vendors and the NYC Health Department
  - Support vendor, including M/WBE, participation in agency solicitations and contracting opportunities through procurement practices, consistent with federal, state, and local law
  - Continue implementing and evaluating the agency's established M/WBE utilization goals to ensure they remain effective and consistent with federal, state, and local law
- c. **Indicators:**
- Percent of invoices paid within 30 days or less
  - Value, number, and percent of contracts awarded to M/WBE firms, disaggregated by demographic categories
3. **Goal:** Develop and integrate specific racial equity goals, based on agency data, into the City's HealthyNYC campaign for healthier, longer lives during the next five-year goal- setting process
- a. **Outcome:** By 2028, draft racial equity goals across all domains of the HealthyNYC campaign for its next update.
- b. **Strategies:**
- Collaborate with relevant subject matter experts to identify and name racial inequities across HealthyNYC's domains
  - Leveraging data, identify race-explicit targets for addressing disparities across all HealthyNYC campaign's domains
  - Publish the five-year HealthyNYC update
- c. **Indicators:**
- Percent of HealthyNYC domains with racial equity goals
4. **Goal:** Develop, fund, and launch truth and reconciliation projects focused on repairing health inequities rooted in historical government policies or actions
- a. **Outcome:** By 2028, launch at least three truth and reconciliation projects focused on repairing health inequities.
- b. **Strategies:**
- Conduct qualitative interviews of key informants who had worked and/or received services at NYC Health + Hospitals/Lincoln Detox Center and/or Lincoln Recovery Center
  - Complete archival analysis of documents from New York State and agencies pertaining to the closing and/or downsizing of city-run substance use services in the South Bronx
  - Disseminate findings focused on the areas of redress the City can implement to repair health inequities related to opioid and other substance use in the South Bronx

- Identify and fund at least two additional truth and reconciliation projects in consultation with NYC Health Department staff
- c. **Indicators:**
- Number of NYC residents engaged in ongoing truth and reconciliation projects
5. **Goal:** Establish the NYC Health Department as a Response Ready organization that responds equitably, effectively, and rapidly to the full range of public health issues that affect NYC residents, while looking after the wellness of its staff
- a. **Outcome:** By 2028, achieve successful implementation of the Response Ready Blueprint with activities implemented across all ten priority action areas for the NYC Health Department.
- b. **Strategies:**
- Develop and maintain operational capacity to effectively manage day-to-day and emergency response functions through planning and training, interagency coordination, and ensuring the availability and scalability of operations while supporting infrastructure
  - Build trust with staff, the public, partner organizations, and other government agencies by communicating transparently, acknowledging past errors, investing in long-term partnerships, communicating timely public health guidance, and sharing learnings from previous emergencies with staff and partner organizations
  - Function as a trusted employer and support a resilient public health workforce by valuing the staff and supporting staff members' mental and physical health and well-being
  - Work toward health and racial equity and social justice goals by prioritizing services for disproportionately impacted communities, centering equity in internal decision-making in day-to-day and emergency response functions and engaging in long-term equity work. This involves meaningfully incorporating input from staff at all levels of the agency, community members, and partner organizations
- c. **Indicators:**
- Percent of priority action areas for which activities are being implemented according to the Response Ready Blueprint

## Long-Term

1. **Goal:** Ensure pay equity for agency employees that is inclusive of race, ethnicity, and gender in alignment with duties and meets City standards

- a. **Outcome:** By 2034, complete equity review and alignment for all staff as of 2024 and continue to advocate for civil service change.
  - b. **Strategies:**
    - Systematically implement and ensure division compliance with procedures for annual tenure and career progression reviews
    - Change civil service minimum requirements to eliminate need for college and/or graduate degrees and to consider direct experience in lieu of educational requirements for selected City positions
    - Review qualifications, responsibilities, and credentials of staff beginning with those who make under \$50,000
  - c. **Indicators:**
    - Number and percent of employees with promotions and pay increases in higher-paid titles versus lower-paid titles, disaggregating by race, ethnicity, and gender
    - Percent of employees at minimum versus incumbent pay rates, with a breakdown for tenure by race, ethnicity, and gender
    - Percent of employees whose salaries meet the City standards
2. **Goal:** Eliminate ethnic and racial inequities in patient satisfaction for NYC Health Department's Article 28 and 36 programs, fostering inclusivity and equity and elevating the standard of care offered
- a. **Outcome:** By 2034, achieve less than a 5% inequity in patient satisfaction scores among different racial and ethnic groups.
  - b. **Strategies:**
    - Implement a multilingual patient satisfaction survey for Article 28 and 36 programs, tailored to each clinic's demographics, with a focus on diversity, inclusion, and patient preferences
    - Analyze survey data, focusing on satisfaction levels, reasons for clinic selection, and sources of information
    - Determine baseline disparities in patient satisfaction scores among different racial and ethnic groups
    - Engage program leadership and staff to discuss findings and improvement strategies to plan next steps
    - Develop a strategic plan to target and reduce inequities highlighted by the survey analysis and carry out recommendations over the following six years
  - c. **Indicators:**
    - Percent of patient satisfaction surveys available in the top five languages spoken in each clinic
    - Number and percent of patient responses disaggregated by race and ethnicity

- Percent of inequity in patient satisfaction scores disaggregated by race and ethnicity
- Percent of clinics that implement at least 75% of the recommendations from the strategic plan
- Percent decrease in inequities in patient satisfaction scores in clinics that have implemented the recommendations from the strategic plan

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #8: Institute and appropriately fund trauma informed community safety practices and responses to mental health calls that lessens reliance on law enforcement.
- #10: Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs that understand the lived experience of community members most harmed by racism.
- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.

## Spotlight Wins

- **Environmental Health:** The Environmental Health Division Regulatory Analysis Tool evaluates newly proposed changes to the NYC Health Code related to environmental health. For each proposed change, the division assembles a core group of key internal stakeholders to conduct both quantitative and qualitative analyses, identifying and addressing any potential inequities that may be created or exacerbated by these changes, and assessing whether the proposed amendment would advance equity. The Environmental Health Communications Equity Tool, developed in collaboration with the Environmental Health Communications team, provides equity-centered questions and prompts to ensure that equity is considered at every stage of communication project planning and implementation. This tool is currently being piloted, and the division will implement a formal feedback process to continuously update and improve it.

- **HealthyNYC:** In 2024, the NYC Health Department launched the development of the HealthyNYC Learning Collaboratives, which brings together teams of peers and experts to work together to improve quality of services and health outcomes. The HealthyNYC Learning Collaboratives convene diverse stakeholder groups around the seven biggest drivers of loss of life expectancy, with the goal of implementing quality improvement mechanisms to better serve New Yorkers and reduce mortality.
- **Response Ready:** One important element of the Response Ready process was to design the project to make it inclusive and reflect the diversity of the NYC Health Department workforce. This included both the way equity was considered throughout the project as well as how a consultation process was developed and implemented. In the first phase of the work, over 1,000 individuals contributed to the definition of Response Ready. In the second phase of the work, over 65 staff worked across 10 action areas to develop recommendations. The agency received 1,100 responses to an internal survey, held over 85 consultations, and received approximately 320 perspectives from staff as part of those consultations. This process resulted in a robust final product centering equity in the NYC Health Department's next steps for emergency response.

# NYC Health + Hospitals

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## Mission and Commitment

As the largest municipal health care system in the country, NYC Health + Hospitals' mission is to deliver high-quality health care services to all New Yorkers with compassion, dignity, and respect.

Our vast network, comprising 11 acute care locations, five post-acute care facilities, and over 30 community health centers, forms the backbone of New York City's safety-net health care system. We serve approximately one million New Yorkers annually, with 70 percent of patients identifying as either Black/African American, Hispanic/Latina/o/x, or Asian American/Pacific Islander, and an estimated 30 percent of patients with non-English language preference (NELP). We serve marginalized groups who are more likely to experience poverty and face a disproportionate amount of harmful daily stressors and barriers, which contribute to and exacerbate chronic disease and health equity challenges. Over 70 percent of our patients either rely on Medicaid or have no insurance. This reality underscores our critical role in providing care to the city's most vulnerable and marginalized populations.

As we advance, we do so with a lucid understanding of the challenges before us and an unwavering commitment to health equity. The disparities we see are not inevitable—they are the result of choices made, and systems created.

NYC Health + Hospitals stands firm in its commitment to bridging gaps and breaking down barriers to healthcare access. Health equity is not just about providing services but about actively dismantling systemic barriers.

This report was developed in response to a City Requirement.

## Racial Equity Goals

### Short-Term

1. **Goal:** Foster a culture of inclusion and belonging from frontline staff to executive leadership to strengthen culturally competent care
  - a. **Outcome:** By the end of 2026, achieve a 75% staff completion rate in trainings on patient diversity, health equity, and cultural competency.
  - b. **Strategies:**
    - Source and review trainings
    - Roll out trainings System-wide and build effective communication strategies to increase staff completion

c. **Indicators:**

- Number of EEO trainings offered by NYC Health + Hospitals
- Percent of staff completing EEO trainings
- Percent of leadership completing EEO trainings

## Medium-Term

1. **Goal:** Invest in robust language access improvements to ensure equitable care for our diverse patient population

a. **Outcome:** By 2028, enhance the provision of language access services by achieving a 93% average call satisfaction rate.

b. **Strategies:**

- Update public-facing website with information regarding language access services and patient rights around language access translated into at least 15 languages
- Increase language services in mobile health units, used as part of the Street Health Outreach + Wellness (SHOW) program to reach diverse populations, with a focus on people experiencing homelessness
- Conduct an inventory of current language access equipment to determine new needs with stakeholders
- Work with vendors to distribute and implement equipment System-wide, with a focus on reducing wait time for interpretation
- Increase community outreach with community-based organizations at parades, marches, and festivals to promote language access and other services
- Launch a language access campaign and distribute promotional materials to increase awareness
- Create and launch a patient feedback collection process in the top 15 languages used to gain insight into the NELP patient population's experience with our services
- Explore the use of AI assistive technologies with qualified translator reviews

c. **Indicators:**

- Number of languages offered on public-facing website
- Percent of interpretation minutes used by staff in mobile health units
- Number of community events participating in promoting language access
- Number of survey responses from NELP patients

2. **Goal:** Strengthen employee sense of belonging

- a. **Outcome:** By 2028, increase employee engagement in employee resource groups.
  - b. **Strategies:**
    - Launch initiatives to strengthen employee sense of belonging throughout the System, including participation in employee resource groups
    - Increase employee opportunities for engagement via workshops and training to strengthen retention
  - c. **Indicators:**
    - Number of employee resource groups
    - Number of employees participating in employee resource groups
3. **Goal:** Prioritize access to care to advance health equity for all patients
- a. **Outcome:** By 2028, increase the number of uninsured New Yorkers connected to affordable, high-quality primary, preventive, and specialty care, regardless of their ability to pay.
  - b. **Strategies:**
    - Partner with community-based organizations, houses of worship, and anchor institutions operating in Taskforce on Racial Inclusion & Equity (TRIE) zip codes
    - Partner with elected officials and relevant city agencies to reach the hardest to reach zip codes
    - Reach every TRIE zip code
  - c. **Indicator:**
    - Number of outreach encounters in each TRIE zip code

## Long-Term

1. **Goal:** Increase access to care
  - a. **Outcome:** By 2034, every New Yorker has a primary care physician.
  - b. **Strategies:**
    - Complete at least 100,000 outreach encounters per year
    - Maintain persistent multi-lingual public awareness campaign regarding NYC Care and the right to health care
    - Reach underserved communities, based on agency disparity analysis
    - Improve data pipelines across the System to accurately capture patients' data.
    - Embed usage of automated Systems to monitor clinical outcomes according to race, ethnicity and language to improve clinical outcomes

- c. **Indicators:**
      - Number of encounters per year
- 2. **Goal:** Advance comprehensive training programs and specialized services to meet the unique health needs of LGBTQ+ individuals
  - a. **Outcome:** By 2034, 100% of the five boroughs will have Pride Health services.
  - b. **Strategies:**
    - Improve data pipelines across the System to accurately capture patients' identities including their Sexual Orientation Gender Identity (SOGI) in electronic health records, and monitor annually
    - Collaborate with partners and vendors to design a SOGI data collection training program and a clear communications strategy for staff to complete training
    - Expand Pride Health services to more facilities across NYC in collaboration with facility leadership to see an increase from the current 7 out of 40 eligible facilities that have services
    - Conduct outreach to the LGBTQ+ community across the City so that community members are aware of these new services
  - c. **Indicators:**
    - Percent of patients that have completed SOGI fields in their electronic health record
    - Percent of staff trained on SOGI data collection
    - Percent of facilities with Pride Health services
- 3. **Goal:** Identify and reduce health disparities of vulnerable communities
  - a. **Outcome:** By 2034, advance anti-marginalization and repair strategies.
  - b. **Strategies:**
    - Strengthen our relationships with community organizations to address the social determinants of health that contribute to health disparities
    - Prioritize initiatives that directly address health disparities, particularly in maternal and infant health, chronic disease management, and preventive care
    - Advocate for policies that address systemic inequities and tackle racial disparities in healthcare and hospital system
    - Leverage the NYC Care Program to ensure that New Yorkers who cannot access insurance are being connected with affordable, high-quality primary, preventive, and specialty care, regardless of their ability to pay
  - c. **Indicators:**

- Percent of budget advancing anti-marginalization and repair strategies

## Draft Community Equity Priorities Referenced

- #10: Increase the number of organizations working with NYC government to provide health, mental health and substance use programs that understand the lived experience of community members most harmed by racism.
- #15: Close the racial, gender identity, age and disability gaps in access and opportunity to employment.

## Spotlight Wins

- NYC Health + Hospitals has implemented policies and guidelines to promote inclusive practices and affirming care to LGBTQ+ patients. For example, we have successfully supported the integration of 'Sexual Orientation and Gender Identity' (SOGI) demographic data in the System's electronic health records and created and launched LGBTQ+ training programs to strengthen mental health providers' skills. In addition, all 18 eligible NYC Health + Hospitals facilities have earned the "LGBTQ+ Healthcare Equality Leader" designation in Human Rights Campaign Foundation's Healthcare Equality Index (HEI) annually since 2015 and all 5 eligible long-term care facilities have earned the "LGBTQ+ Long-Term Care Equality Leader" designation in the Human Rights Campaign Foundation and SAGE's Long-Term Care Equality Index (LEI). We have also developed various resources including 'Transgender and Non-Binary Patient and Resident Room Assignment Guidance', 'Trans Guide to Care', 'LGBTQ+ Affirming Clinic Toolkit', and the 'Pronoun Guide'. Finally, we successfully advocated for the inclusion of transgender inclusive health benefits information in NYC Employee Benefits Summary Plan—implemented in the fall of 2017.
- NYC Health + Hospitals has expanded language access through the negotiation of a new interpretation contract, the launch of an Essential Documents library which provides quick access to critical documents in 13 languages as well as Braille, large font, and audio files, and a new internal website that contains updated language access information for staff. We are working on the implementation of new interpretation contracts, securing additional equipment at facilities, and providing access points for staff to improve language services, and hiring language access coordinators for facilities' external programs.

# Office of Chief Medical Examiner

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## Mission and Commitment

The New York City Office of Chief Medical Examiner (OCME) has two mission critical roles: to protect public health and to serve impartial justice through forensic science and medicine. Our agency's core purpose is to provide answers in support of families and communities during times of profound need.

At OCME, we take pride in our diverse workforce, valuing each individual's unique contributions. We are dedicated to providing fair and equitable services to the communities we serve. By building inclusive structures and initiatives, we ensure all stakeholders and members of the public we serve are treated with respect and consideration. Our commitment to equity is integral to our mission and daily operations.

OCME, an ethnically diverse agency, serves and recruits from one of the most diverse cities in the world and as such, maintains the strictest standards in ensuring the rendering of impartial determinations that are free from bias. The agency will continue its successful training in this regard, will remain committed to broadening the understanding of bias in its instruction, and will continue to enhance communication of information between medical examiners, law enforcement, medical professionals, and legal authorities to focus on the facts and not any preconceived notions of bias due to race, gender, age, culture, and other attributes.

Our efforts include, but are not limited to, continued training for forensic specialists in the promise and challenge of new technologies that provide greater detail and insight into normal and suspicious deaths, honoring religious objections to autopsy, and increasing partnerships with skilled genetic counselors and OCME's family outreach initiatives to support affected loved ones following sudden and unexpected loss.

In addition, we strive always to cultivate an unbiased environment through hiring a more racial equity-aware and enlightened team of forensic specialists. We endeavor to make the agency a critical resource for training professionals who come here for OCME's forensic excellence and groundbreaking technology that it offers.

## Racial Equity Goals

### Short-Term

1. **Goal:** Provide accessible and centralized racial equity trainings for all staff to fortify OCME's commitment to racial equity in and beyond our core areas of work

- a. **Outcome:** By the end of 2026, expand the already robust racial equity training to be specifically tailored to different sectors within the agency and to roll out the training.
  - b. **Strategies:**
    - Assess understanding of what racial equity is throughout the agency utilizing research techniques such as surveys, observation, and group/one-on-one interviews
    - Continue the efforts of the OCME CARES campaign and integrate racial equity principles
    - Provide comprehensive training programs, including managerial and employee sessions, and facilitate focus groups
    - Create a centralized digital hub of information and training materials on the OCME intranet which is accessible to all employees
  - c. **Indicators:**
    - Number of trainings created and completed by staff
2. **Goal:** Identify opportunities to create disaggregated data pipelines in workplace recruitment and hiring
- a. **Outcome:** By the end of 2026, ensure 100% of OCME units have access to disaggregated employee and hiring data to make data-informed decisions.
  - b. **Strategies:**
    - Collect data to identify trends where racial inequity leads to a lack of education and employment opportunities
    - Collaborate with the NYC Department of Health and Mental Hygiene (DOHMH) to access internal recruiting, hiring, and retention efforts data
    - Develop a method for collecting data that provides a breakdown of recruiting, interviewing, and hiring across different racial groups in all OCME units for solely informational and communications purposes
  - c. **Indicators:**
    - Percent of OCME units with access to disaggregated employee and hiring data

## Medium-Term

1. **Goal:** Build an inclusive workplace to strengthen employee retention and career advancement, with a particular focus on employees of underrepresented backgrounds
  - a. **Outcome:** By 2028, establish at least one employee resource group (ERG) where racial equity is addressed in areas such as mental/physical well-being, education, job training, and job advancement.

- b. **Strategies:**
    - Demonstrate how addressing racial equity fosters understanding and tolerance to reduce workplace aggression and EEO-related issues
    - Establish EEO Focus Groups, Affinity Groups, and Employee Resource Groups (ERGs) to foster employee participation in creating support systems and tangible improvements in their work and life environments
    - Review the resulting data from Focus Groups, Affinity Groups, and ERGs, as well as Wellness activities to evaluate the impact of these efforts and help determine the most valuable next steps
    - Examine the success of retention efforts so that our office can address potential racial disparities in our staffing practices
  - c. **Indicators:**
    - Employee retention rate, by race/ethnicity
    - Number of employees participating in ERGs, by race/ethnicity
2. **Goal:** Address any underrepresentation of staff in certain roles within the agency through equitable hiring and recruitment practices for all vacancies
- a. **Outcome:** By 2028, implement inclusive workforce practices that attract diverse applicants.
  - b. **Strategies:**
    - Update website language to reflect our diverse workforce to attract talent
    - Expand agency participation in internships, career fairs, and outreach programs with schools to build diverse recruitment pipelines
    - Develop a pilot program to partner with one or more schools or outreach where the approach could be evaluated as to a successful plan
    - Additionally, OCME will ensure all job descriptions utilize inclusive language and focus on essential skills and qualifications
    - OCME Human Resources will put a focus on ensuring programs continue to use diverse interview panels and ensure interview questions are inclusive and geared to skills needed for the position
  - c. **Indicators:**
    - Number of recruiting events attended
    - Demographic composition of applicants<sup>22</sup>
    - Demographic composition of staff

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<sup>22</sup> This information is used for informational or communications purposes, only.

## Long-Term

1. **Goal:** OCME has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Partner with independent M/WBE contractors to fill various roles within the overall scope of OCME needs. This may be in the areas of security contracting, facilities, technician support, and administrative needs.
    - Release RFIs to diverse populations that are historically underutilized as vendors
    - Actively participate in Procurement and M/WBE events to promote our needed commodities
  - c. **Indicators:**
    - Percent of agency contracts awarded to M/WBEs
  
2. **Goal:** Establish internal and external programs with universities and high schools to highlight the options in a career in forensic science
  - a. **Outcome:** By 2034, establish partnerships with at least one university and one high school, leveraging the life sciences corridor to be expanded in Kips Bay with the construction of the new Manhattan Forensic Pathology Center in the forthcoming SPARC Kips Bay facility.
  - b. **Strategies:**
    - In 2024, OCME's Forensics Week showcased the variety of work OCME does. This will be taken to schools physically and virtually to show what options exist throughout the agency
    - OCME will host classes in traditionally minority-based schools in forensic science and pre-med Forensic Medicine
  - c. **Indicators:**
    - Number of partnerships established with academic institutions
  
3. **Goal:** Continue to invest resources in and expand existing innovative OCME programs that reduce racial disparities, such as the innovative Drug Intelligence and Intervention Group (DIIG) program
  - a. **Outcome:** By 2034, strive to expand the DIIG concept to at least one area in addition to drug fatalities.
  - b. **Strategies:**
    - Use efforts such as the DIIG to gain insight about where more targeted support with post-tragedy/ fatality costs, psychological/

emotional trauma, education, housing, and medical concerns is needed

- Partner with city agencies, nonprofits, and community-based organizations to provide services in those areas

c. **Indicators:**

- Number of families reached
- Number of families that are connected to services

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #10: Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs that understand the lived experience of community members most harmed by racism.
- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.

## Spotlight Wins

- To advance efforts in workplace inclusion, the Office of Equal Employment Opportunity (EEO) and Wellness completed the distribution and collection of feedback from all OCME staff regarding their experience of working in OCME.
  - As a result of a survey conducted in the first two quarters of 2024, EEO and Wellness held their first Focus Group meeting in July 2024 which invited the Department of Mortuary to share feedback about their specific issues in their work environment.
  - This highlighted how racial silos may limit the shape of opportunities and suggested that new programs developed over time would offer means of career path growth to those interested in pursuing further Forensics studies.
  - This has resulted in ongoing assessment, both internally and externally of how OCME is seen by its employees and the public as an entity that uplifts the potential of all people. The very nature of its work as the City's mortuary attests that it exists for the ongoing support of all walks of life.
  - OCME's Outreach Unit connects those coping with the loss of a loved one to counseling services, burial information, and options for ongoing material support and relief.

- To highlight our core value of service, which calls us to meet the evolving needs of our customers inside and outside the agency with innovation, treating everyone equitably, and with dedication to the public good. The entire Procurement team and a staff member of the Department of Forensic Biology of OCME, received the annual New York City Excellence in Customer Service Awards on behalf of the agency.
  - The uniqueness and sensitivity of OCME’s work extends to the highly specific mix of goods and services required to keep the agency functioning around the clock. Our committed Procurement professionals go the distance to find the right external vendors to match our agency’s diverse needs, while making sure procurements align with cost, equity, and sustainability imperatives.
  - The customer service achievements of our team members attest to the excellence that more often than not unfolds without fanfare every day in countless ways around the agency.
  
- Since launching in 2022, OCME has served more than 3,000 family members of fatal overdose victims through the Drug Intelligence and Intervention Group (DIIG), the first-of-its-kind model that offers support to surviving family members and close contacts as they cope.
  - This program builds upon the City’s work to reduce opioid deaths, which exhibit stark racial disparities.
  - This program goes beyond the traditional role of the medical examiner and focuses on addressing gaps in unmet needs. Through this initiative, when someone dies from an overdose, the OCME’s investigation and response now includes skilled social workers to engage with the decedent’s family and friends who may also be at risk, and to provide support and a “warm handoff” to potentially lifesaving interventions. The wide-ranging services and referrals include grief counseling, substance use services, housing assistance services, health care, and more. This initiative is reaching traditionally underserved populations.
  
- Social workers are successfully reaching 73 percent of the people they’ve attempted to contact and 78 percent of the people they’ve spoken with have been provided or referred to at least one service.
  
- In Spring 2024, Chief Medical Examiner Dr. Jason Graham announced the launch of OCME CARES, the core values campaign to guide how employees interact with each other in the workplace and all the communities served by the agency during times of the most profound need. OCME CARES enhances the experience of our employees and customers in the following ways.

- Internal education to support cross-agency/unit communication and opportunities for development and career growth leads to the removal of barriers that may have developed between units.
- OCME CARES highlights our core values, which serve as a guiding compass for our organization's actions, culture, and outlook. The five core values of OCME are the following:
  - Commitment: Dedicated to the mission at all times
  - Accountability: Responsible to each other and the community
  - Resilience: Adapt in the face of adversity
  - Excellence: Achieve and maintain the highest quality
  - Service: Innovate to meet evolving needs
- The Babies and Toddlers (BaT) Task Force focuses on gathering information and enhancing communication by reaching across medical, legal, and social areas to aid in resolving cases often involving the most challenging fatalities without assumption or prejudice.
  - Working across internal units, as well as external agencies, BaT naturally supports a wider range of understanding, growth and opportunity to other categories of forensic investigation.

# Community Safety, Rights, and Accountability



## Community Safety, Rights, and Accountability

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**Condition of Thriving:** We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: *Humane, empathetic, and respectful treatment.*

Throughout our nation's history, communities of color, particularly Black individuals, have routinely experienced harm by racial violence from the legacy of slavery. Laws and policies also promoted segregation and normalized social exclusion, contributing to existing economic and social disparities. Additionally, racially biased criminal justice policies and unequal emergency responses have left New York City's Black and Brown communities feeling unsafe. It is imperative to protect every individual's rights, hold responsible actors accountable, and improve public and community safety for every New Yorker.

### The Criminal Justice System

Data shows that people of color, particularly Black and Latina/o/x individuals, have been disproportionately impacted by policies and practices such as disproportionate rates of arrests, summonses, and stops compared to their representation in the general population.<sup>65</sup> These disparities have profound and long-lasting consequences, eroding trust between the City's public safety institutions and the communities they serve, especially communities of color. Addressing these systemic biases and inequities in policing is foundational to the City's commitment to fostering more inclusive and equitable public safety practices.

Equity in the criminal justice system is also key to addressing our collective history of racial inequalities. Mass incarceration continues to impact minority communities, with its effects persisting and compounding intergenerationally. Historical records show that, in the 19th and 20th centuries, the U.S. criminal legal system, including jails and prisons, was used to perpetuate racial oppression and worsen racial disparities.<sup>66</sup> Current trends and policy priorities in areas such as policing, prosecution, bail, and prevention programs and other community interventions impact jail populations.

For many years, Black and Hispanic communities in New York City have been overrepresented in its jails. Nationwide, we can observe similar disparities. Recent research reveals stark disparities in the City's custody population. By age 38, 27 percent of Black men and 16 percent of Hispanic men in New York have been jailed.<sup>67</sup> In contrast, only 3 percent of white men have faced the same outcome. The study also notes that Black men are often re-incarcerated, especially if they live in low-income neighborhoods. As of calendar year 2024, in New York City, 57.4 percent of people in

custody were Black and 30.9 percent were Hispanic.<sup>68</sup> These gaps not only reflect but also worsen broader inequalities in NYC and the U.S.

In the mid-twentieth century, changes in the understanding of mental health disorders and developmental disabilities and subsequent policies, among other things, led to the deinstitutionalization from public psychiatric hospitals. Without subsequent funding to bolster community support, individuals discharged from these institutions often found themselves without the support needed to successfully reintegrate into their communities.

Studies show incarceration leads to many negative effects – on the incarcerated individual, their community, and society at large, regardless of the interventions offered in a carceral setting – such as disruptions to or loss of employment, strained family relationships, social stigma, and trauma. These effects are compounded when individuals enter custody with preexisting conditions and disparities, such as psychiatric disorders, homelessness, substance misuse issues, or lack of economic opportunity. Many jails and prisons fail to meet regulatory requirements and minimum standards, furthering harm.

Probation is intended as an alternative to incarceration aimed at equipping justice-involved individuals with the educational and employment skills necessary to avoid reentering the justice system. Individuals from marginalized communities are also disproportionately represented in probation populations.

## Emergency Response and Community Resiliency

Pre-existing social and economic inequities also contribute to more severe outcomes for the City's most underserved communities before, during, and after various emergency responses such as fires, pandemics and environmental threats. For New Yorkers who experience the greatest burden of disasters, adverse outcomes include loss of life, property, cultural identity, and generational wealth and histories. Emergencies like the COVID-19 pandemic have demonstrated how certain communities are disproportionately affected by disasters, underscoring the need for an equitable approach to emergency management.

Redlining has historically shaped New York City, leading to racially segregated neighborhoods. Communities of color are relegated to living in environmentally hazardous areas, increasing disaster and emergency response risks. For example, environmental justice communities are closer to power plants and waste sites, increasing their exposure to toxins and hazardous environments in steady states and worsening their outcomes during emergencies.<sup>69</sup>

Compounding historic disinvestment in certain neighborhoods has left these areas less resilient and less able to withstand natural disasters. The lack of infrastructure improvements, such as residential home lifting and legal pathways for basement apartments, leaves residents vulnerable to the impacts of natural hazards. This history of neglect has made it harder for underserved communities to recover, often leaving them exposed to future emergencies.

Economic disparities, such as the racial income and wealth gaps, further hinder community wellbeing. Limited financial resources and time mean that some residents face greater challenges in accessing aid when and after disaster hits. For example, after a disaster strikes and the Federal Government designates the impacted area as a declared disaster area, homeowners, renters, nonprofits, and businesses can apply for disaster loans from the Small Business Administration (SBA). However, the U.S. Government Accountability Office has reported inequities in the SBA loan approval process since the process relies on credit scores to determine whether those impacted by disaster are able to pay back disaster loans.<sup>70</sup> This disproportionately disadvantages low-income applicants, resulting in low-income neighborhoods becoming even poorer post-disaster.

Additionally, disparities in access to broadband and technological devices present barriers to access to critical information during emergencies. Numerous underserved communities lack reliable access to digital resources, including community spaces and cultural institutions, which often serve as vital sources for information and shelter.

The fields of emergency management and fire and life safety have also faced challenges related to equity and representation. Historically, staff have primarily consisted of white males, many with a military and/or law enforcement background. Institutions in these fields have navigated complex and evolving steps toward a diverse and inclusive workforce, reflecting broader societal shifts and internal organizational change.

## Unified Commitment

The agencies in this section recognize the need for robust and equitable approaches to community safety, rights, and justice.

# Department of Correction

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## Mission and Commitment

The New York City Department of Correction (DOC) is dedicated to creating a safe and supportive environment while providing individuals in our care with a path to successfully re-enter their communities. The Department provides for the care and custody of people 18 years of age and older who are ordered to be held by the courts and awaiting trial or who are convicted and sentenced to one year or less of jail time.

As a result of the *Nunez* class action lawsuit, the Department is subject to a federal consent decree and is monitored by a court-appointed federal monitor who oversees virtually every aspect of how the Department functions. Although DOC does not determine who is placed into custody or how long they remain incarcerated, the Department is nonetheless committed to supporting the people in its care and will work to address inequity and structural racism by maintaining jails that are safe and humane for both staff and those in custody.

It is the Department of Correction's role and responsibility to provide for the safe, secure, and humane confinement of persons in its custody. In addition, the Department recognizes that everyone benefits when people in custody are given the tools they need to have less adverse contact with the justice system in the future. DOC will continue to create an opportunity – by way of workforce, educational, and skill development, and other programming and services – to meet the needs of people in custody and help individuals to reintegrate into their communities upon release.

## Racial Equity Goals

### Short-Term

1. **Goal:** Prevent excessive or inappropriate uses of force and support de-escalation of conflict so that force does not become necessary
  - a. **Outcome:** By the end of 2026, ensure all DOC uniformed members of service have completed newly developed training courses related to conflict resolution and appropriate use of force. Professional development for staff in core correctional practices will support the goal of ensuring DOC jails are safe and humane for staff and people in custody (PIC), which will reduce harm for these marginalized communities. Improved training and safer, more humane jails will also support increased recruitment and retention, which will enable the Department to better provide for the custody, care, and control of those within the jails.

Improved staffing levels will contribute to further violence reduction, as well as better program and service delivery for individuals in custody.

- b. **Strategies:**
    - Revise and implement training courses for staff that are effective in preventing excessive or inappropriate uses of force and supporting de-escalation of conflict so that force does not become necessary, and the jails are safer for all.
  - c. **Indicators:**
    - Percent of uniformed members of service who have completed newly developed training courses related to conflict resolution and appropriate use of force
2. **Goal:** Ensure staff and those in custody remain safe from violence and resulting injury so that no one is further marginalized and can ultimately thrive
- a. **Outcome:** By the end of 2026, continue to work to achieve an overall reduction in violence in the jails, including violent incidents among people in custody and assaults on staff by persons in custody.
  - b. **Strategies:**
    - Prioritize the hiring and retention of staff and expand partnerships with government and nonprofit agencies to offer increased levels of service delivery and programming, thus reducing idle time and supporting the conditions necessary for treatment, rehabilitation, and effective reentry into society
    - Continue to review the dashboard provided by DCAS to determine which titles experience underutilization
    - Conduct targeted recruitment for both uniform and non-uniform titles by attending career fairs and cultural events throughout New York State and utilizing insight data to inform future recruitment efforts
    - Develop a new survey to gauge employee satisfaction with the Department as an employer and gain perspectives on different aspects affecting employee decisions to remain at the Department, like HR policies, pay and perks, work-life balance, and relationship with peers
    - Track and evaluate violent incident rates disaggregated by race to identify any disparities and root causes
  - c. **Indicators:**
    - Number and percent of violent incidents disaggregated by race
    - Recruitment and retention rates disaggregated by race

## Medium-Term

1. **Goal:** Invest in and expand jail-based programs and services to bolster therapeutic outcomes, support impacted individuals and communities in recovering from harm, and create a safer and more humane environment for people in custody and staff
  - a. **Outcome:** By 2028, through continued collaboration with NYC Health + Hospitals/Correctional Health Services, operationalize three therapeutic commands situated in Bellevue Hospital, North Central Bronx and Woodhull Hospital. Outposted Therapeutic Housing Units (OTxHUs) are secure, clinical units within a hospital that serve patients in custody who have serious health conditions, following the jail-based therapeutic housing model. OTxHUs will improve access to care for incarcerated persons who do not require inpatient admission but would benefit from close, regular access to specialty and subspecialty care available in hospitals.
  - b. **Strategies:**
    - Work with Correctional Health Services to support the design and construction of the new facilities for persons with serious health conditions who would benefit from close, regular access to specialty and subspecialty care
    - Continue transition planning efforts, to include policy and training development and logistics planning
    - Enhance services and strategically inform new partnerships by developing a feedback scale to be implemented at the close of each program or program cohort so that the Department can assess both qualitative and quantitative data surrounding program efficacy
    - Further assess any programs as needed by investigating data pertaining to program participation and infractions or recidivism, where appropriate
    - Enhance reentry services and expand partnerships with government and nonprofit partners by regularly assessing and updating the streamlined processes in place to link incarcerated people with discharge planning and housing, paying attention to options in a wider selection of neighborhoods based on neighborhood of origin and connection to person- and needs-based resources
    - Continue expanding partnerships with government and nonprofit partners to support individuals both while incarcerated and post-release for more continuous and sustainable change; base updates and new partnerships on data garnered from needs assessments and surveys of persons in custody to evaluate the efficacy and impact of each program

- c. **Indicators:**
      - Percentage of operational beds at new facilities
      - Number of persons in custody being served at new facilities
      - Percentage and demographics of program and service enrollment
- 2. **Goal:** Build and improve robust data pipelines that can be disaggregated by various demographics, such as race, age, and gender to identify disparities in service provision
  - a. **Outcome:** By 2028, leverage 100% of newly created data systems to better disaggregate data Department-wide and within each system, and to better support historical data tracking that can be used to analyze and respond to trends in disparities.
  - b. **Strategies:**
    - Revamp incident reporting data flows and revise incident reporting policies
    - Transition from paper-based logbooks to a digital logbook system to track compliance with minimum standards and other regulatory requirements more efficiently
    - Improve incident reporting and tracking across the Department to support better data analysis, including disaggregation of certain indicators
  - c. **Indicators:**
    - Number of applications developed that replace paper-based tracking processes and/or create new data tracking systems
- 3. **Goal:** Assess and evaluate implementation of accommodations and programs/program changes to continue to enhance safety, dignity, and care for TGNCNBI population, and reduce instances of violence
  - a. **Outcome:** By 2028, track and report accommodations provided as well as programs implemented or refined to support this population.
  - b. **Strategies:**
    - Utilizing the agency's new advanced tracker for programming that can be analyzed by person in custody (PIC), housing area, facility, etc., review trends to analyze program participation and determine appropriate changes
    - Continue to hold DOC LGBTQ+ Affairs-coordinated weekly and monthly meetings in the Special Considerations Unit (SCU), along with other program houses in facilities that house TGNCNBI people in custody, gather feedback on the most requested programs, and discuss with DPCP leadership to determine new initiatives
    - Implement collaboration between DOC LGBTQ+ Affairs and DOC's Office of Constituent and Grievance Services (OCGS) to identify

trends within TGNCNBI people in custody's grievances and implement identified solutions

- Continue to expand DOC partnerships to provide re-entry services specific to the LGBTQ+ community, building on existing partnerships, like the agency's collaboration with Destination Tomorrow to deliver consistent re-entry programs to TGNCNBI people in custody

c. **Indicators:**

- Instances of violence experienced by the population
- Programs implemented and/or refined
- Number of accommodations provided
- Number of sessions held with LGBTQ+ Coordinators

## Long-Term

1. **Goal:** DOC has had 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Continue to host M/WBE Vendor Networking Events to have businesses (either currently registered or seeking to register as M/WBE vendors) learn more about doing business with the City of New York
  - c. **Indicators:**
    - Number of contracts awarded to M/WBEs
    - Number of participants and attendance rates at M/WBE vendor events
2. **Goal:** Prioritize agency resources to focus on personal growth, wellness, and community-connections for incarcerated individuals and staff
  - a. **Outcome:** By 2034, operationalization of all borough-based jail facilities will strengthen connections to families, attorneys, courts, medical and mental health care, and faith and community-based organizations. Being closer to home and transit will enhance the network of support systems for people who are detained and help prevent future returns to jail. Modern sites will also serve as a catalyst for positive change in the community and the criminal justice system. For staff, the benefits will include being closer to home and/or mass transit, and new infrastructure that promotes their safety and wellness.

- b. **Strategies:**
      - Center safety and well-being for those in custody and for staff by providing space for quality education, health, and therapeutic programming
      - Support smoother transitions back into the community
      - Collaborate with the Department of Design and Construction (DDC), which is awarding separate Design-Build contracts for each of the four new facilities, as well as early works packages at all four facilities, resulting in a total of nine contracts.
      - Conduct focus groups in partnership with the DDC and several contracted partners representing groups affected by the borough-based jail program, including currently and formerly incarcerated individuals, staff, members of advocacy groups, and oversight agencies, to help inform design and improve operations, and the overall human experience
    - c. **Indicators:**
      - Number of Borough-Based jails that are operational
- 3. **Goal:** Co-design, with people in custody, a racial equity and efficacy rubric for all programs offered across DOC facilities to ensure the needs of people in custody are met
  - a. **Outcome:** By 2034, 100% of Department programs must pass the racial equity rubric.
  - b. **Strategies:**
    - Expand and create a more robust process and schedule for fully assessing and restructuring programs based on the populations experience and feedback in tandem with the Federal Monitor's oversight, as well as employee feedback
    - Collaborate with relevant partner agencies to create focus groups to gather this information and create ways to translate this information into informative data
    - The feedback received from PIC focus groups will only be shared with internal teams to ensure regular updates to material reflect the needs and requests of the population and are the most up to date with agency and citywide goals and mission. The information revealed during the focus groups will not be shared with any outside groups to support a confidential setting for PIC to be able to have honest and intimate conversations. This feedback would also inform DOC's budgetary process in terms of assessing which providers should continue to deliver services and which we may want to reassess or adjust.

- Ensure Department programs continuously reference the rubric to maintain racial equity standards

**c. Indicators:**

- Number of focus groups held
- Number of participants in focus groups
- Percent of Department programs assessed against developed rubric
- Percent of Department programs that pass developed rubric

## Draft Community Equity Priorities Referenced

- #16: Reduce the number of people of all ages in jail, prison, or court monitoring for criminal offenses, and transform jails into rehabilitation centers.<sup>23</sup>

## Spotlight Wins

- The Department has made immense strides to ensure the visit process is simplified and more family-friendly. DOC provides tele-visits and free DOC-Visitor buses from Manhattan and Brooklyn to reduce barriers to visitation.
- The Division of Programs and Community Partnerships has done important work in advocating for and hiring Visit Facilitators who are present to make the visitation process more accessible for families and, in partnership with the Children's Museum of Manhattan (CMOM), child-friendly visits have been prioritized and implemented. Recently, [new child-friendly visitation spaces were designed in collaboration with CMOM and installed at the George R. Vierno Center](#) and at the Rose M. Singer Center. It is the Department's goal to install a child-friendly visitation space in all facilities. Incarceration can leave lasting scars on families, and DOC is committed to lessening the impacts of incarceration wherever possible. Visitation areas like those developed with CMOM, support parents and children in maintaining a pivotal bond and providing elements of normalcy during a challenging time. Strong visitation programs, especially those between parents and children, help maintain family bonds, increase successful reintegration post-release, and help break the cycle of incarceration.
- The Department recently received a grant for \$180,000 from the New York State Office of Mental Health's Suicide Prevention Center to expand wellness programs for staff. Our CARE Unit will spearhead this initiative, which aims to improve mental health in the workplace.

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<sup>23</sup> DOC can only focus on the second part of this priority ("to transform jails into rehabilitation centers").

- The Department recently promoted a new class of Captains, where 46 percent of the staff members are black and brown employees.

# Department of Probation

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## Mission and Commitment

The New York City Department of Probation (DOP) plays a critical role in advancing public safety through community supervision, operating at the intersection of the criminal and juvenile justice systems and the communities we serve. Through the use of Evidence-Based Practices (EBP), and a balanced approach that combines accountability, structure, treatment, and support, DOP works to ensure individuals on probation are held responsible for their actions while also providing meaningful opportunities for rehabilitation and growth.

Central to this work is the Department's commitment to helping individuals build stable, productive lives. DOP connects people on probation with education, workforce development, and supportive services that strengthen their ability to obtain and maintain employment. The Department also works to repair and restore relationships with families, neighbors, and communities recognizing that strong social connections and community engagement are essential to long-term success and improved public safety.

This Racial Equity Plan reflects DOP's vision of probation as a catalyst for fair and inclusive transformation. The Department is committed to identifying and addressing systemic barriers that have historically limited opportunity for many New Yorkers. By focusing on equitable access to services, culturally responsive supervision practices, and community-centered partnerships, DOP seeks to support individuals from diverse backgrounds in breaking cycles of justice involvement and realizing their full potential.

Through these efforts, the New York City Department of Probation remains committed to building a future where all New Yorkers regardless of race, ethnicity, national origin, or immigration status have equitable access to opportunity and the support needed to thrive, while strengthening safety and stability across our communities.

## Racial Equity Goals

### Short-Term

1. **Goal:** Provide ongoing anti-racism, cultural competency, and inclusive supervision training for all DOP staff
  - a. **Outcome:** By 2027, ensure 100 percent of DOP staff complete annual racial equity and cultural competency training tailored to justice-involved populations, including modules on LGBTQ+-affirming supervision and working with transgender and gender-nonconforming (TGNC) individuals. By the end of FY2026, convert the FY2024 one-time TGNC training into a

tracked, recurring annual requirement with documented completion rates reported as a distinct equity metric.

b. **Strategies:**

- Partner with DCAS and the NYC Commission on Human Rights to develop and sustain agency-specific racial equity training, incorporating modules on implicit bias, procedural justice, disability awareness, and LGBTQIA+ inclusion
- Formalize and sustain annual LGBTQ+-affirming supervision training for 100 percent of DOP staff, converting the FY2024 one-time training into a tracked, recurring requirement integrated into the annual staff development cycle
- Track training completion rates and integrate all equity training into the annual staff development cycle

c. **Indicators:**

- Percent of DOP staff completing annual racial equity and cultural competency training.
- Percent of DOP probation officers and supervisors completing annual LGBTQ+-affirming supervision training. Target: 100 percent by FY2026, sustained annually.

2. **Goal:** Implement equitable recruitment strategies to increase representation from underserved communities

a. **Outcome:** By FY2027, increase applicants from underrepresented neighborhoods for Probation Officer positions by at least 25 percent over the FY2024 baseline.

b. **Strategies:**

- Partner with community colleges, workforce programs, and community-based organizations in underrepresented neighborhoods
- Conduct targeted recruitment campaigns across boroughs with historically underrepresented applicants
- Expand outreach through city hiring initiatives focused on candidates from underrepresented neighborhoods

c. **Indicators:**

- Percent of applicants from underrepresented neighborhoods, compared to FY2024 baseline, for solely informational and communications purposes.
- Demographics distribution of Probation Officers applicants and hires, disaggregated by race, ethnicity, and gender, for solely informational and communications purposes

3. **Goal:** Integrate a commitment to racial equity into Request for Proposals (RFP) for risk-reduction and programming contracts to better serve diverse communities and generate positive outcomes.
  - a. **Outcome:** By 2027, assess and revamp 100% of new RFPs to build equity criteria into the selection process.
  - b. **Strategies:**
    - Assess and integrate questions to assess for commitment to racial equity in Request for Proposals (RFP) applications
    - Create and integrate criteria to assess for commitment to racial equity into the selection methodology for RFPs consistent with federal, state, and local law
  - c. **Indicators:**
    - Percent of new RFPs assessed
    - Percent of new RFPs updated with racial equity questions and criteria

## Medium-Term

1. **Goal:** Ensure equitable access to information for New Yorkers of all language backgrounds and literacy levels
  - a. **Outcome:** By FY2027, ensure that 100 percent of public-facing DOP materials are translated and accessible in accordance with Local Law 30 requirements.
  - b. **Strategies:**
    - Conduct an audit of public-facing documents for translation and accessibility needs including the clothing closet palm card, NeON Works palm card, Your Guide to the Juvenile Justice Process, and Adult Probation Basics
    - Translate materials into all Local Law 30 languages
    - Implement plain language standards for all public-facing materials
  - c. **Indicators:**
    - Percent of public-facing material available in all Local Law 30 languages

## Long-Term

1. **Goal:** Expand equitable access to employment, education, and violence prevention programs
  - a. **Outcome:** By FY2030 or earlier, ensure that at least 80 percent of individuals on probation have access to workforce development, vocational training, educational programming, or violence prevention and

community reintegration services with equitable access across all five boroughs and priority investment in communities with the highest supervision caseloads.

- b. **Strategies:**
    - Expand partnerships with workforce development providers and increase capacity of programs offered through NeON Centers, with attention to geographic equity across all boroughs
    - Develop additional vocational training opportunities tied to high-demand industries, building on existing NeON programming including photography, CDL training, welding, and job readiness
    - Formalize the Emerging Leaders SYEP pipeline as a structured equity strategy, expanding access for youth and young adults facing employment barriers due to justice involvement
    - Expand partnerships with community-based service providers for violence prevention and community reintegration programming, scaling citywide with attention to boroughs with the highest caseload concentrations
    - Track program participation, completion, and outcomes disaggregated by race, ethnicity, gender, age, and borough to identify access gaps and drive resource decisions
  - c. **Indicators:**
    - Percent of individuals on probation participating in at least one employment, vocational, educational, or violence prevention program
    - Percent of individuals on probation with access to vocational training and violence prevention programs, disaggregated by borough
    - Program participation and completion rates disaggregated by race, ethnicity, gender, and borough
2. **Goal:** Expand equitable access to mental health and substance use services for individuals on probation
- a. **Outcome:** By FY2030 or earlier, ensure that at least 75 percent of individuals on probation with an identified mental health or substance use need are connected to culturally responsive services within 30 days of assessment or are actively on a waitlist for services and achieve a measurable reduction in mental health-related technical violations compared to the FY2025 baseline. All outcomes are tracked and reported disaggregated by race, ethnicity, gender, age, and borough.
  - b. **Strategies:**
    - Expand co-located mental health and substance use services at NeON Centers, partnering with NYC Health + Hospitals, community

mental health clinics, and harm reduction providers, prioritizing the three borough offices with the highest rates of mental health-related technical violations

- Develop and implement trauma-informed supervision protocols for individuals with serious mental illness (SMI) or active substance use disorders, standardizing how Probation Officers respond to behavioral compliance issues before issuing a technical violation
- Require that all individuals on probation with a documented mental health or substance use need receive a formal service connection within 30 days of supervision start or clinical assessment, with Probation Officer accountability for documented follow-through
- Ensure all contracted mental health and substance use programs are culturally responsive, staffed by providers with lived experience where possible, and available in the top Local Law 30 languages with equity performance measures included in all vendor contracts
- Track and report mental health-related technical violations as a distinct category disaggregated by race, ethnicity, gender, and borough, and use this data to identify offices or boroughs with outlier violation rates that may indicate inequitable application of supervision conditions
- Develop and standardize criteria for identifying and tracking mental health-related technical violations

**c. Indicators:**

- Percent of individuals with identified mental health or substance use needs connected to services (or on waitlist) within 30 days disaggregated by race, ethnicity, gender, and borough (Target: 75 percent by FY2027)
- Rate of mental health-related technical violations compared to FY2025 baseline disaggregated by race and borough
- Percent of individuals completing assigned mental health or substance use programming, disaggregated by demographics and tracked by contracted provider
- Percent of SMI/SUD cases with documented trauma-informed supervision review before a technical violation is filed.
- Number of NeON sites with active co-located mental health or substance use service provider (Target: all five borough NeON locations by FY2027)
- Percent of contracted mental health and substance use providers offering services in at least three Local Law 30 languages
- Mental health-related technical violations are defined as violations where mental health symptoms or treatment needs are identified as a contributing factor to noncompliance

3. **Goal:** Reduce recidivism among youth and young adults through targeted, data-informed interventions
- a. **Outcome:** By FY2030 or earlier, reduce re-arrest rates among youth and young adults (ages 16–24) under DOP supervision by at least 10 percent compared to the FY2025 baseline, with outcomes tracked and reported disaggregated by race, ethnicity, gender, and borough. By FY2026, establish the data infrastructure necessary to monitor youth recidivism on a consistent reporting cycle without reliance on manual extraction.
  - b. **Strategies:**
    - Expand trauma-informed and cognitive behavioral supervision models for youth, prioritizing individuals identified as highest-risk through DOP's risk and needs assessment tools building on the existing Arches Transformative Mentoring program which serves a predominantly Black and Hispanic youth population
    - Increase access to education, employment, and vocational programming through NeON Centers and community-based providers, with a focus on youth at highest risk of reoffending, particularly those without a high school diploma or stable employment
    - Strengthen partnerships with community-based organizations to provide mentorship, violence interruption, and reentry support to youth on probation, with priority investment in the Bronx, Brooklyn, and Queens where youth supervision caseloads are highest. Formalize the Emerging Leaders SYEP pipeline as a structured equity strategy
    - Implement ongoing case review processes to monitor youth outcomes and adjust supervision plans based on individual risk trajectories, ensuring no youth remains on a static supervision plan for more than 90 days without documented review
    - Develop and implement an automated data system to collect, track, and analyze re-arrest rates and technical violations among youth disaggregated by race, ethnicity, gender, and borough replacing current manual extraction processes and enabling analysis of which interventions are most effective for specific demographic subgroups
  - c. **Indicators:**
    - Re-arrest rate for youth and young adults disaggregated by race, ethnicity, gender, and borough compared to FY2025 baseline annually.
    - Technical violation rate for youth cohort, tracked separately from re-arrests, disaggregated by demographics and reported quarterly.

- Percent of youth on probation enrolled in at least one NeON or community-based organization program within 60 days of supervision start.
- Percent of enrolled youth completing assigned programming, disaggregated by race, gender, and borough.
- Percent of youth supervision cases with documented review within the 90-day standard.
- Automated youth recidivism tracking system operational by end of FY2026.

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #10: Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs that understand the lived experience of community members most harmed by racism.
- #16: Reduce the number of people of all ages in jail, prison, or court monitoring for criminal offenses, and transform jails into rehabilitation centers.

## Spotlight Wins

- DOP has invested a significant portion of its budget in underserved communities and will continue to do so through its NeON Centers. The NeON Centers have created multiple vocational classes including photography, NeON Arts, CDL training, welding, and job readiness courses which provide individuals on probation with opportunities to gain skills that can lead to careers. DOP has expanded the NeON Photography program from six (6) locations with 100 participants to ten (10) locations servicing 200 participants, offering vocational training modeled after college-level courses.
- DOP's Program and Evaluation Team continues to engage in ongoing communication and collaboration with our program partners, contributing to improved program performance and increased community engagement. During the last fiscal year, the Arches Transformative Mentoring program went from 299

individuals served in FY23 to 343 in FY24, bringing the program to 75 percent of its maximum capacity. The majority of Arches participants identify as Black or Hispanic, reflecting the program's reach into communities most impacted by the justice system and reinforcing DOP's equity commitments.

- DOP helped submit more than 1,008 Emerging Leaders Summer Youth Employment Program applications in 2024, approximately 200 more than in 2023. The Emerging Leaders Program supports youth ages 14-24 who face employment barriers, such as being justice-involved, by connecting them to paid, project-based activities and paid summer job opportunities.
- In recognizing the need for intersectional conversations, DOP partnered with DCAS to host LGBTQIA+ training, reaching 80 percent of staff since 2023. In FY2024, DOP also partnered with the NYC Commission on Human Rights to train all our staff members on working with transgender and gender non-conforming individuals.

# Fire Department of the City of New York

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## Mission and Commitment

As first responders to emergencies, disasters and terrorist acts, the Fire Department of the City of New York (FDNY or Department) protects the lives and property of New York City residents and visitors. The Department advances public safety through its fire prevention, investigation, and education programs. The timely delivery of these services enables the FDNY to make significant contributions to the safety of New York City and homeland security efforts.

FDNY is committed to upholding and promoting inclusive values, as well as equal employment opportunities throughout the Department. The Department's path toward workplace equity and employment opportunities has been multifaceted, marked by both progress and persistent challenges. The early challenges were defined by Irish Americans' struggle to join the Department in 19<sup>th</sup> century. African Americans exemplified an indomitable spirit and struggled to be part of the FDNY family through most of the 20<sup>th</sup> century culminating in the Vulcan Society lawsuit in the early 2000's.

The Department continues to build on its campaigns of elevating everyday heroes to help create a workforce that reflects the City's demographics and spirit of excellence. Recognizing that its greatest strength is its people, FDNY takes a proactive role in expanding opportunities for professional development through training, mentorship programs, and coaching discussions.

FDNY works proactively to educate, engage, and empower communities to prevent emergencies before they happen. By focusing on outreach, education, training, and relationship-building, the Department helps reduce risk, increase preparedness, and build trust with the diverse populations it serves in its work.

By understanding the nearly 160-year history of service, acknowledging both challenges and triumphs, FDNY strengthens its collective ability to grow, adapt, and meet future challenges. This integrated focus on community engagement and employee development ensures the Department remains prepared to serve and protect the residents of New York City with excellence and integrity.

## Racial Equity Goals

### Short-Term

1. **Goal:** Utilizing internal FDNY data and insights from an ongoing Deloitte study, identify recruitment campaign strategies to support viable candidates from underrepresented backgrounds for EMT and Firefighter positions

- a. **Outcome:** By the end of 2026, assess the factors that contribute to the hiring, promotion, and retention of EMTs and Firefighters across all applicant demographics. Determine which factors most closely predict success of these milestones.
  - b. **Strategies:**
    - Review the results of the after-action analysis for the most recent Firefighter campaign. That analysis will include both quantitative and qualitative elements to update our recruitment blueprint for the next exam cycle
    - Leverage data from our last two EMT campaigns (where we recruited more EMT candidates than the previous five campaign years) to identify high-need areas and strategically expand our recruitment reach
  - c. **Indicators:**
    - Identify high conversion rate recruitment sources
    - Identify attrition mitigation programs and communication strategies that show improved candidate engagement and persistence
    - Track trends for disparate impact at various stages of the hiring process
2. **Goal:** Continue to ensure greater connection between firefighters and the communities they serve through assigning Probationary Firefighters who reside in NYC to the division in which they live if it aligns with both their personal preferences and the operational needs of the Department
    - a. **Outcome:** By the end of 2026, continue to ensure all newly graduated Probationary Firefighters who reside in NYC are assigned to the division in which they live if it aligns with their preferences and operational needs ensuring there is no adverse impact in initial firehouse assignments.
    - b. **Strategies:**
      - Continue to target recruitment from specific communities within NYC that are historically underrepresented at FDNY
    - c. **Indicators:**
      - Percent of assignments with no adverse or disparate impact

## Medium-Term

1. **Goal:** Ensure equitable accommodations and implement substantive interim measures to provide privacy and comfort for women firefighters to foster an inclusive work environment that supports diversity, promotes gender equity, and ensures all members can perform their duties with dignity and respect

- a. **Outcome:** By 2028, assess 100% of requests from firefighters and ensure that all are on the pathway to receiving upgrades and/or substantive interim measures.
- b. **Strategies:**
  - Analyze current facilities in need of accommodation upgrades
  - Determine possibilities for upgrades and/or temporary remediation
  - Rearranging lockers to provide a hallway/separation
  - Constructing temporary changing rooms
  - Update records quarterly and provide Fire Operations and Personnel with updates on renovations that affect applicable facilities
- c. **Indicators:**
  - Establish regular discussions with Borough Commanders on ongoing gender-related facility needs
  - Complete interim measures where possible

## Long-Term

1. **Goal:** Analyze Citywide medical emergency response times alongside neighborhood demographics to assess potential racial disparities and identify opportunities for resource allocation or reallocation to ensure equitable service delivery
  - a. **Outcome:** By 2034, reduce disparities in response times to medical emergencies.
  - b. **Strategies:**
    - Utilize real-time data to monitor call volumes and health trends in underserved communities, allowing for dynamic adjustments in resource allocation
    - Employ predictive analytics to anticipate surges in call volumes and proactively allocate resources to areas most likely to experience increased demand.
    - Develop a public awareness campaign to eliminate low acuity transports to hospital emergency departments.
  - c. **Indicators:**
    - Number of minutes on average to respond to medical emergencies across the city
    - Number of minutes on average to respond to medical emergencies across Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods
2. **Goal:** Implement a process for regular salary reviews to identify any racial disparities and make recommendations

- a. **Outcome:** By 2034, ensure any/all pay parity issues across the Department are regularly reviewed. For actions that can be addressed internally at the agency level, these actions will have been fully effectuated and measures to avoid parity issues will have been implemented. For parity issues that require external partner buy-in, a plan of action will have been drafted and shared with those partners.
- b. **Strategies:**
  - Create a review process to establish parameters for analyzing salaries
  - Execute review process in each Bureau
  - Analyze results and formulate recommendations in an action plan
  - Implement recommendations that are within the purview of the Department, and seek partnership with other oversight agencies to increase pay parity
- c. **Indicators:**
  - Percent of discretionary salaries reviewed for racial parity
  - Percent of discretionary salary increases reviewed for racial parity

## Draft Community Equity Priorities Referenced

- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination

## Spotlight Wins

- FDNY launched the 5<sup>th</sup> edition of its premiere multi-media storytelling project, We Are FDNY, in the first quarter of 2026. Featuring 24 members of the Department across a dozen Bureaus/Units, the campaign highlights unique and diverse stories from members that reflect all titles. We Are FDNY posters are displayed in all FDNY firehouses, EMS stations, training academies, dispatch and civilian offices. Monthly newsletters, social media posts and workstation desktops feature these unique stories.
- FDNY recorded a new Implicit Bias Training in July 2024 with a live audience. The edited version of the multi-module training focusing on personal development, leadership skills, storytelling-based narratives, risk management and experiences from the field will be uploaded on the agency Learning Management Services portal as part of a learning development tool for all 17,500+ personnel.

- FDNY launched targeted Community Risk Reduction (CRR) pilot programs in districts most impacted by fire incidents, using data-driven strategies to reduce fire-related injuries and fatalities and improve health outcomes in vulnerable communities. These pilots integrate proactive outreach, fire safety education, smoke alarm installations, and partnerships with community-based organizations to address neighborhood-specific risks. By focusing resources on historically underserved and high-risk areas, FDNY has strengthened its preventative approach, enhanced community trust, and contributed to measurable improvements in fire safety outcomes. The success of these pilots has positioned FDNY as a national leader in community-centered fire prevention, earning recognition for its innovative, equity-driven model.
- FDNY has advanced efforts to document and elevate the lived experiences and contributions of diverse members who have served the Department despite systemic barriers, laying the foundation for a comprehensive historical narrative timeline. Drawing from internal archives, member testimonies, and historical records, this initiative highlights the resilience and impact of various demographics across both uniformed and civilian roles. By beginning to integrate these narratives into leadership discussions and training spaces, FDNY is fostering a deeper, shared understanding of the Department's history and its connection to present-day equity goals. This work represents a critical step toward institutionalizing inclusive storytelling and ensuring that the Department's history reflects the full breadth of those who have shaped it.

# Mayor's Office of Criminal Justice

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## Mission and Commitment

The Mayor's Office of Criminal Justice (MOCJ) advises the Mayor on all matters relating to the maintenance and improvement of a fair and equitable justice system.

Recognizing that public safety cannot be achieved by law enforcement alone, MOCJ brings together community and institutional stakeholders to address the systemic issues that undermine the safety and stability of our neighborhoods. We work to move our city forward by providing better resources and expanding access to the supports needed to maintain healthy communities and improve public safety for all New Yorkers.

As a new agency, MOCJ is taking this opportunity to implement equitable practices from the ground up. MOCJ is committed to continuing the necessary pursuit of racial equity in four specific measurable ways: staffing policies and practices, contracting policies and practices, programmatic offerings, and advocacy across the criminal justice system.

These four pillars will allow MOCJ to address the internal and external factors that impact racial disparities in its portfolio.

The criminal justice system is complex, and disparities exist across the system. MOCJ continues to develop new processes and procedures to redress previous imbalances. MOCJ is responsible for coordinating the efficient and fair administration of the criminal justice system. MOCJ's innovative pretrial and post-conviction initiatives and collaborative work with criminal justice stakeholders make us uniquely positioned to address inequality to support public safety for all New Yorkers.

## Racial Equity Goals

### Short-Term

1. **Goal:** Build a workforce that better serves the diversity of MOCJ clients and the city through more equitable recruitment, hiring, and promotion practices
  - a. **Outcome:** By the end of 2026, train 100% of hiring managers and leadership on equitable recruitment, hiring, and promotion practices.
  - b. **Strategies:**
    - Identify and create relationships with diverse organizations to share job postings and openings
    - Research, develop, and implement equitable hiring and promotion best practices
    - Implement developed protocols with all hiring managers, ensuring compliance
  - c. **Indicators:**

- Demographics of MOCJ staff
- Demographics of employee promotions
- Number of diverse partnerships for recruitment pipelines

## Medium-Term

1. **Goal:** MOCJ has had 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law.
  - a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Advertise solicitations widely and with targeted underrepresented demographics, including with diverse publications
  - c. **Indicators:**
    - Percent of agency-awarded contracts to M/WBEs disaggregated by race, ethnicity, and gender
2. **Goal:** Ensure MOCJ's contracted partner providers serve and center the needs of vulnerable populations affected by criminal justice including, but not limited to, veterans, older adults, people with disabilities, and non-citizens, and are trained to identify and curate culturally competent staff to better serve identified gaps
  - a. **Outcome:** By 2028, use a curriculum that addresses the special needs of these populations in 100% of our programming.
  - b. **Strategies:**
    - Develop a racial equity rubric to assess existing programs and to design curricula that focuses on centering historically marginalized groups in design, participation, and outcomes
    - Build in rubric into all future solicitations
  - c. **Indicators:**
    - Survey feedback of population served
    - Demographics of population served
3. **Goal:** Collaborate with city agencies on expanding the co-creation of tailored, comprehensive community safety and crime prevention plans with residents and relevant city agencies in neighborhoods disproportionately impacted by enforcement and violence
  - a. **Outcome:** By 2028, measure and actively reduce disparate impact in communities where plans have been implemented.
  - b. **Strategies:**

- Bring together data-driven block selection, resident-led safety diagnoses, and customized multi-agency government/community/supports on the 1% of city blocks that account for 25% of city crime, which are overwhelmingly in communities of color with chronic disinvestment.
  - Work with city staff co-leading resident engagement, crime diagnostics, Crime Prevention Through Environmental Design (CPTED) audits, and evaluation, with residents as compensated partners in problem identification and solution design.
  - Deliver precision repairs, greening, nurse home visitation, Situation Table case conferencing, and community-based violence intervention aligning enforcement with community-identified priorities.
- c. **Indicators:**
- Reduction in shootings, felony assaults, and robberies
  - Community health and quality of life indicators
  - Resident-reported feelings of safety
  - Change in racial and geographic concentration of both violence and enforcement

## Long-Term

1. **Goal:** Integrate a racial equity lens in all policy and legislation efforts to uncover and address structural inequities in the criminal justice system
  - a. **Outcome:** By 2034, apply and embed a racial equity lens into 100% of policies and legislation reviewed and recommended.
  - b. **Strategies:**
    - Develop a racial equity lens to analyze and recommend policies and legislation
  - c. **Indicators:**
    - Percent of policies and legislation reviewed through a racial equity lens

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #8: Institute and appropriately fund trauma informed community safety practices and responses to mental health calls that lessens reliance on law enforcement.
- #10: Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs

that understand the lived experience of community members most harmed by racism.

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.
- #16: Reduce the number of people of all ages in jail, prison, or court monitoring for criminal offenses, and transform jails into rehabilitation centers.

## Spotlight Wins

- In order to address inequities in the criminal justice system, MOCJ worked with the Criminal Justice Agency (CJA) to revise the City's pre-trial release assessment to reduce racial and other disparities in recommendations for pre-trial release.

# NYC Emergency Management

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## Mission and Commitment

NYC Emergency Management (NYCEM) helps New Yorkers before, during, and after emergencies through preparedness, education, and response.

NYCEM believes that equity in emergency management is a civil and human right. To better serve all New Yorkers, we strive to directly engage communities in planning, ensuring their concerns are heard and addressed. This includes expanding public messaging and emergency notifications to target hard-to-reach populations and working to build trust in government where it may have eroded. It also means identifying and addressing internal staffing disparities and advocating for equitable Federal management of recovery aid.

NYCEM is committed to building an emergency management culture and program that reflects the city's diversity and range of needs. This approach is closely aligned to NYCEM's mission: to help New Yorkers before, during, and after emergencies through preparedness, education, and response. As outlined in our 2022-2026 Strategic Plan, we are dedicated to closing emergency planning gaps to ensure the communities hardest hit by disasters are prioritized and receive the resources they need to be both ready and resilient.

## Racial Equity Goals

### Short-Term

1. **Goal:** Collaborate with City leadership and subject matter experts to develop an equity-focused lens on emergency planning, operations, and recovery
  - a. **Outcome:** By the end of 2026, include the Mayor's Office of Equity & Racial Justice (MOERJ) as an Emergency Operations Center (EOC) liaison to provide an equity perspective on Steering Committee calls.
  - b. **Strategies:**
    - Cultivate a strong relationship with MOERJ to include the office as a liaison during emergencies
  - c. **Indicators:**
    - Number of EOC liaisons/alternates

## Medium-Term

1. **Goal:** Enhance emergency management plans by incorporating a racial equity lens to ensure all communities are served effectively through the integrated planning and preparedness process
  - a. **Outcome:** By 2028, NYCEM will apply a structured racial equity review for all new emergency plans.
  - b. **Strategies:**
    - Develop and begin applying a racial equity lens when updating or developing an emergency planning document
    - Develop a structured process for including community partners in emergency plan development and review, and ensure there is a mechanism to incorporate feedback
    - Develop equity-related learning objectives for improving staff familiarity with equity best practices in emergency responses
    - Evaluate options for format and delivery of learning opportunities on equity best practices in emergency responses
    - Provide EOC Leadership Pathway participants with opportunities to engage with experts in equity in emergency management
    - Continue including Disability, Access, and Functional Needs (DAFN) and social vulnerability planning considerations as discussion areas during the City's Integrated Planning and Preparedness Workshop (IPPW)
    - Include agency subject matter experts (SMEs) on the exercise planning teams and identify planning gaps during exercise development
    - Incorporate racial equity considerations into EOC functional exercises
  - c. **Indicators:**
    - Percent of plans that have gone through an internal racial equity review
    - Number of Strengthening Communities partners engaged in plan development/updates
    - Percent of plans where Strengthening Communities partners have been engaged
    - Number of equity-focused learning opportunities for EOC Pathway participants
    - Number of exercises with racial equity considerations
2. **Goal:** Increase NYCEM's community engagement and outreach to improve emergency preparedness in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods

- a. **Outcome:** By 2028, increase agency presence in the 33 TRIE neighborhoods through Ready NY, Strengthening Communities, and Community Emergency Response Team (CERT).
  - b. **Strategies:**
    - Evaluate existing NYCEM community engagement activities in TRIE neighborhoods and identify potential gaps in programming
    - Tailor community engagement strategies to each TRIE neighborhood to increase preparedness
    - Target CERT recruiting events in TRIE neighborhoods
  - c. **Indicators:**
    - Number of partnerships made within TRIE neighborhoods by community engagement staff
    - Number of CERT recruiting events held in TRIE neighborhoods
  
2. **Goal:** Promote equitable recruitment and hiring process strategies
  - a. **Outcome:** By 2028, ensure robust recruitment plans and equitable hiring processes are implemented for 100% of agency vacancies in staff and leadership.
  - b. **Strategies:**
    - Continue paid college aide, DYCD summer youth employment program, and Silver Star programs at NYCEM
    - Showcase NYCEM's diverse workforce across recruitment events (e.g., career fairs, veteran's events, city-sponsored mass recruitment events)
    - Finalize and implement the Equitable Recruitment Checklist to diversify candidate pools through increased engagement with a variety of stakeholders (e.g., strengthening communities' partners, John D. Solomon alumni) and media
    - Continue ensuring NYCEM hiring panels are diverse, with HCM review and approval of panelists before candidates are interviewed
  - c. **Indicators:**
    - Number of recruitment events attended
    - Number of students participating in NYCEM programs
    - Demographic composition of workforce across titles and divisions, including executive leadership positions for routine operations and emergency operations
  
3. **Goal:** Build NYCEM capacity to increase outreach to people speaking a language other than English and multilingual New Yorkers to ensure that access is not a barrier in emergency communication

- a. **Outcome:** By 2028, increase the percentage of people speaking a language other than English and multilingual New Yorkers who receive Notify NYC notifications by 10%.
  - b. **Strategies:**
    - Identify funding for community groups to participate in reviewing translated materials
    - Develop support for Spanish and Chinese (Traditional and Simplified) in the Notify NYC mobile application
    - Promote WhatsApp emergency notification groups for public and ethnic media engagement
    - Test CERT volunteers for language access skills to expand outreach to multilingual communities
  - c. **Indicators:**
    - Number of multilingual subscribers to Notify NYC
    - Number of users in WhatsApp groups
    - Number of CERT volunteers certified for language access skills
4. **Goal:** Enhance heat season Cool Options messaging in TRIE neighborhood areas to reduce heat-related illness among vulnerable populations
- a. **Outcome:** By 2028, establish recurring “Cool Options” messaging in print, media, and out-of-home marketing in 100% of TRIE neighborhoods.
  - b. **Strategies:**
    - Assess the effectiveness of the 2024 heat season messaging campaign, identify the most effective messaging tools, and determine which TRIE neighborhoods have already received Cool Options messaging
    - Develop a multi-year roll-out plan to place Cool Options messaging in every TRIE neighborhood, taking into account language accessibility, ethnic media ad placements, and geographic balance
    - Begin designing graphics and developing long-term relationships with media outlets and community-based ethnic newspapers in the identified zip codes
    - The enhanced Cool Options messaging will begin in the summer of 2026 and grow progressively until Q4 2028, at which point every identified zip code should have annual Cool Options messaging in place
  - c. **Indicators:**
    - Percent of TRIE neighborhoods with recurring Cool Options messaging
    - Percent of advertising and marketing spending in TRIE neighborhoods annually

- Number of emergency department visits and EMS calls related to heat in TRIE neighborhoods
5. **Goal:** Ensure that NYCEM is better supporting residents of basement apartments to combat flooding to reduce preventable deaths, which disproportionately affect low-income and immigrant New Yorkers
- a. **Outcome:** By 2028, increase enrollment in the Notify NYC Basement Notifications group by 100%.
  - b. **Strategies:**
    - Analyze data on basement apartments in NYC to better target NYCEM strategies and determine program effectiveness
    - Increase the number of community events highlighting Notify NYC/basement apartments group within TRIE neighborhoods
    - Engage Strengthening Communities in door-to-door canvassing for basement apartments in TRIE neighborhoods
    - Partner with elected officials to encourage enrollment in the Notify NYC Basement Notifications group
  - c. **Indicators:**
    - Number of community events participated in, including Ready NY and Capacity building sessions
    - Number of Notify NYC enrollments in basement apartment group

## Long-Term

1. **Goal:** NYCEM has had 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state, and local law
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Create a tracking system and regular reporting system to monitor M/WBE contract utilization across the agency and analyze the disparity within the disparity in agency contracting
  - c. **Indicators:**
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded, disaggregated by race, ethnicity, and gender
2. **Goal:** Incorporate a commitment to racial equity in recovery planning to equitably support historically marginalized communities, who are disproportionately impacted by emergencies and disparities in response

- a. **Outcome:** By 2034, incorporate strategies, operations, and data tracking in 100% of recovery plans that focus on equitable outcomes for disaster survivors.
  - b. **Strategies:**
    - Track recovery through a racial equity lens in NYCEM Recovery Dashboards and post-disaster reports
    - Advocate/partner with organizations to allocate and distribute local (i.e., non-Federal, non-State) recovery funding to historically disadvantaged communities
    - Conduct analysis, overlaying collected damage assessment and financial recovery data with socioeconomic layers, including TRIE neighborhoods and high Social Vulnerability Index (SVI) areas, to advocate for disaster declarations and equitable distribution of federal recovery aid
    - Partner with academic institutions to learn recovery planning best practices incorporating racial equity considerations
  - c. **Indicators:**
    - Number of recovery dashboards that include equity variables in the analysis of damage and recovery aid
    - Number of reports that document past damage/recovery aid through a racial equity lens
    - Number of academic partnerships to study best practices for incorporating racial equity
    - Number of grants provided to low-to-moderate income (LMI) communities in historically disadvantaged communities for when there are major disasters
  
3. **Goal:** Ensure 2030 census data informs NYCEM's commitment to provide and expand language support in communications to people speaking a language other than English and multilingual New Yorkers through Notify NYC
  - a. **Outcome:** By 2034, review census data and identify additional languages to support within the Notify NYC program.
  - b. **Strategies:**
    - Identify any additional languages that should be supported
    - Engage vendors to discuss potential for adding language support
  - c. **Indicators:**
    - Number of Notify NYC enrollments in newly supported languages
    - Number of additional top languages identified by NYC Census
    - Percent of additional top languages incorporated into Notify NYC
  
4. **Goal:** Incorporate a racial equity lens when coordinating hazard mitigation funding applications from City agencies

- a. **Outcome:** By 2034, incorporate a racial equity assessment into all mitigation planning, funding requests, and federal advocacy.
- b. **Strategies:**
  - Track hazard mitigation applications for funding and awards and overlay with TRIE neighborhoods
  - Utilize analysis to provide insights into mitigation funding and racial equity, i.e., where additional hazard mitigation funding could support TRIE neighborhoods
  - Incorporate analysis into mitigation advocacy opportunities to further advocate for equitable mitigation funding
- c. **Indicators:**
  - Dollars of mitigation funding requested and obtained for TRIE neighborhoods

## Draft Community Equity Priorities Referenced

- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #12: Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.

## Spotlight Wins

- The 2024 NYC Hazard Mitigation Plan is a public document that identifies the natural hazards facing New York City and specifies long-term strategies to reduce those risks and the City's vulnerability to them. NYCEM made sure to incorporate the perspectives and context of historic and on-going inequities and injustices, including adding a goal to create a healthy and equitable environment, incorporate perspectives and context of race and inequities based on historic redlining and highlighting where vulnerable neighborhoods are located, and other improvements.
- NYCEM is committed to ensuring equity in public communications and outreach. Specifically, we have prioritized translating agency materials and emergency messaging to reach all New Yorkers across a range of platforms. In 2021, NYCEM rolled out multilingual Twitter (now known as X) notifications. In 2023, NYCEM coordinated with OTI to enhance NYCEM's website, enabling non-

English speakers to translate the website into multiple languages on desktops and within cell phone browsers. NYCEM also natively translated the updated Cooling Center Finder and the new Hurricane Evacuation Zone Finder in 12 languages. In addition, in 2023, NYCEM launched a Notify NYC notification group for residents living in basements which may be prone to flooding and other hazards. This group's enrollment is largely concentrated in majority-minority neighborhoods.

- In 2023, the Strengthening Communities program added 20 new networks to its roster, expanding the program to a total of 35 community networks across all five boroughs. Most of these networks overlap with TRIE neighborhoods (32 out of 35 Strengthening Communities networks are in TRIE neighborhoods, with the other 3 operating citywide), advancing NYCEM's efforts towards more equitable response and recovery operations in hard-to-reach communities.

NYCEM utilizes a thoughtful awards program entitled "Annual Performance Awards" that recognize and celebrates our staff and the invaluable contributions our employees have made at NYCEM. All staff are invited to submit nominations. The committee making the decision awards is comprised of 100 percent women and 25 percent minority. The Chief Equity & Diversity Officer (CEDO) who leads the Office of Inclusion, Diversity, Equity, and Accessibility (IDEA) serves on the NYCEM Awards committee for the purpose of embedding EEO/Diversity and Inclusion events/awards. The CEDO will continue to work with the awards committee on its inclusion of the Lonestar Award for the NYCEM employee who demonstrates a strong commitment to IDEA on or outside of the job into the employee recognition program. This plan year's NYCEM Annual Performance Awards and Nominations took place during the January Birthday Babies/ Awards Ceremony, January 28, 2026.

- Office of Inclusion, Diversity, Equity and Accessibility (IDEA) developed a Cultural Sensitivity in the Workplace training for all staff held July 14, 2025.
- IDEA leads NYCEM's implementation of the agency Racial Equity Plan, collecting metrics across Bureaus/Offices, reviewing progress, and guiding teams in achieving goals and objectives over time.
- NYCEM employees Eric Stoessel and Thea Paulucci created the LGBTQ+ Emergency Managers ERG on June 2, 2025. The ERG's purpose is for queer-identifying colleagues and allies to network, hold social events and participate in volunteer projects.

- The 2025 NYC Hazard Mitigation Plan is a public document that identifies the natural hazards facing New York City and specifies long-term strategies to reduce those risks and the City's vulnerability to them. This document serves as foundational overview for citywide capabilities and strategies. NYCEM made sure to incorporate the perspectives and context of historic and on-going inequities and injustices, including by adding a goal to create a healthy & equitable environment, incorporating perspectives and context of race and inequities based on historic redlining, and highlighting where vulnerable neighborhoods are located, along with other improvements.

# New York City Police Department

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## Mission and Commitment

The mission of the New York City Police Department (NYPD) is to enhance the quality of life in New York City (NYC) by working in partnership with the community to enforce the law, preserve peace, protect the people, reduce fear, and maintain order.

The NYPD acknowledges its responsibility to address disparities and is committed to implementing these initiatives to promote equity, fairness, and inclusivity within the NYPD and in its service to the broader community.

Building on its existing diversity efforts, the NYPD is looking to further increase representation within its ranks, particularly in leadership positions and in specialized units. This demonstrates the NYPD's understanding that a diverse workforce at all levels is crucial for effective community policing and building trust.

As the NYPD continues to build on its progress, these initiatives have the potential to create a more trusted, responsive, and impartial police force that better serves all New York City residents.

## Racial Equity Goals

### Short-Term

1. **Goal:** Enhance the hiring process by removing unnecessary barriers, bringing greater transparency to decisions, and ensuring qualified candidates are not excluded by the system
  - a. **Outcome:** By the end of 2026, panelists assigned to the Panel on Applicant Hiring will develop recommendations.
  - b. **Strategies:**
    - Assess the NYPD's Police Officer hiring process by focusing on outreach, the background check, the psychological exam, the job standards test, and the disqualifications process
    - Develop a plan of action to improve the process and mitigate any disparate outcomes
    - Implement the Panel's recommendations
  - c. **Indicators:**
    - Condensed recruitment and hiring timeline
    - Reduction in unnecessary attrition through the recruitment and hiring process

- Demographics of new hires for solely informational and communications purposes
2. **Goal:** Analyze diversity levels among bureaus and build a workforce that helps us effectively serve diverse communities represented across the city
    - a. **Outcome:** By the end of 2026, implement inclusive workforce practices that attract diverse applicants to the department.
    - b. **Strategies:**
      - Continue to develop mentorship and leadership development programs
      - Identify and analyze the barriers diverse employees face and initiate focused recruitment drives to support career opportunities for underrepresented groups
      - Continuously monitor and evaluate the progress of this initiative and revise recruitment strategies accordingly
    - c. **Indicators:**
      - Increase in the representation of diverse groups within applicant pool and retention rate in targeted bureaus, measured annually
      - Demographics of workforce by bureau, measured annually
      - Percent of workforce participating in mentorship programs
      - Number of recruitment drives held in the 33 Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods<sup>24</sup>
  3. **Goal:** Develop and pilot comprehensive training on unconscious bias, race-based trauma, and hate crimes for new hires
    - a. **Outcome:** By the end of 2026, develop and implement a comprehensive training curriculum for 100% of new hires.
    - b. **Strategies:**
      - Identify and engage key stakeholders and community experts in the development of the curriculum
      - Conduct a needs assessment to identify specific training requirements and pilot training curriculum
    - c. **Indicators:**
      - Number of community experts engaged in development of material
      - Percent of new hires trained

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<sup>24</sup> A TRIE Neighborhood in New York City is a designated area identified by the Taskforce on Racial Inclusion & Equity as a priority due to significant racial and economic disparities, particularly exacerbated during the COVID-19 pandemic. These neighborhoods receive targeted resources and support to improve health equity and socioeconomic conditions.

4. **Goal:** Center community voices in the development of an equitable enforcement approach within the NYPD to address systemic issues while fostering trust and collaboration with the communities served
  - a. **Outcome:** By 2027, collect community feedback on equitable policing approaches in all 33 TRIE neighborhoods.
  - b. **Strategies:**
    - Organize community forums and workshops in all 33 TRIE neighborhoods to discuss policing needs and concerns
    - Collaborate with local organizations to facilitate discussions and gather feedback
    - Assess the increase in community trust and participation in policing efforts
  - c. **Indicators:**
    - Number of community forums held and attendance rates
    - Survey results measuring community perceptions of police engagement and trust

## Medium-Term

1. **Goal:** Quantify, track, and analyze racial disparities in stops, frisks, and searches in an effort to reduce those disparities.
  - a. **Outcome:** The Racial Disparities Review Committee will analyze the Department's Stop, Question, and Frisk (SQF) practices and take steps to reduce racial disparities in enforcement.
  - b. **Strategies:**
    - Monitor and analyze racial disparities in the Department's SQF enforcement
    - Seek to reduce unaccounted-for racial disparities
    - Prepare data models to analyze trends in Department-level and command-level disparities
    - Focus on outlier commands driving unaccounted-for racial disparities in SQF enforcement
    - Report to the public regarding racial disparities in SQF enforcement
  - c. **Indicators:**
    - Reduction in unaccounted-for racial disparities in stop activity
    - Reduction in unaccounted-for racial disparities in post-stop outcomes
2. **Goal:** Increase the representation of underrepresented groups in specialized units across the NYPD
  - a. **Outcome:** By 2028, increase representation within all the specialized units of the NYPD.

- b. **Strategies:**
      - Identify which units are considered specialized within each of the bureaus
      - Identify specific underrepresented groups and identify clear, measurable steps to increase outreach
      - Create outreach programs specifically designed to attract candidates from underrepresented groups
      - Implement a data-driven approach to monitor representation levels over time
    - c. **Indicators:**
      - Demographics of specialized units
- 3. **Goal:** Train all recruits using scenario-based training focusing on identifying unconscious bias, race-based trauma, and hate crimes to foster mutual respect, enhance trust, and ensure that all community members are treated with dignity and understanding
  - a. **Outcome:** By 2028, train incoming recruits on the cultural competence, communication skills, and sensitivity needed to effectively interact with diverse communities, including immigrants, religious groups, the LGBTQIA+ community, families experiencing domestic violence, the deaf or hard-of-hearing, the blind and low vision, and people with developmental, learning, mobility, and mental health disabilities, including individuals who are neuro-divergent
  - b. **Strategies:**
    - Implement a pilot training program with select officers and collect feedback to make necessary adjustments to the curriculum
    - Roll out the comprehensive training curriculum to all relevant units and establish a system for ongoing monitoring, evaluation, and updates
  - c. **Indicators:**
    - Percent of recruits who complete the training and demonstrate improved cultural competency proficiency in post-training assessments
- 4. **Goal:** Develop and implement pilot community policing initiatives in selected TRIE neighborhoods, focusing on prevention and early intervention strategies to address local concerns
  - a. **Outcome:** By 2028, implement at least one community-driven policing initiative in each of the TRIE neighborhoods, with measurable improvements in community satisfaction and trust.
  - b. **Strategies:**

- Collaborate with community stakeholders to design and tailor programs to local needs
  - Identify and implement pilot programs in selected TRIE neighborhoods, focusing on prevention and early intervention
- c. **Indicators:**
- Increase in community satisfaction with police services, measured through surveys
  - Decrease in crime rates in pilot areas
5. **Goal:** Collaborate with relevant city agencies/offices on expanding co-creation of tailored, comprehensive community safety and crime prevention plans with residents in neighborhoods disproportionately impacted by violence
- a. **Outcome:** By 2028, measure and actively reduce crime in communities where plans have been implemented.
- b. **Strategies:**
- Partner with the Mayor’s Office of Criminal Justice, Department of Health and Mental Hygiene, NYC Housing Authority, Mayor’s Office to Prevent Gun Violence, and community-based organizations to jointly create community safety and crime prevention plans.
  - Engage precinct community councils—residents, faith leaders, youth, small businesses, nonprofits—in each target neighborhood; convene quarterly to develop criteria, priorities, and implementation steps.
- c. **Indicators:**
- All indicators disaggregated by race, ethnicity, age and other demographics.
    - Crime rates before and after plans implemented
    - Community trust before and after plans implemented

## Long-Term

1. **Goal:** Create a more representative and inclusive NYPD at all levels through equitable recruitment, retention practices
- a. **Outcome:** By 2034, increase representation in all executive titles and ranks of the NYPD to better reflect the internal demographics of the NYPD and the diverse population of New York City, ensuring a more representative and inclusive command structure.
- b. **Strategies:**
- Collect and analyze data on gender, race, ethnicity, age, and other relevant diversity factors across all leadership levels

- Create formal mentoring and development programs to assist employees from underrepresented groups to develop their networks, receive career guidance, and prepare for leadership roles
  - Examine promotion rates to identify any disparities and implement a data-driven approach to ensure all members of service are promoted fairly on an equitable basis
- c. **Indicators:**
- Demographics of NYPD leadership
  - Comparison of NYPD leadership demographics to the overall NYPD demographics
  - Promotion rates for employees disaggregated by race, ethnicity, and gender
  - Time to promotion for employees disaggregated by race, ethnicity, and gender
2. **Goal:** Leverage virtual reality (VR) technology to deepen recruits' understanding of apparent racial profiling, interactions with law enforcement from the perspective of a person of color, and scenarios that highlight unconscious bias to improve equitable policing practices
- a. **Outcome:** By 2032, develop an immersive VR program that simulates experiences of diverse community members and assesses recruits' empathy and understanding of different perspectives.
- b. **Strategies:**
- Partner with VR technology experts and diversity consultants to create realistic scenarios
  - Collaborate with community members to ensure authentic representation of experiences
  - Integrate VR training into the standard recruit curriculum
  - Assess recruits' empathy and understanding of different perspectives
- c. **Indicators:**
- Number of VR scenarios developed
  - Percent of recruits completing the VR training program
  - Comparative analysis of trained vs. untrained officers' performance in equity-related metrics
3. **Goal:** Fully integrate equity principles into every aspect of NYPD operations and culture, creating a fair and just policing environment that builds trust with all communities served
- a. **Outcome:** By 2034, ensure equity principles become an intrinsic part of NYPD's decision-making processes, policies, and daily operations,

resulting in measurable improvements in fair policing practices and community relations.

b. **Strategies:**

- Implement a comprehensive equity impact assessment process for all new policies and initiatives
- Establish an Innovation and Recognition Program to incentivize equity-focused solutions from officers and precincts

c. **Indicators:**

- Percent of new policies and initiatives that undergo equity impact assessments before implementation
- Number of officers or commands recognized for developing and implementing equity-focused initiatives

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #15: Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- **The Women's Institute:** The NYPD's Women's Institute is a transformative program designed to address the underrepresentation of women in executive roles. Women (both civilian and uniform) comprise only 35.6 percent of the NYPD and are underrepresented in executive ranks and titles, with only 19.2 percent in those roles. By offering networking and leadership skill development opportunities, the Institute aims to increase women's representation in executive positions and specialized units. The program connects 100 NYPD women from diverse backgrounds, ages, abilities, and identities, equipping them with tools to advance professionally and personally. Participants are divided into groups to research issues disproportionately affecting women and develop evidence-based recommendations for NYPD leadership. A notable outcome from the 2022-23 cohort was a recommendation that led to increased awareness of reasonable accommodations for domestic violence and In Vitro Fertilization (IVF). Since its launch in September 2022, 200 women have benefited from the program, with 17 securing desired positions and four captains being promoted to Commanding Officer of a command. Impressively, 93 percent of participants reported increased confidence in applying for specialized units, and 100 percent would

recommend the program to others, highlighting its impact on fostering a more inclusive and equitable environment within the NYPD.

The Women's Institute has been instrumental in promoting equity within the NYPD by providing women from diverse backgrounds with the resources and support necessary to advance their careers. By addressing the historical underrepresentation of women in leadership roles, the program has opened up new opportunities for women of color and other marginalized groups to ascend to executive positions and influence decision-making processes within the department.

- **Mentorship Program:** The Rank to Rise Mentorship Program is built upon the foundational work, key insights, reported experiences and feedback of participants from the former Path to Mentorship initiative. The Rank to Rise Mentorship Program is a department-wide voluntary mentorship program designed to support leadership development, foster career growth, increase retention, and raise morale across all ranks and titles within the department, including executive-to-executive mentorship opportunities.
- **ASL Initiative:** The NYPD's American Sign Language (ASL) Interpreter Certification Pathway is a groundbreaking initiative designed to improve communication and inclusivity for the approximately 200,000 Deaf and Hard of Hearing individuals in New York City. This pioneering program trains officers in ASL fundamentals, interpreting techniques, and emergency communication, effectively bridging critical communication gaps. In collaboration with the Mayor's Office for People with Disabilities, the NYPD aims to foster an inclusive environment, reduce misunderstandings, and minimize conflicts, which can lower legal disputes and costs for residents. Building on ongoing ADA efforts, the program includes a budget for ASL curriculum, hiring a deaf instructor, and covering the Registry of Interpreters for the Deaf (RID) test for officers. As the first of its kind in the nation, it prepares officers for National Interpreter Certification exams and sets a new standard for accessibility within law enforcement. Additionally, the initiative establishes the NYPD's first dedicated ASL Response Team, offering on-call state-certified interpreters and conducting comprehensive courses to deepen officers' understanding of Deaf cultural norms. This effort enhances safety, understanding, and cooperation, ensuring concise communication in high-pressure scenarios and fostering a safe environment for the Deaf and Hard of Hearing community.
- **Equitable Decision Making:** The NYPD's Equal Employment Opportunity (EEO) Division is committed to fostering an inclusive and equitable work environment for all NYPD employees through comprehensive training programs that promote adherence to EEO policies and cultivate a culture of respect. A pivotal

component of this effort is the "Equitable Decision Making" training, which educates executive leadership on creating an environment free from discrimination. This training equips civilian and uniformed supervisors with valuable insights into the effects of their daily decisions, addressing key areas like staff development, transparency, equitable distribution of training opportunities, overtime management, and command assignments.

By training leadership on the potential biases and disparate impacts their decisions can have on employees from diverse racial and ethnic backgrounds, the program empowers them to make more conscious, inclusive choices that foster a level playing field for all. This training has the potential to address systemic barriers that have historically hindered the career advancement and professional development of NYPD employees of color, ensuring that they have equal access to the resources, opportunities, and support necessary to thrive within the organization. As a result, the "Equitable Decision Making" program has been a crucial step in creating a more diverse and representative NYPD leadership that is better equipped to understand and address the unique needs and concerns of the communities they serve.

- **Reasonable Accommodations:** The NYPD's Office of Equity and Inclusion, through its Reasonable Accommodation Unit, is dedicated to fostering an inclusive and supportive workplace for all members of the service. Among its notable achievements is facilitating 18 accommodations for victims of domestic violence, providing safety transfers, schedule adjustments, court leave, and essential resources. The Reasonable Accommodation Spaces Initiative exemplifies the NYPD's commitment by offering multi-faith prayer and meditation spaces for respectful and quiet respites during the workday. Additionally, the unit has designated over 150 lactation spaces citywide, allowing members to express breast milk. IVF Accommodation initiative further supports members of the service facing fertility treatment challenges, ensuring they need not choose between family and career. Accessibility is enhanced through digital office hours, offering flexible support that reached over 100 members in 2023. The unit's outreach includes visits to 70 NYPD commands citywide, promoting awareness and understanding of available accommodations. This proactive engagement ensures members of the service have the necessary resources to perform their duties effectively, underscoring the NYPD's commitment to inclusivity and workforce support.
- The New York Police Department (NYPD) has made significant strides in areas of public service, community engagement, crime reduction, and organizational development. Below is a summary of key accomplishments:

- o **Community Engagement and Outreach Initiatives:** Neighborhood Policing Program, launched in 2015, has been one of the most significant milestones in fostering trust between officers and the communities they serve. Through Neighborhood Coordination Officers (NCOs), the program assigned officers to specific sectors of neighborhoods, giving residents a consistent point of contact to address local concerns. According to NYPD data, over 70 percent of surveyed residents in participating neighborhoods reported improved relations with local officers.
- o **Youth Programs and Education Initiatives:** In 2019, the NYPD opened the NYPD Community Center, a historic first-of-its-kind venue and partnership that provides a variety of high quality educational, recreational and social programming for young people and adults. It serves as a place for family events, community meetings and a range of other enrichment opportunities. The center, located in the Brooklyn community of East New York, is the former site of a courthouse that underwent extensive renovations. The building now features classrooms, a computer lab, fitness center, dance studio, music room, and counseling space.

The NYPD has expanded youth outreach through programs like the Police Athletic League (PAL) and the Explorers Program, which engage thousands of young people annually in mentorship, leadership training, and crime prevention education. By 2023, over 20,000 youth had participated in the Explorers Program, with many graduates pursuing careers in law enforcement, community service, or related fields.

- o **Collaborations with Social Services and Community Organizations:** Partnerships: The NYPD has developed partnerships with social services and nonprofits, such as the Crisis Management System (CMS), which focuses on violence interruption in neighborhoods with high rates of gun violence. The CMS, often described as “violence interrupters,” works to mediate conflicts before they escalate. The collaboration between the NYPD and community-based organizations earned praise for significantly reducing gun violence in high-crime areas.
- o **Crime Reduction and Prevention Strategies:** The NYPD has seen remarkable crime reductions through strategic initiatives, including the CompStat system, which uses data-driven analysis to deploy officers where crime is most likely to occur. This was complemented by proactive measures such as Operation Impact (2003), where officers were deployed to high-crime areas. Between 2003 and 2023, New York City’s major crime rates declined by over 40 percent, with homicides falling from 596 in 2003 to around 391 by 2023, according to NYPD reports.

- **Officer Training and Development Programs:** The NYPD revamped its training curriculum and increased its focus on de-escalation tactics, crisis intervention, and bias awareness. A comprehensive Crisis Intervention Training (CIT) program was introduced in 2015 and has since expanded to train all officers on responding to individuals with mental health needs. The training program has been recognized as a model for large urban police departments. Additionally, in 2022, the NYPD received commendation for integrating implicit bias training for all recruits and in-service officers.

# Good Governance and Inclusive Decision-Making



## Good Governance and Inclusive Decision-Making

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**Condition of Thriving:** We endeavor to ensure that every person who resides in New York City has the opportunity to thrive with: *Access and opportunity to participate meaningfully in government decision-making*

To achieve racial equity, the City must hold itself to unwavering standards of governance, including building a representative and inclusive workforce, dismantling discrimination across the city, advancing accountability and integrity in our operations, implementing just enforcement and regulatory mechanisms, promoting transparency, and centering communities and participatory processes.

### Representation and Inclusivity

Structural and institutional racism have historically impacted access to employment, leading to occupational segregation. This has not only caused disparities in wealth building, but also disparities in access to benefits such as health care, paid time off, and financial programs. Like employers across the country, there is significant occupational segregation in the City's workforce.

Jim Crow laws enforced racial segregation and discrimination, severely limiting employment opportunities for African Americans, relegating them to low-wage, low-skill jobs. Even as the New Deal introduced workforce protections like minimum wage laws, Social Security benefits, and overtime pay, these provisions often excluded people of color.<sup>71</sup> Additionally, school segregation and discrimination in college admissions created significant barriers to entry across various industries. Access to government jobs—traditionally viewed as “good” jobs due to their benefits and potential for economic stability—was also affected by these structural inequalities. The civil service system, though designed to promote fairness in hiring through a competitive process, was still subject to bias and failed to address the systemic discrimination and barriers faced by people of color. It is important to note that most City positions are in the competitive class, for which New York State Civil Service Law requires candidates to take a test to determine their merit and fitness for the job. This, at times, has had an adverse impact on enhancing representation in various job titles. We recognize that these inequities contribute to persistent occupational segregation, pay disparities, and limited upward mobility for marginalized communities.

While considerable progress has been made to address these historical harms, disparities still exist. Data suggests that diversity in New York's state and local government agencies has increased over the last decade.<sup>72</sup> Despite the City's workforce diversity, pay disparities between white people and people of color persist.

Although 65 percent of the City's workforce identify as people of color<sup>73</sup>, they are disproportionately represented in lower-paying civil service titles.

## Civil Rights and Discrimination

The federal government passed the Civil Rights Act of 1964 to outlaw segregation in public spaces because exclusion and threats of violence denied Black people access to basic services such as hotels, restaurants, salons, and gas stations.

Anti-discrimination laws, like the NYC Human Rights Law, passed in 1965, were created to prevent and prohibit race and color discrimination, and signal the legal consequences for discrimination. Today, the NYC Human Rights Law is one of the broadest anti-discrimination laws in the country, with over 25 protected categories, including race, color, national origin, ethnicity, disability, gender identity, and sexual orientation. The NYC Human Rights Law prohibits housing providers, employers, and public spaces from discriminating against people on the basis of their identity. The City is committed to vigorously enforcing the Human Rights Law by investigating individual allegations of discrimination, and identifying larger patterns and practices of discrimination, which often disproportionately harm people of color.

While pursuing individual cases of discrimination makes up a significant portion of the City's enforcement, barriers remain for individuals to report discrimination and harassment. There is significant evidence indicating that communities most impacted by discrimination and bias under-report these experiences. Individuals may not report discrimination for many reasons including, a lack of awareness of legal rights, the emotional impact of reporting, time constraints, and fear of retaliation. However, it is also well documented that distrust in government is a major factor. A recent report indicates government agencies are the least trusted institution in the world, especially among communities of color who have experienced systemic harm.<sup>74</sup> These factors likely impact reporting to the City. In recent years, less than 20 percent of claims were race-related, even though research suggests race discrimination is pervasive across New York City.<sup>75</sup>

## Accountability and Integrity

It is important to recognize that the City's institutions, staff members, and vendors can also inflict harm upon New Yorkers. As such, when we think about advancing racial equity through the law, we must apply many lenses, including the lenses of justice and equity, into all aspects of our internal- and external-legal matters.

In promoting integrity and equity for all New Yorkers, the City investigates individuals, including government actors, who steal or waste valuable public resources – including

those intended to benefit vulnerable New Yorkers. These individuals who pose risks to the efficient and appropriate use of resources, or allow such risks to persist unchecked, undermine integrity and transparency in City government.

Systemic corruption and misuse of public resources, when they occur, often disproportionately impact marginalized communities, particularly communities of color, to the extent that unethical or corrupt government entities or third parties divert public resources from their intended recipients. Recent examples of the City's work in this respect include a Florida woman charged with a years-long scheme to defraud approximately 120 low-income New York City residents out of tens of thousands of dollars of their Supplemental Nutrition Assistance Program benefits<sup>76</sup>, and the arrest of a former senior fiscal officer for embezzling over two million dollars from a nonprofit organization that received City funding to provide employment and education services for economically disadvantaged people and those with emotional, developmental, and/or physical disabilities.<sup>77</sup> It is imperative that the City's legal and regulatory enforcement ensure that racial inequities are not further exacerbated.

## Just Enforcement and Processes

When City enforcement agencies issue summonses to residents, when a city agency files disciplinary charges against an employee, when a parent files a complaint regarding special education services for a child, or when other types of civil violations are alleged, the City seeks to adjudicate these matters in a manner that ensures fairness and equal treatment to all parties regardless of race or other status.

All administrative law judges and hearing officers in City administrative tribunals are bound by a judicial code of ethics, which includes a duty to act in a manner without bias or prejudice based on socioeconomic status or any status protected by the New York City Human Rights Law and New York State Human Rights Law.

Ethical rules also require administrative adjudicators to take specific steps to ensure that unrepresented parties are fully heard, including explaining the procedures, using plain language, providing translation and interpreters to overcome language barriers, and supplying information about low- or no-cost legal resources that may be available to those who lack the wherewithal to secure legal representation.

The City also has a Center for Creative Conflict Resolution, which is the City's central resource for conflict resolution services and restorative justice work, and central to that work is equity and fair treatment.

However, many factors outside of the adjudicatory process might result in unintended disparities – including enforcement strategies, fine structures, disciplinary decisions, and the laws and rules that define violations.

## Transparency

Through the Municipal Library and Municipal Archives, the City works to preserve and provide access to records of New York City's municipal government dating from the first colonial settlements in the 1600s to the present day. The work of countless City clerks, librarians, and archivists over the past four centuries has allowed the City to not only preserve history, but to learn from it.

The United Nations High Commissioner for Human Rights has stated that preserving and learning from history is “key to strengthen the global fight against racism.”<sup>78</sup> In this spirit, the City has long been organizing and cataloging records that document government decision-making and engagement with residents.

However, records from the earliest collections in the 17<sup>th</sup> and 18<sup>th</sup> centuries are handwritten in English and cursive, making it difficult to decipher and make accessible to multilingual users with accuracy in real time. Collections must better reflect New York City's diverse communities, which requires not only expanding the types of records transferred to the Archives, but also ensuring that City agencies better document and report on stories and perspectives of underrepresented communities. Unfortunately, adherence to the City's charter mandate requirements for transferring archival records, managing records, and adding content to the Government Publications Portal has been inconsistent, leaving gaps in how government interactions with diverse communities are recorded and preserved.

Further, there are significant challenges in how past record keepers' terminology for materials may now be considered offensive or insensitive. The City is actively leading initiatives to identify and remediate these inadvertent descriptions or cataloging terms to ensure that the City's records are inclusive. By eliminating outdated terminology and including more complete descriptions, we can better ensure that the records are accessible and meaningful to all New Yorkers.

In addition, the fields of library, archive, and records management have historically been lacking in diversity. The profession remains disproportionately represented by white women, with national statistics from the Society of American Archivists reporting that only 16 percent of archivists are people of color, while 71 percent are women.<sup>79</sup> These disparities not only appear in staffing, but also in pay. In New York City, despite data suggesting a diverse applicant pool, the underrepresentation persists and is reflected in the agency's records management division.

## Community-Driven and Participatory

Democracy, or government by the people, centers people's voices in decision-making and ultimately depends on the ability and will of people to manifest their individual and collective power to organize for change. Civic engagement is both a right and responsibility and can include a range of activities such as voting, participating in public meetings, participatory budgeting, deliberative forums, and serving on voluntary boards.

However, the United States has a well-documented history of systemically restricting the power and influence of diverse communities in civic affairs and governance. This includes suppression of voting rights and systemic exclusion that restricts civic participation based on property ownership or English literacy requirements. When those in governing power systematically exclude and silence people along the lines of race, ethnicity, gender, class, religion, and other characteristics, they reduce people's power to one (1) advocate for their own well-being, two (2) define what is of benefit to communities, and three (3) develop a strong and reliable safety net for the most vulnerable members of society. Civic exclusion and disparities often go hand in hand.

In New York City, barriers to civic engagement are multi-dimensional and reinforced by different forms of discrimination, each compounding the barriers to political participation. For example, housing discrimination, exclusionary zoning, and redlining practices of denying mortgage loans and insurance to residents of predominantly Black and Hispanic neighborhoods across NYC have led to persistent economic disinvestment and residential segregation which has, in turn, limited residents' ability to engage fully in civic life.<sup>80</sup> School segregation diminishes political participation by isolating Black and Latina/o/x students in under-resourced schools, perpetuating cycles of inequality and reducing opportunities for upward mobility.<sup>81</sup> Disparities in the criminal justice system, including over-policing and harsh sentencing, disproportionately affect communities of color and contribute to a pervasive mistrust of political institutions.

Health care inequality has an adverse impact on overall health, which also limits political engagement. Employment discrimination and income disparities restrict access to resources crucial for civic engagement, such as transportation to polling stations and time for voting. Finally, the digital divide remains a critical issue. It's not only that low-income neighborhoods across the City will have low-speed and expensive broadband services, but also that people will have limited access to high quality devices, software, as well as digital literacy skills necessary to engage with the world around them online.<sup>82</sup> Whether seeking employment opportunities, engaging with school assignments, or participating in civic and political processes, lower digital access will disadvantage communities in various ways and hinder their ability to fully participate in society.

Language barriers compound these issues by further isolating marginalized communities from the democratic process. In New York City, nearly half of the population speaks languages other than English. Nearly a quarter of residents who do not speak English will face difficulties accessing public resources due to the lack of

multilingual materials and services, and the lack of knowledge about opportunities for civic engagement. Additionally, the language barrier is exacerbated by the digital divide, as voters who prefer translated materials in a language other than English may also have limited digital access and struggle to find up-to-date information about voter registration and polling locations in their language. These intersecting factors generally create complex barriers to civic engagement, such as reduced participation in local policy-making structures like public hearings or membership in community boards, and voter participation specifically, reflecting a broader pattern of disenfranchisement that perpetuates inequality and limits the political power of marginalized communities in NYC.

## Unified Commitment

The agencies in this section are committed to building and maintaining a local governance structure that is adaptive, responsive, and equitable for all communities.

# Civic Engagement Commission

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## Mission and Commitment

The purpose of the Civic Engagement Commission is to enhance civic participation, increase civic trust, and strengthen democracy in New York City.

The CEC has made strides in racial equity and inclusion and is committed to advancing racial equity in NYC. Specifically, within The People's Money program, CEC has adopted a population size and poverty level formula to guide the budget allocation for the implementation of the participatory budgeting (PB) initiatives. The vast majority of the engagement work happens within our Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods. CEC's language assistance services rely on a methodology that was publicly vetted and reviewed by communities. Our community board training includes topics such as language access and conflict resolution between board members, both of which are important strategies for creating more inclusive civic engagement.

In further developing our racial equity work and our plan, CEC will actively seek ways we can measure our reach and engagement with diverse communities, as well as how we are impacting civic trust as an outcome of engagement.

## Racial Equity Goals

### Short-Term

1. **Goal:** Ensure all CEC public facing material is accessible to diverse communities through meeting Local Law 30 <sup>25</sup>and plain language requirements
  - a. **Outcome:** By 2027, 100% of our information assets are available in all Local Law 30 languages.
  - b. **Strategies:**
    - Collaborate with programmatic teams to compile an inventory of information assets and determine workflow for remaining translation
    - Develop rubrics to assess the accessibility, clarity, and cultural competence of our public facing assets
    - Leverage Language Advisory Committee (LAC) to ensure translations are culturally competent
  - c. **Indicators:**
    - Number of assets translated into all Local Law 30 languages
    - Percent of CEC assets reviewed through rubrics

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<sup>25</sup> NYC Administrative Code sec. 23-1101 *et seq*

2. **Goal:** Develop culturally competent communication and outreach strategies that leverage the arts to engage New Yorkers of diverse backgrounds
  - a. **Outcome:** By 2027, 100% of artistic and communication strategies pass a rubric assessing accessibility and cultural competence.
  - b. **Strategies:**
    - Develop rubrics to assess the cultural competency of our communication and artistic strategies
    - Collaborate with arts and culture organizations to increase New Yorker engagement with The People’s Money process
  - c. **Indicators:**
    - Number of art interventions<sup>26</sup>
    - Number of people reached
    - Number of new partnerships with diverse arts and culture organizations

## Medium-Term

1. **Goal:** Develop disaggregated data pipelines for all programmatic work so that we can determine how we reach diverse communities and identify any potential disparities
  - a. **Outcome:** By 2029, 100% of program lanes have data analytics dashboards created and integrated.
  - b. **Strategies:**
    - Collaborate with programmatic teams to develop data collection tools and strategies to measure how we are reaching diverse communities
  - c. **Indicators:**
    - Number of data collection tools identified/developed to better track key indicators
    - Percent of program lanes that have an analytics dashboard
    - Number of recommendations and strategy improvements based on increased understanding of the footprint of our operations
2. **Goal:** Increase the technical capacity of Community Board members to carry out their duties to reduce poverty, discrimination, and inequality
  - a. **Outcome:** By 2029, ensure that at least 75% of Community Board members who received capacity building training report an increase in knowledge on equity, and particularly racial equity.
  - b. **Strategies:**

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<sup>26</sup> Art that often exists in public spaces and communities, bringing it directly to people (rather than confined to a gallery) and often creates dialogue, awareness, and challenges perceptions.

- Source and provide capacity building trainings on topics such as youth outreach, conflict resolution, fair and affordable housing, diversity and accessibility, the city’s budget, language access, parliamentary procedures, home ownership, harassment and discrimination, and the 2021 legislation on racial equity reports for rezoning
  - Work to increase attendance and re-enrollment to workshops
  - Create outreach strategies to target each community board by deploying CEC staff to attend at least one CB session a year
- c. **Indicators:**
- Number of trainings
  - Number of attendees
  - Number of topics covered
  - Self-report learning outcomes with Post workshop survey
3. **Goal:** Reduce language barriers for voters who prefer interpreter assistance in elections
- a. **Outcome:** By 2029, increase voting participation by New Yorkers who prefer interpreter assistance in poll sites.
- b. **Strategies:**
- Facilitate language forums to inform voters of their rights to language services, ability to bring interpreters to the poll site, and information on what’s on the ballot
  - To increase voter language accessibility in NYC poll sites by providing interpretation services
- c. **Indicators:**
- Number people that voted by using the poll site service
  - Number of sessions
  - Number of attendees
  - Satisfaction feedback survey
  - Number of poll sites by language
  - Number of interpreters by language
  - Number of languages
4. **Goal:** Collaborate with other agencies to introduce and encourage the usage of participatory processes to determine agency resource allocation
- a. **Outcome:** By 2029, pilot with at least two city agencies a participatory budgeting process.
- b. **Strategies:**
- Engage with city agencies to have them facilitate their own Idea Generation Sessions as part of The People’s Money

- Engage with city agencies to have them support the planning and management of the projects that get to be implemented through The People’s Money
- c. **Indicators:**
- Number of interagency relationships established
  - Number of interagency initiatives launched

## Long-Term

1. **Goal:** Invest in historically underserved neighborhoods to strengthen civic infrastructure
  - a. **Outcome:** By 2034, spend more of the participatory budgeting programmatic budget on diverse partnerships.
  - b. **Strategies:**
    - Apply lessons learned from data analysis to proactively seek diverse partners that are led by and that service CEC priority populations that we have not been able to work with before
    - Enhance our budget management databases and practices to better report on demographic information from the organizations that we fund and other relevant information to assess that we are empowering through our operation budgets organizations led by CEC priority populations
    - Increase capacity building for partnerships to generate greater impact on communities CEC serves
  - c. **Indicators:**
    - Number of priority populations specific partners
    - Number of distinct TRIE organizations funded
    - Percent of total PB funding for partners serving
  
2. **Goal:** Increase agency among low income and diverse New Yorkers on how the city allocates funding to invest in community priorities
  - a. **Outcome:** By 2034, reach 100% of equitable representation in idea generation sessions, borough assembly committees, and the voting process in all boroughs in terms of race, ethnicity, and gender identity as captured by most up to date census data.
  - b. **Strategies:**
    - Identify and address barriers to participation for priority populations and residents of TRIE neighborhoods
    - Advocate for more funding to the participatory budgeting program to scale impact
  - c. **Indicators:**

- Percent of idea generation sessions held with priority populations and/or in TRIE neighborhoods
- Percent of ideas produced from sessions in equity neighborhoods and/or from high priority populations
- Demographics of each Borough Assembly Committee
- Percent of voters self-identifying residence in a TRIE neighborhood
- Percent of voters self-identifying with at least one high priority population

## Draft Community Equity Priorities Referenced

- #2: Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.

## Spotlight Wins

- **The People's Money Year One Outcomes:**
  - **Project Implementation:** In the first cycle of The People's Money, 46 Projects were selected to be funded for a total of \$5 million. 33 projects were funded at \$50,000 in each one of the 33 TRIE Neighborhoods. The remaining 13 were larger in scale, and their funding was allocated based on population and poverty level distribution between the five boroughs: four projects were implemented in Brooklyn, three in the Bronx, three in Queens, two in Manhattan, and one in Staten Island for a total of \$3.35 million.
- **The People's Money Year Two Outcomes:**
  - **Community Outreach & Ballots:** In Year Two (2), the CEC partnered with 84 community partners including 30 TRIE organizations. Together, they mobilized New Yorkers citywide to cast a total of 139,688 ballots. Over 50 percent of the total ballots (81,704) were cast by residents of TRIE Neighborhood zip codes. Additionally, 35,613 ballots were in a language other than English.
  - **Survey Results:** Based on the survey data retrieved from 107,744 voters, we found our community outreach successfully engaged groups that are underrepresented in traditional civic engagement processes. Minority voters made up the majority of survey respondents, and 37.6 percent

identified as Hispanic or Latino. Other highlights include the participation of English Language Learners (24 percent of respondents), Public Housing Residents (10 percent of respondents), and Justice-Impacted Individuals (3 percent).

- **TRIE Neighborhood Initiative Outcomes:**
  - **Coalition-Building:** In FY 2023-2024, the CEC invested \$1,575,500 in 30 TRIE Partnerships, which funds CBOs in priority NYC Neighborhoods to build a coalition, conduct community outreach to engage residents in The People’s Money, and to host civic engagement workshops. Twenty percent (20 percent) of the TRIE Partnership funding was reinvested into TRIE Coalition Partnership as a means to strengthen community-building and civic infrastructure within TRIE Neighborhoods.

# Commission on Human Rights

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## Mission and Commitment

For more than 80 years, the Commission on Human Rights (“CCHR” or the “Commission”) has fought for a city free from discrimination where all New Yorkers can live, work, and thrive with dignity. Our mission was born out of the need to address racial tension and disparities, a commitment that remains as vital today as ever. We believe that diversity is the cornerstone of our city’s strength.

Honoring our differences, the Commission uses the power of law, education, and community engagement to unify our city, even at our most challenging times. By centering equity in the daily lives of all New Yorkers, we draw on the rich histories and lived experiences of the communities we serve. Our work continues to grow and evolve to meet the ever-changing needs of all New Yorkers.

To advance fundamental rights for all New Yorkers, the Commission is committed to:

- Forge pathways to justice for individuals impacted by discrimination, resulting in individual remedies and systemic policy change through robust litigation.
- Cultivate respect, understanding, and inclusion to combat discrimination via education, outreach, and community engagement.
- Shape laws and policies that eliminate root causes of discrimination and advance equality, working with government and community partners.

To successfully address racial inequities and promote social justice, the Commission’s role is to build bridges, foster meaningful dialogue, and work with stakeholders to identify and address gaps in the Law in a way that is responsive to the lived experiences of New Yorkers most impacted by bias, hate, and exclusion. Together, these efforts cultivate a city where everyone can live, work, and thrive regardless of identity.

## Racial Equity Goals

### Short-Term

1. **Goal:** Pursue increased agency visibility, presence, and engagement in communities, with a focus on Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and neighborhoods experiencing high levels of bias-related harms
  - a. **Outcome:** By the end of 2026, increase community engagement in NYC’s 33 TRIE neighborhoods so that a concentrated amount of agency outreach is focused on the highest need areas of NYC.

b. **Strategies:**

- Utilize findings from the Commission’s survey to support data storytelling and activation of the Commission’s outreach and engagement
- Build long-term targets for public-facing events and trainings with community partners in TRIE neighborhoods and map out a calendar of outreach
- Pilot conducting intakes at community events to address some of hurdles to reporting for marginalized communities
- Identify and launch new short and medium-term initiatives that reduce harm and discrimination for marginalized communities

c. **Indicators:**

- Number of new community partnerships in TRIE neighborhoods
- Number of attendees at TRIE neighborhood events

## Medium-Term

1. **Goal:** Expand Commission investigations to root out disparate impact discrimination relating to race, color, and national origin in employment and public places
  - a. **Outcome:** By the end of 2028, launch up to five Commission-initiated investigations, which will be informed by prior Commission cases, to identify and eliminate patterns and practices of racial discrimination.
  - b. **Strategies:**
    - Hire more attorneys for the Commission’s enforcement team
    - Expand capacity to utilize statistical data and experts to identify disparate impact
    - Continue to build relationships with community-based organizations to identify repeat violators of the NYC Human Rights Law
    - Use agency data to identify repeat violators of the NYC Human Rights Law based on situations where individuals may report issues but not file a complaint
  - c. **Indicators:**
    - Number of Commission-initiated investigations that address patterns or practices of discrimination
2. **Goal:** Promote economic stability for all Commission team members by ensuring that all salaries are above NYC’s “True Cost of Living” (TCOL) threshold
  - a. **Outcome:** By the end of 2028, ensure current staff salaries meet NYC’s TCOL measure.
  - b. **Strategies:**

- Through the creation of a Hiring Committee, assess current hiring practices and operations
  - Conduct a review of existing civil service titles and tasks and standards and identify any titles where the salary falls below the TCOL measure
  - Make civil service title adjustments as needed
- c. **Indicators:**
- Percent of salaries that pass NYC's TCOL measure

## Long-Term

1. **Goal:** Increase access to our services for New Yorkers, specifically communities most impacted by discrimination, by ensuring that the Commission's five borough offices comply with inclusive and accessible design practices
  - a. **Outcome:** By the end of 2034, ensure 100% agency office locations pass an inclusivity and accessibility rubric, which includes location and infrastructural accessibility.
  - b. **Strategies:**
    - Build a rubric that reflects best practices and agency needs
    - Pilot the rubric for one office location to make any adjustments prior to rolling out the rubric for all offices
    - Develop pilot programs to test different means of case intake inside office locations and beyond to increase visibility and accessibility
  - c. **Indicators:**
    - Percent of office locations assessed against inclusivity and accessibility rubric
    - Percent of office locations that are fully accessible to ramp users
    - Percent of office locations that are near public transportation hubs and/or service providers
    - Percent of office locations with full signage

## Draft Community Equity Priorities Referenced

- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- In 2024, the Commission and the Fair Housing Justice Center reached a landmark settlement to address pervasive housing discrimination. This is the Commission's largest housing settlement, resulting in the payment of \$1 million in civil penalties to NYC and an agreement from the housing provider to set aside 850 apartments for New Yorkers with housing vouchers. This settlement is significant for equity and racial justice because 60-70 percent of voucher holders identify as Black, Latino, or Asian – nationally and in NYC.
- The Commission is educating about and enforcing new housing protections for individuals impacted by the criminal legal system, which took effect on January 1, 2025, as part of the Fair Chance Housing Law. Passed in 2024, this amendment to the NYC Human Rights Law paves the way to housing by limiting the use of criminal background checks in housing decisions.
- The Commission launched a multilingual survey in the summer of 2024 to seek input from all New Yorkers about how they experience discrimination, and what types of resources and solutions can effectively address it.
- In 2023, the Commission collaborated with the Center for Family Life to evaluate the experience of worker-owned cooperative members who are dedicated to fostering sustainable workplaces. The project report will continue to inform the Commission's economic and racial justice work.

# Department of Citywide Administrative Services

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## Mission and Commitment

The NYC Department of Citywide Administrative Services (DCAS) makes city government work for all New Yorkers. Our commitment to equity, effectiveness, and sustainability guides our work in providing City agencies with the resources and support needed to succeed, including:

- Recruiting, hiring, and training City employees
- Managing 55 public buildings
- Acquiring, selling, and leasing City property
- Purchasing over \$1 billion in goods and services for City agencies
- Overseeing the greenest municipal vehicle fleet in the country
- Leading the City's efforts to reduce carbon emissions from government operations

At DCAS, equity is a core value. Our commitment to equity, effectiveness and sustainability guides our work providing City agencies with the resources and support needed to succeed. DCAS acts on its commitment to equity by providing services that help municipal government uplift and empower all New Yorkers.

This commitment includes recruiting and retaining a workforce that reflects the talents and diversity of the city DCAS serves. DCAS provides the Workforce Profile Report, a snapshot of key demographic information and other characteristics about the City's workforce, to help City agencies shape strategies to improve diversity and increase equity. As a source of centralized training within the New York City government for employees at all levels and agencies, DCAS is committed to providing professional development opportunities to facilitate career growth, along with training and tools to fight bias and discrimination in the workplace, including through the NYCityLearn platform.

DCAS also plays an essential role in progressing the City's major emissions reduction goals, which benefit all New Yorkers, and more critically, communities disproportionately impacted by poor air quality. DCAS and its partner agencies have committed to incorporating equity measures into decarbonization planning and decision-making.

Collectively, these efforts will expand economic opportunities, address systemic issues, and move the agency and the city closer to achieving racial equity.

## Racial Equity Goals

### Short-Term

1. **Goal:** Deepen M/WBE vendor outreach and engagement efforts to enhance their capacity to participate in contracting opportunities. DCAS will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
  - a. **Outcome:** By the end of 2026, conduct 180 one-on-one vendor engagement sessions annually.
  - b. **Strategies:**
    - Inventory current outreach efforts and use M/WBE data to inform outreach strategies and initiatives
    - Host networking events with construction project managers to provide opportunities for M/WBE vendors to learn about subcontracting opportunities
    - Expand additional one-on-one virtual sessions for vendors and use sessions to identify barriers to M/WBE participation in contracting opportunities and provide recommendations
    - Educate DCAS Project Managers on the breadth of the M/WBE program, ways to improve their M/WBE search, and the challenges vendors face in the M/WBE contracting process
    - Implement outreach strategies, such as social media campaigns, and host M/WBE targeted events in collaboration with SBS, Office of M/WBE, MOCS and other agency partners
  - c. **Indicators:**
    - Number of vendor engagement sessions held
    - Number of vendors served
    - Number of vendors satisfied with vendor engagement sessions
  
2. **Goal:** Build knowledge and capacity of agency employees, including supervisory, and managerial employees, to identify, respond to, and combat racism and racial discrimination in the workplace
  - a. **Outcome:** By the end of the first training cycle in (FY27), ensure 100% of city employees have completed the mandated Everybody Matters EEO training that incorporates new anti-racism training.
  - b. **Strategies:**
    - Convene a working group with agency partners such as the Mayor's Office of Equity & Racial Justice (MOERJ) and the City Commission on Human Rights (CCHR) and other stakeholders to define goals, outline content, and develop an implementation plan

that includes engaging a vendor and/or NYCityLearn on content development and delivery

- Relaunch the Everybody Matters EEO training which will include anti-racism training content Citywide by communicating the training mandate and compliance expectations to agencies, monitoring compliance, and conducting outreach to agencies with low compliance rates
- At the end of the training cycle, update the training module as necessary to incorporate feedback, current policies, new legislation, etc.

c. **Indicators:**

- Percent of city employees that completed the training
- Percent of DCAS employees that completed the training
- Percent of agencies that have achieved 100% employee compliance

## Medium-Term

1. **Goal:** Incorporate innovative procurement methods while maintaining compliance with federal, state and local law

a. **Outcome:** By 2028, unbundle 100% of eligible citywide contracts to expand opportunities for agencies to procure with different vendors.

b. **Strategies:**

- Review contracts to determine eligibility for unbundling (breaking large contracts into smaller contracts) and vet for approval
- Communicate to agencies once eligible contracts are unbundled

c. **Indicators:**

- Number of eligible contracts
- Percent of eligible contracts unbundled
- Number of M/WBE contracts

2. **Goal:** Reduce barriers to employment within city government by reforming the city's minimum qualification requirements (MQR) for civil service titles

a. **Outcome:** By 2028, review 150 civil service titles.

b. **Strategies:**

- Revise qualification requirements to credit relevant work experience and practical skills to expand qualifying pathways
- Titles recommended for revision will be reviewed by user agencies, OLR, and the union, and if the revision is approved, the MQR of the civil service title will be updated and a new title description published

c. **Indicators:**

- Number of civil service titles reviewed
- Number of civil service titles revised
- Number of jobs impacted by change to MQRs
- Number of job applications for positions with revised MQRs
- Number of candidates on civil service lists for titles with revised MQRs

## Long-Term

1. **Goal:** DCAS has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
  - a. **Outcome:** By 2034, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Expand inclusive procurement practices
    - Develop design-build contract opportunities with a value ranging from \$1M to \$80M and set M/WBE utilization goals for multi-year contracts
    - For applicable contracts, review the scope of work and subcontracting areas with project managers
    - Engage M/WBEs as prime contractors, subcontractors, and through joint ventures, as applicable
    - Conduct research to better understand barriers to entry for M/WBE firms interested in pursuing joint ventures
  - c. **Indicators:**
    - Number of new vendors submitting responses to solicitations for DCAS contracts
    - Percent and number of vendors with DCAS contracts
    - Percent and number of vendors awarded prime contracts
    - Percent of vendors receiving contracts for small purchases
    - Percent of dollar amount of contracts awarded to M/WBEs
    - Percent of usage of M/WBE Non-Competitive Small Purchase Method (NCSP) by agencies citywide
2. **Goal:** Advance environmental justice in NYS Disadvantaged Communities (DACs) by fulfilling the City's mandate for emissions reduction
  - a. **Outcome:** By 2030, install at least 50% of fast electrical charging networks in Disadvantaged Communities (DACs).
  - b. **Strategies:**

- Identify target locations within DACs and assess feasibility of sites to host charging stations
- Establish contracts and MOUs with vendors and primary stakeholders, and conduct prep work for installation
- Install fast EV charging networks, and continuously test and inspect

**c. Indicators:**

- Number and percent of fast chargers in DAC communities
- Number of additional sites identified
- Percent of additional sites confirmed and planned for installation

## Draft Community Equity Priorities Referenced

- #15: Close the racial, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- **Increase in completed equity and inclusion trainings by City employees/participants:** In FY24 City employees completed 435,996 DCAS-provided trainings in equity and inclusion, a three percent increase from FY23. This includes the “Everybody Matters” course, which supports the mandate under Local Law 121 in the City Charter and provides all City employees with a framework to understand the importance of diversity and inclusion and how to develop the skills needed to create an inclusive environment where all employees, clients, vendors, and visitors are included. This course covers the City’s Equal Employment Opportunity Policy, who is protected, what constitutes discrimination, and who is entitled to an accommodation. Additionally, Structured Interviewing and Unconscious Bias courses train employees in how to identify unconscious biases and the impact of bias on decision-making, providing tools for making fair employment decisions and best practice guidance in this area, including a review of the Uniform Guidelines on Employee Selection Procedures (UGESP).
- **Reducing the environmental impact of carbon emissions in Disadvantaged Communities (DACs):** DCAS achieved 50x25 GHG reduction and major air quality improvement through implementation of NY State’s largest EV fleet (5,700+), hybrid fleet (4,300+), electric charging network (2,400+) and biofuels program with all fleet, off-road equipment and the Staten Island Ferry now completely using biofuels. Among the benefits of the renewable diesel, the main biofuel used, is that there is no smell or harmful aromatics like benzene in the fuel. This has important daily health and safety impacts for the City’s thousands

of mechanics and commercial drivers. These efforts all continue. We have orders in place to get to 6,100 EVs, continue to grow the fast-charging network, and will be ordering 32 additional solar carports in 2026 which will be placed at NYC Parks parking lots in DACs and made available to fleet and the general public. DCAS is working on electrifying the light and medium duty fleets by 2035 as per Local Law 140 and achieving 80x25 as per the NYC Clean Fleet Plan.

- **CTE Automotive Technology Internships and EV Training:** In 2024, DCAS expanded its High School Automotive Internship Program from a summer, paid-learning opportunity to a year-round series of seasonal cohorts to broaden student access and engagement. Enrolled Automotive Technology students at select NYCPS CTE schools receive hands-on experience working in City fleet maintenance shops alongside seasoned fleet management professionals. The internship program is a conduit to civil service employment in municipal fleet operations through the entry-level Automotive Service Worker (ASW I) civil service exam, which DCAS now offers annually in June. DCAS previously changed the Minimum Qualification Requirements for the ASW exam so that graduation from a CTE high school in automotive technology fulfills the 2-year work experience requisite for eligibility.

DCAS, with NYC Talent, Small Business Services (SBS), and the New York State Department of Labor, routinely offers City employees the opportunity to receive a one-day, basic-level training on the safe operation of electric vehicles, in accordance with Local Law 140 (2023). The DCAS EV Basics & Safety Training Program is part of a previously announced \$1.4M public-private investment into the City's Green Economy Action Plan to train the municipal workforce for nearly 400,000 projected 'green collar' jobs expected to be created over the better part of the next decade. In accordance with NYSDOL guidelines, programming funded under the State grant must benefit those employees earning no more than \$91,000 annually and more than one-quarter of them must reside in Disadvantaged Communities

- **Increasing Employment Opportunities Citywide:**
  - **Minimum Qualification Review:** In June 2023, DCAS began reducing barriers to employment within city government by reforming the city's Minimum Qualification Requirements for entry level civil service titles. To date, DCAS has completed review on 66 titles with the potential to impact over 54,000 jobs and expand eligibility for civil service positions that were previously restrictive and posed difficult for many applicants to meet minimum qualifications. Previous requirements mandated a college degree or credits, but with this updated review, the city is now more inclusive and equitable, focusing on relevant work experience and practical skills rather than formal education.

- **NYCityLearn**—Launched in September 2024, NYCityLearn brings eLearning, professional development, and citywide trainings to employees anywhere by utilizing an online, mobile-friendly platform. This enables employees to gain additional critical skills to open new doors for employment and promotional opportunities.
- **Increased Recruitment**
  - DCAS, through Human Capital’s Workforce Operations Team and the Office of Citywide Recruitment have doubled their efforts to engage communities across the five boroughs, especially with justice-impacted individuals. In Fiscal Year 2025, DCAS participated in 308 career outreach events, a 66 percent increase from Fiscal Year 2024, reaching more than 15,075 participants. From July 2024 through June 2025, OCR partnered with DOC and the Administration for Children’s Services (ACS) to conduct ten (10) “Civil Service 101” information sessions, representing a 150 percent increase over the four (4) sessions required by law and reaching 128 participants across DOC facilities on Rikers Island and ACS-operated youth detention centers in the Bronx and Brooklyn.
  - In FY25, OCR participated in more than 300 in-person and virtual events citywide, reaching approximately 15,000 participants from diverse communities. These included CityTalk panel discussions held in recognition of various heritage and diversity months, such as Hispanic Heritage Month, Black History Month, and Disability Employment Awareness Month, celebrating the diversity of the City’s workforce and encouraging individuals from all racial and socioeconomic backgrounds to pursue careers in City government. DCAS also hosted targeted hiring events for early-career professionals and individuals with disabilities to support their entry into public service.
- **Launch of the EPIC Program**—DCAS’s Education Propelling Into Career (EPIC) Program opened new doors for employees seeking High School Equivalency, which in turn opened a wealth of career opportunities to participating employees.
- **Translatable NOEs**—To further expand employment opportunities, for the first time ever, DCAS will be publishing Notices of Examination as a webpage which will enable translation into any language a candidate prefers. With this new functionality, DCAS is expanding access to employment opportunities for candidates who prefer to engage in a language other than English.
- **Expansion of the Civil Service Pathway Fellowship (CSPF) Program**—CSPF is a two-year program for City University of New York (CUNY) graduates

designed to create a pipeline from college to a career in civil service. Building on the success of the program DCAS was able to expand enrollment from 200 to 400 seats. Fellows will receive professional development which qualifies them to take a civil service exam after completing the first year of the program and helps transition participants to full time city employment.

- **Bridge Exams**—The New York City Bridge exam initiative allows candidates to apply for one exam, pay one application fee, and take a single test that can be used for multiple titles. This exam format expands opportunities for employment to thousands of New Yorkers by allowing them to qualify for multiple civil service titles and therefore hundreds of different City positions. During 2025, this exam model was expanded to offer a bridge exam for public safety titles.
- **Training Expos**—DCAS successfully hosted the 2024 Training Expo over seven (7) days in December, from December 3, 2024, to December 11, 2024, at the Citywide Training Center. This event featured 70 classes delivered by DCAS consultants, focusing on professional skill development, networking, and personal growth. The DCAS 2024 Training Expo attracted a diverse audience from 62 NYC agencies with approximately 1,300 participants. In 2025, DCAS hosted 5 boutique training expos reaching hundreds of employees across City agencies.
- **DCAS’s Race Equity Initiative (REI) for DCAS Employees:** To expand the agency’s Race Equity Initiative across the agency, DCAS launched its “REI Champions” program for DCAS employees that have an interest in and personal commitment to achieving an equitable work environment and assisting REI in advancing its mission. Twenty (20) DCAS employees were selected for the program: eight (8) as learning series specialists that contribute resources for the monthly learning series and twelve (12) as trainers to facilitate unconscious bias, structured interviewing, and bystander intervention training across the agency. These courses were selected to provide employees with the education and tools to recognize their own biases, how to intervene as a bystander when they observe fellow co-workers experiencing discrimination, harassment, or workplace violence, and how to prevent bias from influencing hiring decisions. Through its Race Equity Initiative, DCAS launched Bystander Intervention training for its employees from September 30, 2023 to March 31, 2023, and trained 1,258 employees across the agency. In November 2024, DCAS launched Structured Interviewing training for its HR personnel and over 300 hiring managers. In addition to educating hiring managers on structured interview procedures, the agency updated and distributed its Structured Interviewing guide and a new Interview Evaluation form.

# Department of Investigation

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## Mission and Commitment

The New York City Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating potential corruption, gross mismanagement, waste, and abuse by City agencies, entities, employees, and contractors. DOI has oversight of more than 45 mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI attacks corruption comprehensively through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. DOI's mission is to identify and seek to prevent criminal misconduct, waste, abuse, and mismanagement, and to ensure wrongdoers—whether public officials, City employees, contractors, or other third parties—are held accountable, and thereby improve the way City government functions. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

As an agency responsible for the oversight of over 300,000 public employees, we recognize that, beyond our investigative mission, we have a responsibility to be a leader in promoting diversity and inclusion within our own workforce. As a general matter, achieving diversity in law enforcement has historically been challenging. Contributing factors may include recruitment practices and real or perceived law enforcement agency culture. For example, for much of FY23 and FY24, DOI has experienced underrepresentation of Black employees in the Technicians job group, which is comprised of Confidential Investigators and Special Investigators.

## Racial Equity Goals

### Short-Term

1. **Goal:** Undertake reforms in DOI's hiring and selection process that are specifically intended to reduce racial disparities in hiring outcomes
  - a. **Outcome:** By the end of 2026, ensure 100% of hiring managers have learned and adopted an inclusive hiring framework.
  - b. **Strategies:**
    - Develop and train hiring managers on a comprehensive hiring guide to promote equity in the hiring process
    - Collaborate with DCAS Learning and Development to deploy Unconscious Bias training to all hiring managers at DOI to reduce unconscious bias in the hiring process

- Research any additional training format options and work with agency leadership on rollout
- c. **Indicators:**
  - Percent of hiring managers implementing an inclusive hiring framework
  - Percent of hiring managers trained on unconscious bias

## Medium-Term

1. **Goal:** Address any underrepresentation of staff within the agency through equitable hiring and recruitment practices for all vacancies
  - a. **Outcome:** By 2028, strengthen the agency's commitment to diversity by ensuring equitable outreach to recruit staff for 100% of vacancies in staff and leadership positions. Ensure that candidates for all promotions are considered fairly, equitably, and inclusively, in alignment with City best practices and applicable employment laws.
  - b. **Strategies:**
    - Monitor and analyze utilization statistics to assess whether hiring practices are improving employment of underrepresented staff, particularly in the Technicians job group
    - Expand strategies to increase diversity in recruitment, including posting on diversity-focused job boards, attending diversity-focused job fairs, and conducting outreach to schools, and professional organizations
    - Perform regular assessments of job requirements and qualifications of DOI's job openings with hiring managers to identify and address potential unnecessary barriers to applicants, particularly applicants of color
  - c. **Indicators:**
    - Disaggregated demographic data for the following:
      - Utilization
      - Promotions
      - Retention
      - Applicants<sup>27</sup>
      - Hiring

## Long-Term

1. **Goal:** Achieve pay equity in DOI's workforce to address the effects of occupational segregation

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<sup>27</sup> This information is to be used for informational or communications purposes, only.

- a. **Outcome:** By 2034, ensure 100% of positions are on a pathway to achieving pay equity.
- b. **Strategies:**
  - Perform annual analysis of demographics and pay data, and report results to agency leadership, to address any potential pay disparities
- c. **Indicators:**
  - Percent of salaries that pass internal pay parity analysis

## Draft Community Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
- #15: Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.

## Spotlight Wins

- In 2024, DOI launched an Employee Resource Group (ERG) program designed to allow employees with similar interests or common characteristics, including cultural heritage, to create affinity groups. These ERGs have led diversity and professional development initiatives for all staff.
- DOI maintains a robust Equal Employment Opportunity Program led by its EEO Officer, who is a Deputy Commissioner. The EEO Office leads workforce analysis efforts and consistently works with leadership, human resources, and hiring managers to improve diversity in DOI's workforce. DOI is overall a diverse work environment with a commitment to maintaining a fair and equitable workplace for all employees. DOI continues to make strong efforts to identify and address the underrepresentation of minority groups in its workforce.
- DOI is also a leader when it comes to providing contracting opportunities for minority-owned businesses and firms. As a law enforcement agency, DOI offers unique contracting opportunities to work on interesting and sensitive law enforcement matters.

# Department of Records and Information Services

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## Mission and Commitment

The mission of the Department of Records and Information Services (DORIS) is to foster a more equitable civic life by preserving and providing access to the historical and contemporary records of New York City municipal government. To achieve this, the Department ensures that City records are properly maintained following professional library, archival, and record management practices and makes materials available to diverse communities both online and in person.

DORIS is dedicated to fostering an inclusive environment. DORIS is committed to ensuring access to its services for all individuals and to actively identifying, preventing, and eliminating barriers which may prevent access to its resources.

As stewards of historical and contemporary records of city government, DORIS has a unique responsibility to facilitate every New Yorker's access to records documenting government decisions and interactions. This also includes and encourages the agency to review how government actions may have caused harm to marginalized communities, fostering a sense of transparency and accountability.

As part of our commitment to racial equity, DORIS also has a responsibility to maintain a diverse workforce and, to this end, will continue outreach efforts to youth and young adults to guide them towards records management, library, archival, and conservation sciences programs, as well as provide paid internships to engage new audiences in the field. Through these actions, DORIS is dedicated to advancing racial equity, addressing historical harms, and ensuring that our city's records are accessible, inclusive, and reflective of all communities.

## Racial Equity Goals

### Short-Term

1. **Goal:** Analyze and leverage programming to highlight and uplift the histories of historically marginalized communities so that DORIS remains vigilant and aware of historical harm and community resilience
  - a. **Outcome:** By 2027, increase the percentage of programs and events with content that address subjects that have been historically overlooked to 25%.
  - b. **Strategies:**
    - Conduct a needs assessment to identify underrepresented histories in current programming

- Identify primary communities for outreach using data and collaborate with civic partners within target communities to tailor communication
  - Develop a calendar of events to highlight themes of historical harm and resilience and evaluate impact of programming through feedback from community stakeholders to ensure continued relevance and inclusivity
- c. **Indicators:**
- Number of programming events connected to the library and archival collections
  - Percent of programming events that reflect the histories of historically marginalized communities
2. **Goal:** Expand access to our library and archival collections by increasing partnerships with community-based organizations in historically underserved neighborhoods in the city so that all New Yorkers have the opportunity to readily learn and interact with the agency's services
- a. **Outcome:** By 2027, increase partnerships with community-based organizations in Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods and/or historically underserved areas of the city based on disparity analysis as part of volunteer and programming outreach by 20%.
- b. **Strategies:**
- Identify community-based organizations in historically underserved neighborhoods and develop partnership agreements that outline mutual goals and shared access to collections and services
  - Co-create outreach programs tailored to local needs and interests and regularly assess partnership impact and adjust programming based on feedback from partner organizations
- c. **Indicators:**
- Number of new partnerships with community-based organizations in historically underserved neighborhoods
  - Number of New Yorkers in historically underserved neighborhoods participating in DORIS programming

## Medium-Term

1. **Goal:** Advance equity in information management, preservation, and access by developing and implementing targeted training for DORIS staff and records officers across city agencies
- a. **Outcome:** By 2028, ensure 100% of agency-wide and division-specific trainings are implemented and training resources for records officers across city agencies are published.

- b. **Strategies:**
      - Conduct gap analysis to identify staff knowledge of equity concepts in information management
      - Develop or source training modules on equity and anti-racism in library and archival practices
      - Develop collaborative framework for implementing this across records management, library, and archival teams
      - Evaluate training effectiveness through post-training surveys and regular staff feedback
    - c. **Indicators:**
      - Percent of required city employees who complete enhanced Online Records Management training
      - Percent of agency divisions that have specific trainings on equity
      - Number of accepted and standardized Subjects and Names added to the collection guides' site
      - Number of agency records schedules reviewed using a racial equity framework
- 2. **Goal:** Develop and implement tools and platforms to improve public access to our collections, focusing on reaching historically underrepresented communities, and involving them in identifying and describing figures in our digital records to deepen understanding of our shared history
  - a. **Outcome:** By 2028, increase percent of events that engage underrepresented communities in remediating online content and/or metadata associated with the collections of the Archives and Library.
  - b. **Strategies:**
    - Conduct user research to understand accessibility challenges faced by marginalized communities
    - Research available technological solutions to language and broader accessibility barriers to collections
    - Improve online platforms that showcase collections to expand user access and ease
    - Deploy training to all staff on using accessibility equipment and software
    - Host community information-gathering sessions around the tools so we can incorporate feedback
  - c. **Indicators:**
    - Number of visits to online exhibit pages
    - Percent of public-facing staff trained to use tools and platforms
    - Number of engagement sessions held to receive input from underrepresented communities

3. **Goal:** Leverage primary source materials from the Archives and Library to promote informed discussions on structural racism and racial equity, particularly for educators and students
  - a. **Outcome:** Empower young people to have meaningful and informed conversations on structural racism and racial equity through leveraging primary source content from collections to bolster curricula used by the Department of Education and CUNY.
  - b. **Strategies:**
    - Collaborate with NYC Public Schools and the City University of New York to identify curricula needs and select primary sources to integrate from the Archives and Library collections that highlight issues of structural racism and inequities
    - Develop or support the development of educator toolkits in partnership with volunteers, academic experts, and racial equity organizations
    - Analyze data to identify primary communities for outreach and identify civic partners within the communities to tailor communication
  - c. **Indicators:**
    - Number of NYCPS or CUNY curricula that incorporate content from the Municipal Library and/or Archives that reflect the City's diversity and/or can be used to facilitate discussions about inequities
    - Number of educator toolkits developed by DORIS that speak to structural racism and inequities
    - Number of students and educators engaged in the agency's educational programs
    - Percent of students and educators engaged who are located in TRIE neighborhoods
  
4. **Goal:** Implement equitable and inclusive recruitment practices to ensure DORIS addresses any underrepresentation of staff in certain roles with the agency through equitable recruitment and hiring practices for all vacancies
  - a. **Outcome:** By 2028, ensure 100% of open positions have an actionable recruitment plan to increase applications from individuals from underrepresented communities.
  - b. **Strategies:**
    - Conduct a review of the current workforce
    - Develop internship and fellowship programs in library and archival professions
    - Partner with local schools, colleges, and professional organizations to promote careers in these fields
  - c. **Indicators:**

- Demographics of workforce, including new staff
- Demographics of applicants<sup>28</sup>
- Number of new partnerships developed to foster recruitment pipelines
- Number of outreach and recruitment events aimed at students from underrepresented communities
- Number of community members engaged at job fairs and presentations

## Long-Term

1. **Goal:** Implement pay equity analysis to address disparities and occupational segregation in library, archives, and record management positions so that all work is valued
  - a. **Outcome:** By 2034, ensure 100% of the salaries of full-time staff pass a pay equity assessment and the True Cost of Living (TCOL) standard published by the City.
  - b. **Strategies:**
    - Conduct a comprehensive review of pay to identify disparities based on race and position
    - Analyze city salaries and industry pay practices to develop a framework for implementing an equitable pay structure across job titles and functions, including records titles across all city agencies
    - Develop and implement a policy to regularly review and adjust pay to maintain equity
  - c. **Indicators:**
    - Percent of salaries that pass pay equity assessment and TCOL measure
2. **Goal:** Identify and address any occupational segregation in the Records Officer titles within the agency's workforce to address disparities in underutilization
  - a. **Outcome:** By 2034, eliminate under-representation in 100% of job category titles using the guidance of the Office of Equity and Inclusion.
  - b. **Strategies:**
    - Analyze the demographics of current Records Officers
    - Provide professional development, training, and mentorship programs to support employees in advancing to these positions and leadership roles
    - Work with organizations who offer job placement for underserved communities

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<sup>28</sup> This information is to be used for informational or communications purposes, only.

c. **Indicators:**

- Percent of agency employees participating in mentorship opportunities
- Underutilization data for library, archives, records management positions (specifically management specialist job titles)

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.

## Spotlight Wins

- The agency successfully developed and began implementing the first phase of the plan to address gaps in collection descriptions through the *In Her Own Name* project. This initiative aims to update metadata for women in the digital collections who are identified only by their husband's name or title. As a starting point, we have earmarked hundreds of images of women from diverse racial and ethnic backgrounds to be identified through research conducted by volunteers at agency-hosted events. The agency is also developing a similar initiative focused on identifying individuals in images from the David Dinkins Administration.
- The agency has developed several curriculum aids that leverage the rich collections of the Archives and Library. These resources are designed to support K-12 educators by deepening students' understanding of key topics and themes, all while engaging them with primary sources unique to our institution. Our latest educational toolkits cover a range of compelling subjects, including Community Activism in NYC's Chinatown, LGBTQ Activism in 1970s and 1980s NYC, Asian Americans' Academic Experiences, and the Electrification of NYC. Each toolkit includes primary source materials, background information, discussion questions, and activities tailored to enrich classroom instruction. With the assistance of volunteers, the agency is working to identify more underrepresented stories of diverse communities to be explored using the collections of the Archives and Library. Additionally, the agency offers free educational programming to local schools and prioritizes schools in TRIE neighborhoods for outreach.

# Law Department

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## Mission and Commitment

The Law Department's mission is to provide legal representation to the City of New York in the tradition of excellence and dedication, in the furtherance of the operation of its government. The Law Department, led by the Corporation Counsel, fosters a work environment which reflects our core values of justice, diversity, integrity, excellence, supportive work environment, teamwork, dedication, respect, and professionalism.

The New York City Law Department's lawyers and support professionals work collaboratively to pursue justice while providing the City with the highest quality legal representation. The Law Department represents the City, the Mayor, other elected officials, and the City's many agencies in all affirmative and defensive civil litigation, as well as juvenile delinquency proceedings in Family Court and Administrative Code enforcement proceedings in Criminal Court. The Law Department attorneys also draft and review local and State legislation, real estate leases, procurement contracts, and financial instruments for the sale of municipal bonds, and provide legal counsel to City officials on a wide range of issues such as immigration, education, and environmental policy.

The Law Department remains one of the most diverse law offices in the country. To promote equity, the Law Department seeks to increase the agency's visibility and enhance policies which impact the recruitment and retention of candidates from underrepresented groups. To build a work environment that continues to value and promote racial equity, the Law Department plans to evaluate additional programming to be offered/delivered to its workforce, including programs related to the intersection of law and racial equity.

## Racial Equity Goals

### Short-Term

1. **Goal:** Build an environment that values racial equity and provides our colleagues with a greater knowledge of the related theories of justice so they may apply that knowledge when providing counsel to or defending City agencies
  - a. **Outcome:** By the end of 2026, provide two additional staff racial equity programs and trainings that address the intersectionality of law and racism.
  - b. **Strategies:**

- Continue to review and deploy relevant trainings offered by the Department of Citywide Administrative Services in addition to the trainings on Microaggressions, Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety offered to staff in FY 2024
  - Source internally or externally through a vendor a training on the intersection of law and racial equity
  - Explore adding equity to the core values of the organization
- c. **Indicators:**
- Number of racial equity trainings offered by the agency
  - Percent of staff who complete racial equity trainings
2. **Goal:** Foster an increased connection between the Law Department and community members, particularly those historically marginalized, to build more pathways for community engagement in our work
- a. **Outcome:** By the end of 2026, increase Law Department's partnerships with institutions and networks that engage individuals from historically marginalized communities by 5%.
- b. **Strategies:**
- Continue attending panels at various educational institutions and professional organizations that serve underrepresented communities
  - Explore partnering with new organizations that serve underrepresented communities
  - Explore identifying and curating additional voluntary pro bono opportunities for staff attorneys
- c. **Indicators:**
- Number of new partner organizations
  - Number of people engaging with the agency at events and online

## Medium-Term

1. **Goal:** Enhance recruitment and retention strategies to build avenues of opportunity for diverse legal professionals
- a. **Outcome:** By 2027 or earlier, evaluate and update, where appropriate, the Law Department's recruitment plans to attract an increase in underrepresented candidates for 100% of vacancies.
- b. **Strategies:**
- Collaborate with iMentor, a High School Mentorship Program targeting prospective first-generation students from historically marginalized communities

- Continue to participate in job fairs across the country, which attract law students and attorneys, from underrepresented backgrounds
  - Expand participation in the Law School Ambassador Program to raise awareness about employment opportunities with the Law Department
- c. **Indicators:**
- Number of Job Fairs attended
  - Percent of Assistant Corporation Counsels participating as Ambassadors
  - Number of high school students engaging with the Law Department
  - Workforce demographics

## Long-Term

1. **Goal:** Expand opportunities for unionized civil service members to better achieve a rate of pay consistent with the NYC True Cost of Living standards
  - a. **Outcome:** By 2034, increase the rate of pay for unionized civil service members at the Law Department.
  - b. **Strategies:**
    - Review and analyze salary and title structures for staff subject to collective bargaining agreements to ensure equity
    - Endeavor to implement a uniform organizational structure across all divisions and a review – every five (5) years – of salaries, responsibilities, and titles
  - c. **Indicators:**
    - Percent difference in pay in title compared to other agencies with similar titles
    - Demographics of civil service members leaving the agency annually
    - Percent increase in salary for unionized civil service members

## Draft Community Equity Priorities Referenced

- **#3:** Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.<sup>29</sup>

## Spotlight Wins

- The Corporation Counsel, Legal Recruitment, and Human Resources Offices hosted high school students for the second summer as part of the agency’s goal to support pipeline programs. The agency is excited to have onboarded 8 high

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<sup>29</sup> The Law Department’s plan solely focuses on the first part of this priority (“Close the racial, gender, gender identity, age, and disability gaps in salaries for city employees”).

school students to intern at the agency's 100 Church Street location. The program was made possible through a community partnership with Pencil Ladders for Leaders.

- At the beginning of 2024, the agency in collaboration with external partners, provided additional trainings, including Microaggressions, Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety. We trained 1181 out of 1521 employees in Microaggressions. Our attendance for the Dimensions of Racism, Applying a Gender Lens, Social Emotional Learning, Inclusive Environment System, and Psychological Safety workshops ranged from 25-75 participants each. We sent 5-10 senior and mid-level managers to training on Building an Inclusive Culture Understanding Unconscious Bias, Creating a Culture of Inclusion: From Microaggressions to Microaffirmations, and Managing a Multigenerational Workforce: Leveraging the Talents of 5 Generations.
- The civil service title with the largest number of employees at the agency is the Assistant Corporation Counsel, which is not a title subject to collective bargaining. The Agency conducted an extensive review of salaries, resulting in a revised compensation structure, which improved pay equity for all 721 Assistant Corporation Counsels.

# Mayor's Office of Management and Budget

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## Mission and Commitment

The Mayor's Office of Management and Budget (OMB) fulfills its mission by:

- Serving as the Mayor's chief financial advisor;
- Developing and executing the City's expense and capital budgets;
- Overseeing the budgets of nearly 90 City agencies and related entities;
- Enhancing operations management citywide, and evaluating the efficiency and cost-effectiveness of City services and proposals, and the fiscal impact of local, state, and national legislation;
- Providing vital information to government officials on the local, national, and world economies;
- Implementing the City's borrowing and bond programs and conducting legal reviews of capital projects for financing with bond proceeds; and
- Integrating environmental sustainability and resiliency into the City's financial planning to address current and future climate risks.

While OMB's mandate is to ensure that the City's resources are managed and allocated efficiently, the agency will continue to work with the Office of Equity and Racial Justice to explore ways of building a process that brings in equity considerations. In parallel, OMB has a responsibility to cultivate an internal workforce that is equitable and inclusive at all levels, including leadership and decision-making roles. The agency is committed to doing so with a key focus on recruitment and retention efforts.

## Racial Equity Goals

### Short-Term

1. **Goal:** Continue to support a diverse workforce across all levels of the agency
  - a. **Outcome:** By the end of 2026, ensure all open positions have a robust recruitment plan to increase applications from underrepresented communities based on agency disparity analysis.
  - b. **Strategies:**
    - Conduct an extensive analysis of demographic data as it applies to job applicants, employees, promotions, and separating employees, on an annual basis to help inform recruitment, hiring, promotion, and retention efforts
    - Continue targeted outreach to diverse applicant pools through expanded use of job boards and partnerships with community organizations and educational institutions

- Coordinate with the Learning and Development OMB Unit to identify ways to better train managers and others involved in the recruitment process, building on efforts that require all employees involved in the hiring process to take the structured interviewing and unconscious bias courses offered by DCAS
  - Explore other growth opportunities that allow the agency to diversify leadership-making key decisions
- c. **Indicators:**
- Demographics of workforce by position level
  - Demographics of new hires
  - Demographics of applicants<sup>30</sup>
  - Number of outreach events
  - Number of training courses offered
2. **Goal:** Integrate racial equity into the budgeting process by encouraging city agencies to factor equity into budgetary planning and decision-making consistent with mayoral directives and in compliance with federal, state, and local laws.
- a. **Outcome:** By 2027, develop the tools that will allow City agencies to incorporate equity principles into their budgetary planning and requests and develop a formal policy for the Preliminary FY28 budget.
- b. **Strategies:**
- Explore the development of tools/questionnaires that could help agencies flag equity budgeting requests
  - Strive to review agency requests with a new lens that evaluates whether proposals advance equity, in addition to assessing the efficiency and cost-effectiveness of such requests
  - Collaborate with the Mayor’s Office of Equity & Racial Justice (MOERJ) to define concepts and relevant criteria to assess agencies’ requests
- c. **Indicators:**
- Percent of agencies utilizing tools and strategies above when submitting budgeting requests

## Medium-Term

1. **Goal:** Foster an inclusive workplace where employees feel a sense of belonging through investing in mentorship, support services, and professional development opportunities
- a. **Outcome:** By 2028, ensure at least 75% of employees share positive feedback in employee climate survey.

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<sup>30</sup> This information is used for informational or communications purposes, only.

b. **Strategies:**

- Build disaggregated participant data pipelines for OMB's mentorship program to better track participation rate of senior managers and staff with fewer years of experience
- Encourage greater participation of underrepresented gender and racial/ethnic groups in mentorship programs
- Develop new programming and events which celebrate different cultures and heritages
- Promote leadership development and advancement opportunities for employees from underrepresented groups based on agency disparity analysis
- Create and advance Employee Resources Groups (ERGs)

c. **Indicators:**

- Percent of employees sharing positive feedback through surveys and focus groups on workplace inclusivity and opportunities for advancement
- Attrition data by race, ethnicity, and gender

## Long-Term

1. **Goal:** Advance pay equity across all roles to address the effects of occupational segregation and gender discrimination

a. **Outcome:** By 2034, ensure 100% of staff salaries pass internal pay equity standards.

b. **Strategies:**

- Continue to thoroughly review data to address any potential pay disparity
- Incorporate NYC's True Cost of Living Measure (TCOL) into pay parity analysis

c. **Indicators:**

- Percent of salaries that pass internal pay parity analysis
- Average pay by title disaggregated by race, gender and ethnicity

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #3: Close the racial, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.

## Spotlight Wins

- OMB has invested in a variety of initiatives to increase employees' sense of belonging and access to professional development. For example, the OMB Mentorship program is in its 4<sup>th</sup> year and has increased to a total of 114 participants, approximately 25 percent of the agency. Additionally, OMB has significantly expanded its professional development opportunities through the OMB Leadership Development Program "Catalyst", which focuses on mindset, relationships, culture, feedback, coaching, and performance. In 2023, we had 30 participants and expanded the cohort to 50 in 2024. Also, the agency launched the OMB Employee Equity Group (EEG) program in 2023, adding onto two existing EEGs: PRIDE and BOLD (Black employee equity group).
- OMB has developed a yearly cycle of in-person events celebrating diverse cultures. During 2024, OMB hosted events centered on the following areas: Black History Month, Women's History Month, Earth Day, Mental Health Awareness Month, Asian American Pacific Islander Heritage Month, Pride Month, Caribbean American Heritage Month, and Hispanic Heritage Month. Each of these events were popular with all staff, reaching maximum capacity based on available venue size. Each event included extensive planning to provide a mix of educational, community-building, and celebratory opportunities for all staff.

# Office of Administrative Trials and Hearings

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## Mission and Commitment

The City of New York's Office of Administrative Trials and Hearings (OATH) is the City's central, independent, administrative law tribunal. OATH's mission is to ensure that everyone who appears at OATH receives access to justice, a fair opportunity to be heard, and a timely resolution of their case.

We are committed to ensuring OATH's staff treat all parties fairly and impartially, that all OATH adjudicators conduct themselves ethically and with the utmost level of professionalism, that OATH continually promotes access to justice for all, that OATH strives for the highest standards with respect to hiring, workforce development, contracting, and other internal practices, and that OATH makes information available to all parties, regardless of status, so that everyone has a full and fair opportunity to be heard when they attend an OATH proceeding. These are the areas that OATH has addressed and must continue to address.

## Racial Equity Goals

### Short-Term

1. **Goal:** Strengthen training for agency leadership to build internal knowledge and commitment to racial equity work
  - a. **Outcome:** By the end of 2026, ensure at least 90% of OATH leadership have undergone training.
  - b. **Strategies:**
    - Source and collaborate with partner agencies to provide appropriate training for OATH leadership
    - Build leadership buy-in and facilitate additional conversations on the application of trainings in OATH's work
  - c. **Indicators:**
    - Percent of leadership who completed training
2. **Goal:** Ensure all agency public-facing material is anti-marginalizing so that New Yorkers of different language preferences and literacy levels can access our agency's information and services
  - a. **Outcome:** By the end of 2026, ensure 100% of the agency's online informational materials, forms, and applications are written in plain language and translated into at least all Local Law 30 languages.
  - b. **Strategies:**

- Conduct an inventory of agency’s online material to identify gaps in language access and plain language
  - Work with translation vendors to update identified material, and update agency website with new material
- c. **Indicators:**
- Percent of agency online informational materials, forms, and applications written in plain language
  - Percent of agency online informational materials, forms, and applications translated into all Local Law 30 languages

## Medium-Term

1. **Goal:** OATH has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
  - a. **Outcome:** By 2028, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Review submitted purchase requisitions
  - c. **Indicators:**
    - Percent of all contracts awarded to M/WBE vendors
    - Number of M/WBE contracts awarded disaggregated by race, ethnicity, and gender
  
2. **Goal:** Build diverse recruitment pipelines to ensure equitable access to information about agency vacancies
  - a. **Outcome:** By 2028, build at least 5 new recruitment pipelines through partnerships with diverse professional networks.
  - b. **Strategies:**
    - Expand agency participation in recruitment fairs, workshops, and networking events
    - Develop and institutionalize contact databases through leveraging internal and external agency networks
  - c. **Indicators:**
    - Percent of new partnerships developed with groups for underrepresented communities
    - Number of new hires informed of opportunity through new partnerships

3. **Goal:** Upon request, in situations where City Hall policymakers need summons and penalty data to assess and make recommendations regarding equity and enforcement, provide City Hall with such data to the degree the data exists at OATH (as the tribunal, OATH itself does not assess or make recommendations on enforcement policy)
  - a. **Outcome:** By 2028, ensure 100% of requested data provision is timely and accurate.
  - b. **Strategies:**
    - Inform OMB with as much lead time as possible so they may approve of backfills of data and IT team members
  - c. **Indicators:**
    - Percent of data provided to City Hall within 6 business days upon request for unscheduled requests
    - Percent of data provided to City Hall on time for scheduled requests
  
4. **Goal:** Prioritize racial equity training for all agency personnel to understand the need for the work and how personnel can uphold these values
  - a. **Outcome:** By 2028, 100% of agency personnel is fully trained on racial equity values.
  - b. **Strategies:**
    - Source and collaborate with partner agencies to provide a training for OATH personnel on racial equity
    - Communicate to personnel on importance of trainings and facilitate additional conversations on the application of trainings in OATH's work
  - c. **Indicators:**
    - Percent of agency personnel trained on racial equity values

## Long-Term

1. **Goal:** Build an inclusive workplace where employees are supported and advance their careers, particularly those of underrepresented groups based on agency disparity analysis
  - a. **Outcome:** By 2034, 100% of agency divisions are representative of the City's population.
  - b. **Strategies:**
    - Create yearly "stay interviews" to understand the experiences of existing staff in under-represented populations
  - c. **Indicators:**
    - Percent of stay interviews analyzed
    - Number of career counseling sessions conducted in a year
    - Percent of career counseling sessions conducted for underrepresented staff

- Percent attrition of all staff
  - Percent attrition of underrepresented staff
2. **Goal:** Proactively communicate established policies agencywide to foster a culture of transparency and inclusion
- a. **Outcome:** By 2034, 100% of agency personnel are able to view all agency policies.
  - b. **Strategies:**
    - Create SharePoint or equivalent folders with published policies and FAQs
  - c. **Indicators:**
    - Number of communications on existing policies, additional policies, or changes to existing policies

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
- #4: Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
- #14: Increase and appropriately fund accountability and disciplinary power of oversight bodies for law enforcement and all city workers who cause harm to people and abuse their authority.

## Spotlight Wins

- OATH ensures information is accessible by providing it in plain language and translating it into the top 10 languages spoken in NYC. Everyone has access to free translation services for help sessions, trials, hearings, community service and mediations. OATH also makes all forms and applications available in the top ten languages and has also made other documents such as outreach flyers, informational fact sheets, and handouts available in the top ten languages. In addition, OATH has redesigned a majority of the summonses that agencies use to have clearer plain language instructions, fewer words, and a helpful QR code which will redirect the reader to more information.
- Not having a lawyer should not limit one's ability to navigate OATH's processes. OATH has a Help Center which ensures that unrepresented respondents receive non-legal answers to their questions, are aware of their rights, and understand the hearing process. A resident is afforded the opportunity to have a Help

Session, which is a one-on-one meeting with a Procedural Justice Coordinator in their language of preference. More than a dozen explanatory fact sheets on enforcement agency processes and OATH's hearing process are available at the Help Center and may be translated into the top ten languages. These include but are not limited to the following fact sheets: DOB Certificates of Correction; DOB Stipulations; DCA Settlements; Helpful Information for Haircutters, Hair Salons, and Barbershops; and Summonses Where Your Property Was Taken Away.

- OATH leverages technology to make our adjudications more accessible to parties. A text-message reminder system is available to all OATH respondents to help ensure that people never miss a hearing and get real-time updates about the status of their case. Since the inception of the text-message reminder system in September 2020, approximately 13,128 respondents have registered for these reminders. The text message system can also be utilized to initiate contact with our Help Center. In addition, during the pandemic, OATH added a call-back option to the Hearings Division remote hearings system, allowing respondents to avoid waiting on hold and instead request a call-back when their hearing is ready to go forward. Since this option was launched, around 82 percent of respondents have taken advantage of it. For outreach materials, OATH also created its own QR Code, which takes users to a specific page on the OATH website called "You Received a Summons, Now What?" This webpage enumerates all the options available for someone who has just received a summons including links to other webpages and online forms such as reschedule form, payment websites, hearing request forms and other pertinent information. OATH also meets people where they are. We have offices in every borough where people can come in person to ask questions and take care of OATH business. Each year, thousands of respondents come to our borough offices to get work done.
- Affinity-group bar associations have posted OATH job openings to their members, increasing and diversifying our potential recruitment pool.
- Integrally tied to racial justice and equity is the issue of interpersonal and group conflict and conflict resolution, and OATH's Center for Creative Conflict Resolution (CCCR) has been doing important work in this space. Since 2016, CCCR has been addressing workplace conflicts that include implicit bias, in-group/out-group biases, through early-intervention interest-based processes like mediation, coaching, training, and consultations. In 2023 alone, has provided over 500 processes across city agencies and mayoral offices. CCCR is in the early stages of developing a two-part best practices model that is rooted in the theories, and principles of Restorative Practices aimed at fostering Restorative Work Environments (RWE) in City government workplaces and to train and offer

technical assistance to agencies who want to incorporate Restorative Practices into their public-facing work.

# Office of Labor Relations

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## Mission and Commitment

The City of New York values our employees, retirees, and their families and recognizes our employees are the engine that keeps our city running. The NYC Office of Labor Relations (OLR) is a Mayoral agency whose mission is to negotiate and implement fair collective bargaining agreements while being responsible to NYC taxpayers; provide benefits that support the health and well-being of our workforce; and support the needs of our partner agencies and municipal unions.

More specifically, OLR's purpose is to:

- Represent the Mayor in the conduct of all labor relations between the City of New York and labor unions representing employees of the City, including collective bargaining negotiations between the city and its 149 collective bargaining units
- Administer programs to support the health and well-being of NYC staff, retirees and their families through the Health Benefits Program, Management Benefits Fund, Employee Assistance Program, WorkWell NYC and Citywide Tax Favored Benefit Programs including the Deferred Compensation Plan and NYCE IRA
- Act as a resource to agencies regarding workforce labor issues, including contract administration, personnel and payroll issues, labor-management meetings, adjudicating step three employee grievances and representing the City in arbitration, legislative and policy matters
- Collaborate with the Municipal Labor Committee (MLC) to achieve affordable and high-quality healthcare for City employees, retirees, and their dependents

OLR, through the collective bargaining process is committed to treating all unions and the employees they represent in an equitable and fair manner. Furthermore, as the administrator of City health benefits, the deferred compensation plan, and other employee benefit programs, OLR is in a position to make efforts to improve access to benefits for all City employees and address any disparities. In collaboration with other agencies (i.e., DCAS, OMB and the Pay Equity Cabinet), OLR is also working to examine potential pay inequity in New York City through the identification (a) of any gender and/or race pay disparities within selected civil service titles and (b) the existence and magnitude of any occupational segregation in the City's workforce.

## Racial Equity Goals

### Short-Term

1. **Goal:** OLR has had a 30% goal for M/WBE utilization and will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law
  - a. **Outcome:** Through 2026, maintain consistent implementation and assessment for M/WBE utilization.
  - b. **Strategies:**
    - Incorporate language regarding racial equity emphasis and expectations in RFP/RFX/RFI's and micro-purchases, where appropriate
    - Reinforce requirement for M/WBE database to be used to source goods and services
  - c. **Indicators:**
    - Percent of micro-purchases and contracts awarded to M/WBEs
  
2. **Goal:** Build disaggregated data pipelines for OLR programs to identify potential racial disparities in participation and barriers to access
  - a. **Outcome:** By the end of 2026, analyze existing demographic data (focused on gender and race) of the participants in 100% of City funded benefit programs administered by OLR, and identify and implement methods to collect data from other OLR programs that will not create unintended barriers.
  - b. **Strategies:**
    - Gather and analyze existing participation data across programs to identify any disparities that may exist amongst underrepresented groups
    - Where data does not currently exist, develop a plan to gather data or identify alternate approaches (i.e., salary levels, home address/zip codes, union representation). An example includes incorporating demographic questions on all registration forms (i.e., flu clinics, financial planning seminars, other requests for services)
    - Identify potential challenges with collecting data and ensure it doesn't lead to any barriers to participation
    - Implement a clear and resourced procedure and structure for regularly tracking and analyzing participation in OLR programs
    - Compare and track how statistics for OLR programs align with NYC Government Workforce Profile Report statistics on race and gender
  - c. **Indicators:**
    - Number of programs where data is and is not collected
    - Number of users in each demographic group/program

3. **Goal:** Review OLR's current hiring and promotional process to ensure equity at all stages including job posting, interviews, and hiring to reduce potential workforce disparities
  - a. **Outcome:** By the end of 2026, establish a clear and consistent procedure for the hiring and promotion of OLR staff across 100% of agency divisions.
  - b. **Strategies:**
    - Identify titles to target for initial changes
    - Review language of job postings and locations of postings for non-competitive jobs
    - Send all job postings to all CUNY schools and HBCUs, and develop relationships with career counselors
    - Reach out to a broader array of professional associations to help with job postings to diversify the pool of applicants
    - Develop structured interview guidelines and protocols for interview committee such as diversity of the interview team
    - Train hiring managers in new protocols
    - Determine whether DCAS or OLR can track race, gender and ethnicity of applicants
  - c. **Indicators:**
    - Number and demographics of staff hired and/or promoted

## Medium-Term

1. **Goal:** Leverage OLR spending power to advance equity in the work of our partners and strengthen a commitment to racial equity in their services. OLR will continue to implement and evaluate goals going forward to ensure they are consistent with federal, state and local law.
  - a. **Outcome:** By 2028, collaborate with 100% of vendors to assess their equity programs and policies.
  - b. **Strategies:**
    - Identify existing use of subcontractors by vendor to establish baseline
    - Review agency partnerships and request reports from different entities
    - Engage in discussions regarding priorities based on historical services disparities and how that benefits the City's workforce, and consider demonstrated commitment in contract renewal decisions

- OLR’s Legal Division will continue to partner with the Office of Collective Bargaining (OCB) and DC 37 regarding arbitrator panel composition to ensure representation
- c. **Indicators:**
- Number of vendors with demonstrated commitment to racial equity
2. **Goal:** Ensure all NYC employees maximize their benefits and obtain the full value of their employment by increasing participation in OLR programs through targeted and tailored outreach and program design
- a. **Outcome:** By 2028, expand the number of historically underrepresented participants based on agency analysis enrolled across 100% of City funded benefit programs administered by OLR.
- b. **Strategies:**
- Create targeted or new campaigns/programs to target underrepresented communities of color
  - Build off new targeted campaigns for Health Programs (ex. Smoking Cessation, Diabetes Prevention, Cancer Screening), Deferred Comp, EAP, WorkWell NYC, Review website, videos, etc.
  - Work with communications expert to assess OLR collateral, forms and website and make adjustments as required
  - Simplify enrollment, educational, and communication materials so that City employees, particularly those of underrepresented backgrounds, have less barriers to access our programs
- c. **Indicators:**
- Number of programs identified to address any barriers
  - Number and demographics of staff enrolled in programs
  - Number of changes implemented to make enrollment easier
3. **Goal:** Collaborate with the Pay Equity Cabinet to determine whether there are issues of pay inequity and occupational segregation in our city workforce and identify recommendations to address changes/solutions
- a. **Outcome:** By 2027, publish a report identifying any disparities in analyzed titles.
- b. **Strategies:**
- Participate in subcommittee working to identify a vendor that will conduct review of pay equity
  - Work with DCAS and external party to craft the study and to develop recommendations
  - Work with DCAS, Pay Equity Cabinet, Law Department, OMB and Mayor’s Office to develop recommendations for implementation
- c. **Indicators:**

- Number of recommendations developed and delivered

## Long-Term

1. **Goal:** Invest and commit a percentage of the OLR budget to advance racial equity as it pertains to staffing, contracting, and programming
  - a. **Outcome:** By 2034, expand participation of underrepresented groups across OLR contracting, programming, and staffing
  - b. **Strategies:**
    - Continuously review representation in all OLR programs and vendor staff/subcontractors ensuring equitable participation across all categories
    - Dedicate staff resources towards maintaining the diversity data for both internal and external usage
    - Work with our vendors to ensure they have diverse workforces, contractors, and programs for a diverse audience
  - c. **Indicators:**
    - Demographics of participants

## Draft Community Equity Priorities Referenced

- #1: Close the racial, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.

## Spotlight Wins

- WorkWell NYC’s Project B.U.I.L.D. (Building Understanding, Inclusion, Learning, and Diversity) is committed to addressing matters of injustice and inequity by providing platforms to educate and develop awareness to improve the health and wellness of City employees in and out of the workplace. Examples of programs include annual Art is Life employee showcase – highlighting City employees’ visual, performance and literary arts to support building understanding and community; education programs on identities, equity, race and justice, and allyship in the workplace. The 2024 Art is Life program attracted 134 artist submissions and approximately 700 participants at the gallery viewing/performances.
- The Flexible Spending Program/Management Benefit Fund developing a portal for online claims access and digital submission of claims helped improve the accessibility of the process and reduced some of the “time tax”.

- Employee Health Benefits have added a new customer service call center to help enhance accessibility to retirees' benefits programs. The call center receives approximately 1,200 calls per month.
- OLR's Legal Division internship program does outreach for all positions and internships through various channels (including but not limited to HBCUs, CUNY, SUNY, and various diverse bar associations and groups). OLR Research is developing an internship program for 2025.
- During our most recent round of labor negotiations, OLR reached an agreement with DC 37 to provide a \$10,000 retention bonus for 911 operators through funding allocated to target titles with recruitment and retention issues. Additionally, the agreement provided for over 100 city titles to reach an \$18/hour rate and for other titles receive increases and bonuses through the parties' equity fund.

## Looking Ahead

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The Preliminary Citywide Racial Equity Plan marks the beginning of our City's collective work to close gaps in opportunity and outcomes for all New Yorkers. Although City agencies have initiated processes and practices to address racial disparities in their lines of work, this plan, for the first time, institutionalizes and streamlines existing and new commitments to racial equity across agencies. The goal is to holistically deliver for New Yorkers since structural racism is a cross-cutting and compounding issue. Recognizing that we are far from overturning the intergenerational impact of over 400 years of colonialism, slavery, and exploitation, we are committed to learning from others on this path toward racial equity and listening to New Yorkers – particularly those most impacted by structural racism – to hold our City accountable to this process.

### Community Feedback

The Preliminary Citywide Racial Equity Plan will be open for public feedback for 30 days from April 6, 2026, through May 6, 2026.

We want to hear from New Yorkers across all boroughs on how the components of this plan address your concerns related to racial equity and what opportunities we and the agencies reflected in this plan should consider together. To share your thoughts, please fill out our survey by visiting the [Mayor's Office of Equity and Racial Justice's \(MOERJ\) website](#) and/or find additional opportunities to engage by visiting the [Commission on Racial Equity's \(CORE\) website](#).

Public feedback is vital in informing the next stage of the process, which is the preparation of the final Citywide Racial Equity Plan. After receiving feedback, MOERJ will collaborate with agencies to reflect on the insights shared, further refine the plan, finalize and share the final version.

### Implementation and Data Disaggregation

After the final Citywide Racial Equity Plan is published, MOERJ will work closely with agencies to operationalize their short-, medium-, and long-term goals. Our team will source and craft tools and resources for agencies to accomplish their diverse goals and provide one-to-one technical assistance. We will also create spaces for agencies to come together, share, and sharpen their knowledge on racial equity work, with the goal of cultivating a community of internal change-makers to sustain and power our work ahead.

With a north star in our vision for racial equity focused on data disaggregation (by race, ethnicity, gender identity, and other characteristics, including all those listed in the NYC

Charter) across agencies to understand and act on unaddressed needs and historical inequities impacting communities today, MOERJ will continue to build on guidance provided to agencies during the first preliminary planning cycle. This cycle considered existing data disaggregation policies (including [Executive Order 45](#)) as well as data gaps and involved direct support to agencies during the building of plans to incorporate and expand on data disaggregation efforts, in an effort to continually identify and address inequities.

As we work with agencies to make plan adjustments considering public feedback, MOERJ will work with stakeholders inside and outside of government to refine guidance to agencies citywide and publish that in the final Citywide Racial Equity Plan.

## Progress Report and Future Planning

MOERJ aims to remain on the racial equity planning schedule outlined in the New York City Charter.

In future planning cycles, we will engage our agency partners to continuously reflect and update their plan, while also inviting additional agencies to participate in the process.

## Acknowledgments

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The Preliminary Citywide Racial Equity Plan illustrates the collective labor, commitment, and perseverance of numerous communities, City leadership, MOERJ staff, City agency staff, advisors, and the City entities that championed this work and paved the path for us. We thank them for their monumental contribution to this plan and process.

### New Yorkers

Thank you to the [over one million](#) New Yorkers who flipped their ballot and voted on three historic ballot measures in November 2022. We appreciate their commitment to civic engagement and want to uplift their decision to bring this process and plan to life.

We recognize that the ballot measures would not have been possible to vote on without the work of New Yorkers, past and present, who fought for racial equity and social justice. This plan is dedicated to the hundreds of thousands of New Yorkers who have suffered and continue to do so in the name of freedom and equity.

### Mayor's Office of Equity and Racial Justice (MOERJ)

Afua Atta-Mensah, *NYC Chief Equity Officer and MOERJ Commissioner*  
Dabash Negash, *Deputy Commissioner*

#### **Equity Planning Managers**

Eman Abdelfadeel  
Jennaye Brown  
Sarita Covington  
Annisha Davis  
Lauren Deering  
Hagir Elzin  
Charmaine Gentles  
Lesley Santos  
Jada Young

We also thank our many current and former MOERJ colleagues for their commitment to racial equity and their valuable contributions to New York City's first Racial Equity Planning process, including Sideya Sherman, inaugural and former New York City Chief Equity Officer & MOERJ Commissioner, and Drashti Brahmabhatt, former Director of Equity Planning & Technical Assistance/Training.

## NYC Agencies and Staff

We thank our City agencies and their staff for working diligently to develop their agency's first Racial Equity Plan and contributing to our City's vision for racial equity.

Administration for Children's Services (ACS)  
Brooklyn Navy Yard Development Corporation (BNYDC)  
Business Integrity Commission (BIC)  
Civic Engagement Commission (CEC)  
Commission on Human Rights (CCHR)  
Department for the Aging (NYC Aging)  
Department of Buildings (DOB)  
Department of City Planning (DCP)  
Department of Citywide Administrative Services (DCAS)  
Department of Consumer and Worker Protection (DCWP)  
Department of Correction (DOC)  
Department of Cultural Affairs (DCLA)  
Department of Design and Construction (DDC)  
Department of Environmental Protection (DEP)  
Department of Finance (DOF)  
Department of Health and Mental Hygiene (DOHMH)  
Department of Investigation (DOI)  
Department of Parks and Recreation (DPR)  
Department of Probation (DOP)  
Department of Records and Information Services (DORIS)  
Department of Sanitation (DSNY)  
Department of Small Business Services (SBS)  
Department of Social Services (SS) / HRA / DHS  
Department of Transportation (DOT)  
Department of Veterans' Services (DVS)  
Department of Youth and Community Development (DYCD)  
Economic Development Corporation (EDC)  
Fire Department (FDNY)  
Health and Hospitals (H+H)  
Housing Preservation and Development (HPD)  
Landmarks Preservation Commission (LPC)  
Law Department (LAW)  
Mayor's Office of Contract Services (MOCS)  
Mayor's Office of Criminal Justice (MOCJ)  
Mayor's Office of Management and Budget (OMB)  
Mayor's Office of Media and Entertainment (MOME)  
NYC Emergency Management (NYCEM)  
NYC Housing Authority (NYCHA)

NYC Public Schools (NYCPS)  
Office of Administrative Trials and Hearings (OATH)  
Office of Labor Relations (OLR)  
Office of Technology and Innovation (OTI)  
Office of the Chief Medical Examiner (OCME)  
Police Department (NYPD)  
Taxi and Limousine Commission (TLC)

## City Agency/Office Advisors and Collaborators

We thank our other colleagues in NYC government who contributed to the racial equity planning process and/or review of the preliminary plan.

Mayor's Office of Operations  
Mayor's Office for Economic Opportunity  
Mayor's Office of Climate and Environmental Justice  
Mayor's Office of Minority and Women-Owned Business Enterprises  
Office of the Chief Counsel to the Mayor  
Law Department

## Racial Equity Advisory Board

We thank our present and past board members who provided important guidance that shaped NYC's first Racial Equity Plan.

We especially honor the memory of the late Dr. Hazel Dukes, who served on the board and was a tireless advocate for racial equity for over seven decades. We are forever grateful for her courage, strength, and lifelong commitment to civil and racial justice.

## Current Board Members

Ana Bermúdez, *Former Commissioner, New York City Department of Probation*  
Grace Bonilla, *President & CEO, The United Way of New York City*  
Fred Davie, *Senior Strategic Advisor to the President, Union Theological Seminary*  
Jennifer Jones Austin, *CEO and Executive Director, FPWA*  
Michael McAfee, *President & CEO, PolicyLink*  
Michael Nutter, *Former Mayor of Philadelphia*  
Udai Tambar, *CEO, New York Junior Tennis & Learning*  
Phil Thompson, *Former Deputy Mayor for Strategic Policy Initiatives*  
Carl Weisbrod, *Former Chairman, New York City Planning Commission*  
Jo-Ann Yoo, *Former Executive Director, Asian American Federation*

## Former Board Members

Dr. Hazel Dukes, *Former President, NAACP New York State Conference*  
Dr. Torian Easterling, *Senior Vice President for Population & Community Health and Chief Strategic & Innovation Officer, One Brooklyn Health*  
Jacques Jiha, *Former Director, New York City Mayor's Office of Management and Budget*  
Melva Miller, *Former CEO, Association for a Better New York*

## Racial Justice Commission (RJC)

### Former Members

Jennifer Jones Austin, *CEO and Executive Director, FPWA (Chair, RJC)*  
Henry Garrido, *Executive Director, DC 37 AFSCME (Vice Chair, RJC)*  
K. Bain, *Founder and Executive Director, Community Capacity Development*  
Ana M. Bermúdez, *Former Commissioner, The New York City Department of Probation*  
Rev. Fred Davie, *Executive Vice President, Union Theological Seminary and Former Chair, Civilian Complaint Review Board (CCRB)*  
Lurie Daniel Favors, *Executive Director, Center for Law and Social Justice at Medgar Evers College*  
Darrick Hamilton, *Founding Director, Institute on Race, Power and Political Economy at The New School and Henry Cohen Professor of Economics and Urban Policy*  
Christopher Kui, *Former Executive Director, Asian Americans for Equality*  
Yesenia Mata, *Executive Director, La Colmena*  
Phil Thompson, *Former Deputy Mayor for Strategic Policy Initiatives*  
Jo-Ann Yoo, *Former Executive Director, Asian American Federation*

### Former Staff

Anusha Venkataraman, *Executive Director*  
Harold Miller, *Deputy Executive Director for External Affairs*  
Melanie Ash, *General Counsel*  
Erin Berry, *Deputy General Counsel*  
Bianca Isaias, *Associate General Counsel*  
Rachel Cato, *Chief of Operations*  
Tashawn Morgan, *Deputy Chief of Staff*  
Kapil Longani, *Senior Advisor*  
Jimmy Pan, *Policy Director and Special Counsel*  
Sam Stanton, *Senior Policy Advisor and Legal Counsel*  
Eden Mulate, *Policy Advisor*  
Jacqueline Kennedy, *Public Engagement Director*  
Steph Halpin, *Communications Director*

Chi Nguyễn, *Senior Advisor*  
Davina Lee, *Intern*

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## Appendix

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### Appendix A: Glossary

**Disaggregated data:** Charter § 3400 defines “disaggregated data” as follows:

Data collected from or about multiple persons or households, analyzed and presented as separate categories by different characteristics, such as race, cultural background, neighborhood, language, or gender, at a specified level of detail or granularity.

**Disparity:** “Disparity” means a lack of equality. As used in these preliminary plans, the term refers to a disparity between the experiences, circumstances, or outcomes of white New Yorkers and New Yorkers of color, except where the context indicates otherwise.

**Diverse Workforce:** A “diverse” workforce is one that includes people with a broad variety of backgrounds and experiences, relating to a wide range of characteristics, which may include (among other things) race, national origin, gender (including gender identity), economic status, education institutions attended, family circumstances, languages spoken, neighborhood(s) of residence, cultural awareness, challenges faced, prior work experiences.

**Employee Resource Group (ERG):** Groups within an organization that allow employees to connect around shared experiences and/or interests.

**Equity:** Charter § 3400 defines “equity” as follows:

Equity as an outcome shall mean the achievement of a city where the worth, talents, and contributions of all people are valued and recognized, irrespective of race, gender, sexual orientation, gender identity, age, mental or physical disability, national or ethnic origin, immigration status, education, or economic status, and where these characteristics of identity, whether taken individually or through the ways in which they intersect, are not predictors or determinants of economic, political, social, or psychological outcomes, as they neither confer privilege nor deny opportunities.

Equity as a process means the closing of gaps in policy, practice, and allocation of city resources through the prioritization of access, opportunities, and resources to those people and communities with the greatest need, whether due to historical or current marginalization or oppression, underinvestment, disinvestment, or under-resourcing of those people and communities, or due to the way in which their intersecting characteristics of identity serve to magnify inequities.

**Local Law 30 Languages:** Charter § 15(c) and Administrative Code § 1102, enacted by Local Law 30 of 2017, requires that city agencies provide language access services in 10 designated languages: Spanish, Chinese (Cantonese, Mandarin, and Formosan), Russian, Bengali, Haitian Creole, Korean, Arabic, Urdu, French, and Polish.

**Marginalization:** Charter § 3400 defines “marginalization” as follows:

The effects of past or current policies or actions that have had a long-term negative impact on an individual, family, community, or neighborhood, including, but not limited to, any collateral consequences of disproportionate law enforcement, any underinvestment in neighborhoods, or any disproportionately penalizing enforcement method. The term “anti-marginalization” means actions and policies that reverse and prevent the effects of past or current marginalization.

**Minority-Owned Business Enterprise (MBE):** Section 1304 of the Charter defines “minority owned business enterprise” and “women owned business enterprise” as:

Business enterprises authorized to do business in this state, including sole proprietorships, partnerships and corporations, in which (i) at least fifty-one percent of the ownership interest is held by United States citizens or lawful permanent residents who are either minority group members or women; (ii) the ownership interest of such individuals is real, substantial and continuing; and (iii) such individuals have and exercise the authority to control independently the day to day business decisions of the enterprise.

**M/WBE:** A term used to refer to MBEs and WBEs.

**Occupational segregation:** Charter § 3400 defines “occupational segregation” as:

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

**Racial Equity:** Charter § 3400 defines “racial equity” as follows:

The term “racial equity” shall mean, when referring to an outcome, the achievement of equity with a particular focus on race or the intersection of race with other characteristics of identity. When referring to a process, the term “racial equity” shall mean the closing of gaps in policy, practice, and allocation of city resources through the prioritization of access, opportunities, and resources to those people and communities who, based on or at least in part due to race, have historically faced or currently face marginalization or oppression, underinvestment, disinvestment, or under-resourcing.

**Racial Equity Lens:** A data-driven analytical process created and used to identify how policy, decisions, and programs might create intentional and unintentional disparate impacts or reinforce historical inequities.

**Racism:** The term racism can describe the idea that a particular racial group is better than others and is commonly recognized as an individual or group's negative beliefs and/or behavior towards others motivated by such ideas (interpersonal). But, just as often, it refers to policies and practices that create unequal outcomes, whether or not those institutions intend to do so (institutional), existing inequities that spread within a system of various institutions (systemic), as well as different systems that interact to perpetuate widespread racial inequality (structural).

**Taskforce on Racial Inclusion & Equity (TRIE) Neighborhoods:** The Taskforce on Racial Inclusion & Equity (TRIE) was established in 2020 in response to the disproportionate impact of COVID-19 on communities of color. In partnership with the NYC Department of Health & Hygiene (DOHMH), and utilizing pandemic, health as well as socioeconomic indicators, the Taskforce identified **33 neighborhoods**, now known as "TRIE neighborhoods".

**Underserved community:** As used in these Racial Equity Plans, "underserved community" refers to a racial group that is employed or receiving a service or benefit at a lower rate than the majority racial group.

**Women-Owned Business Enterprise (WBE):** See the definition of "minority-owned business enterprise".

## Appendix B: Preamble and Statement of Values

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In 2022, New Yorkers overwhelmingly passed three historic ballot measures that embed racial equity and justice in City government. The first measure was the addition of a preamble to the [New York City Charter](#). A preamble is a statement at the beginning of a legal document that explains its purpose or goals. By adding a preamble, New Yorkers adopted a vision and statement of foundational values intended to guide City government in fulfilling its duties. In other words, City agencies and officials need to consider the preamble in carrying out their duties and mandates as they relate to planning, programs, and audits.

The preamble outlines three core foundational values:

- i. Our government **Justly Values all Talents and Contributions**
- ii. Our government **Ensures the Conditions of Thriving for Every Person**
- iii. Our government **Embraces Vigilance, Remedy, and Reconstruction**

The preamble reads:

We, the people of New York city, declare that our city is a multiracial democracy, and that our diversity is our strength. We honor and respect the cultures, languages, and histories of all who call and have called this land home, and we celebrate their revolutionary imagination, courage, and resiliency.

We strive to be a city where the value, talents, and contributions of every New Yorker are recognized and embraced, and where equity and inclusiveness, community empowerment, accessibility, and opportunity for every New Yorker are the unwavering standards to which we are held accountable in all aspects of governance, business, and service delivery.

We endeavor to ensure that every person who resides in New York city has the opportunity to thrive with:

- i. A safe, healthy, and sustainable living environment;
- ii. A resilient neighborhood served by quality and accessible infrastructure and services as well as a robust local economy;
- iii. Vibrant and welcoming public spaces throughout New York city, where everyone belongs and can move freely;
- iv. Resources necessary to prosper economically and build wealth;
- v. Safe, secure, and affordable housing;
- vi. Quality and culturally-relevant child and youth supports, including early childhood and pre-kindergarten through twelfth grade education;

- vii. Compassionate and culturally-responsive health, trauma, and mental health care;
- viii. Access and opportunity to participate meaningfully in government decision-making; and
- ix. Humane, empathetic, and respectful treatment

We recognize that New York city sits on the traditional territories of the original inhabitants, the Lenape, and we endeavor to honor their stewardship of the land by protecting our environment and all living things.

We acknowledge the grave injustices and atrocities that form part of our country's history, including the forced labor of enslaved Africans, the colonialism that displaced Indigenous people from their lands, the devaluing and underpaying of immigrant workers, and the discrimination, racial segregation, mass incarceration, and other forms of violence and systemic inequity that continue to be experienced by marginalized groups, including, but not limited to, Black, Indigenous, Latinx, Asian, Pacific Islander, Middle Eastern, and other People of Color, women, religious minorities, immigrants, people who are LGBTQ+, and people with disabilities. We also recognize that these systemic injustices are at the foundation of so many of society's structures and institutions, and have caused profound physical, emotional, social, and psychological harm and trauma to individuals, families, and communities. They have also resulted in widespread loss of economic opportunity and intergenerational wealth. The effects of these harms are deeply engrained, systemic, and continuing. We are ever mindful that vigilance is required to prevent the recurrence of past or worsening of continuing harms. We must act intentionally to remedy these past and continuing harms and to reconstruct, revise and reimagine our foundations, structures, institutions, and laws to promote justice and equity for all New Yorkers.

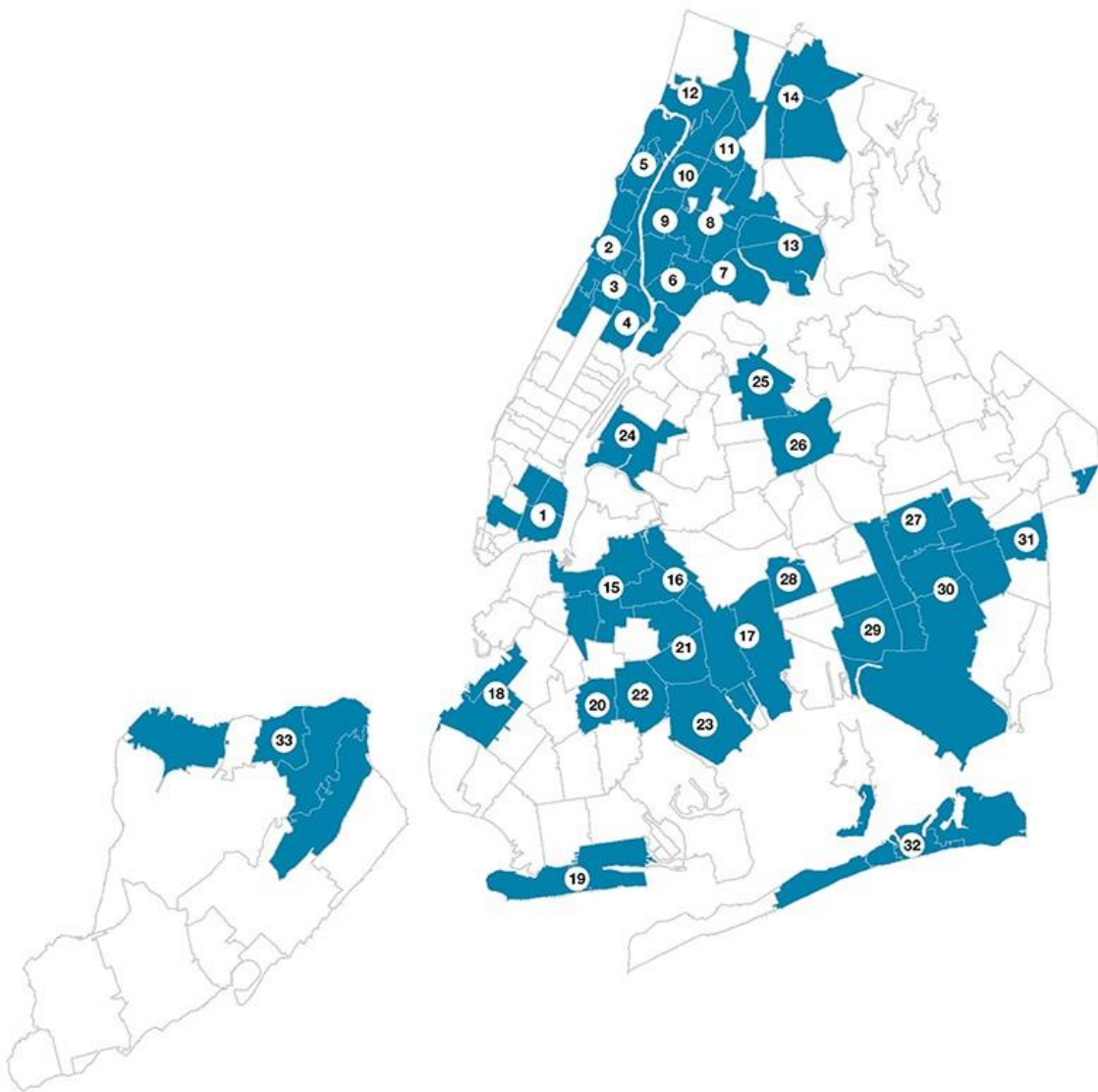
The collective values set out in this preamble will guide the operation of our city government and inform and shape how the city carries out the duties, obligations, and authorities, and upholds and protects the rights set out in the charter. We, the people of New York city, united in our resolve to build a just and equitable city for all, recognize the efforts of those New Yorkers, past and present, who fought for racial equity and social justice, honor the contributions of those New Yorkers who have suffered in the name of freedom, and acknowledge all who fought, struggled, and dreamed for a better life and a better city. Together, we stand on their shoulders as we move boldly toward a brighter tomorrow for ourselves, our children, and future generations.



## Appendix C: NYC Taskforce on Racial Inclusion & Equity (TRIE) Neighborhood Map

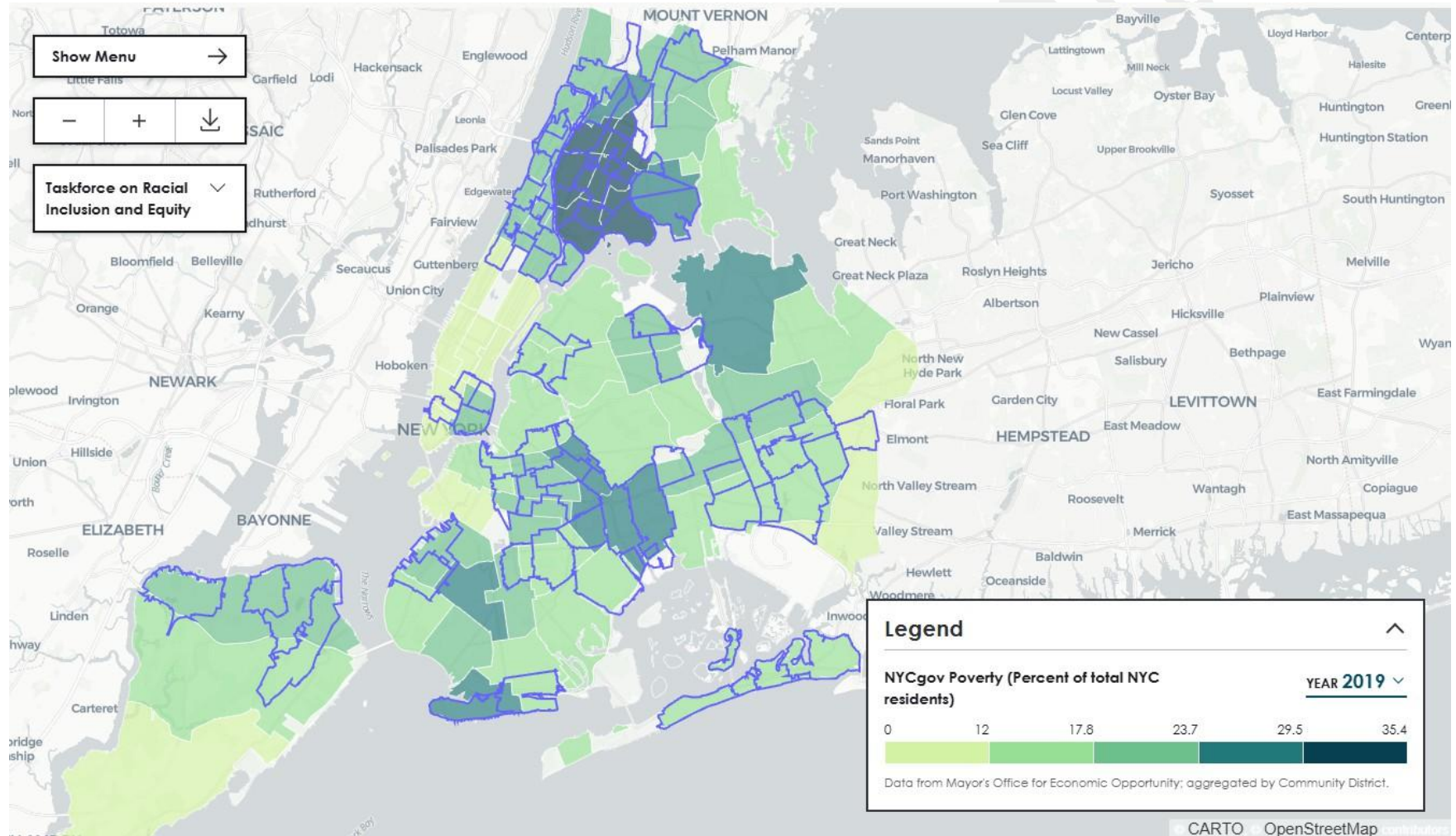
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The hardest-hit communities the Taskforce on Racial Inclusion & Equity has focused on since its launch include those most impacted by COVID-19, in addition to communities that have a high percentage of other health and socioeconomic disparities. At the time the Taskforce was established, these communities accounted for over 50 percent of all the City's COVID-19 cases.



## NYC Poverty Rate and TRIE Neighborhood Map

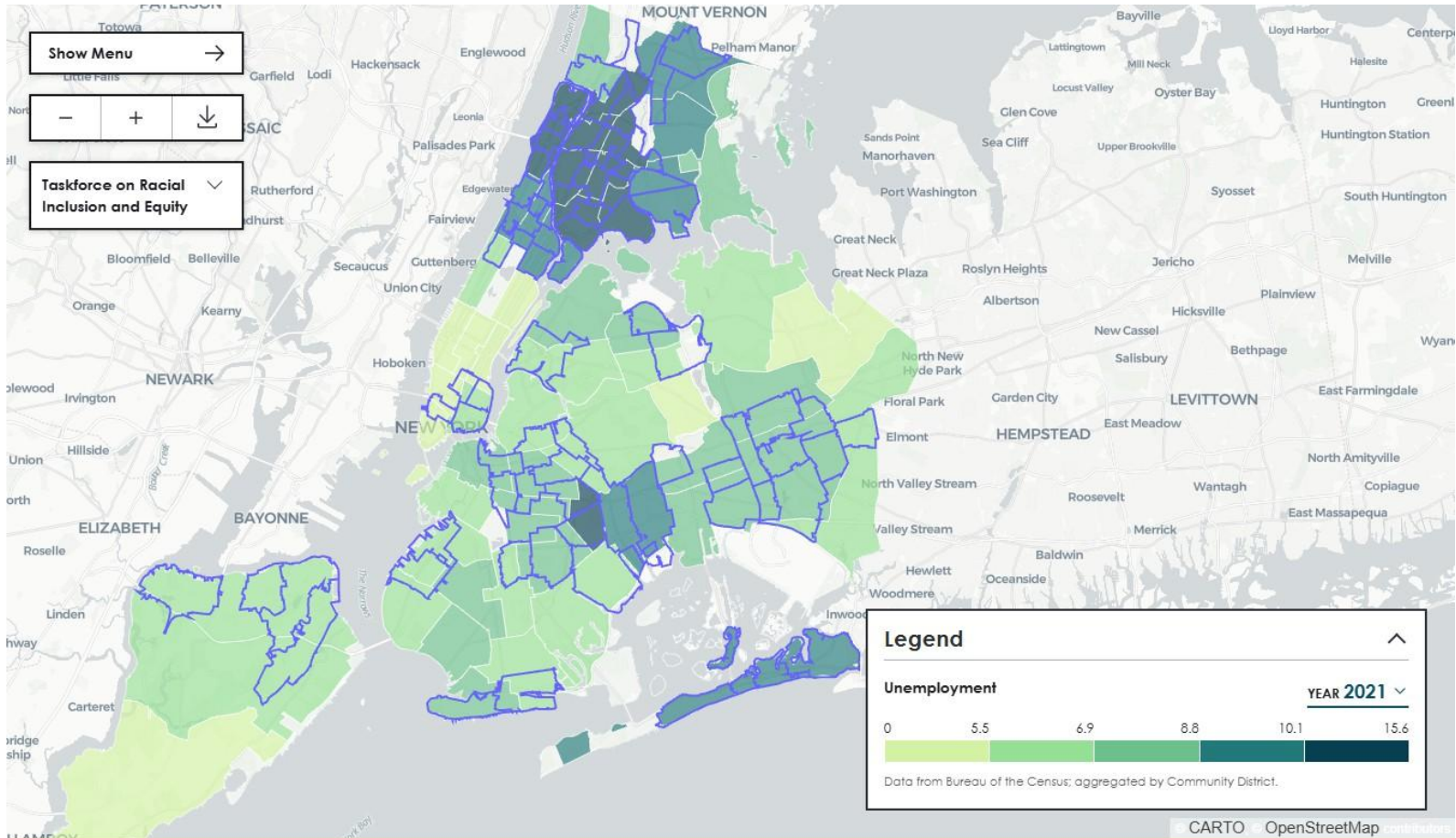
The following map displays NYC's poverty rates by community district, overlaid with NYC Taskforce on Racial Inclusion (TRIE) neighborhood boundaries. The NYC poverty rate is the percentage of the city population in poverty using the NYC Opportunity poverty rate, which includes expenses such as housing and transportation to work, and benefits such as SNAP, housing subsidies, and tax credits.





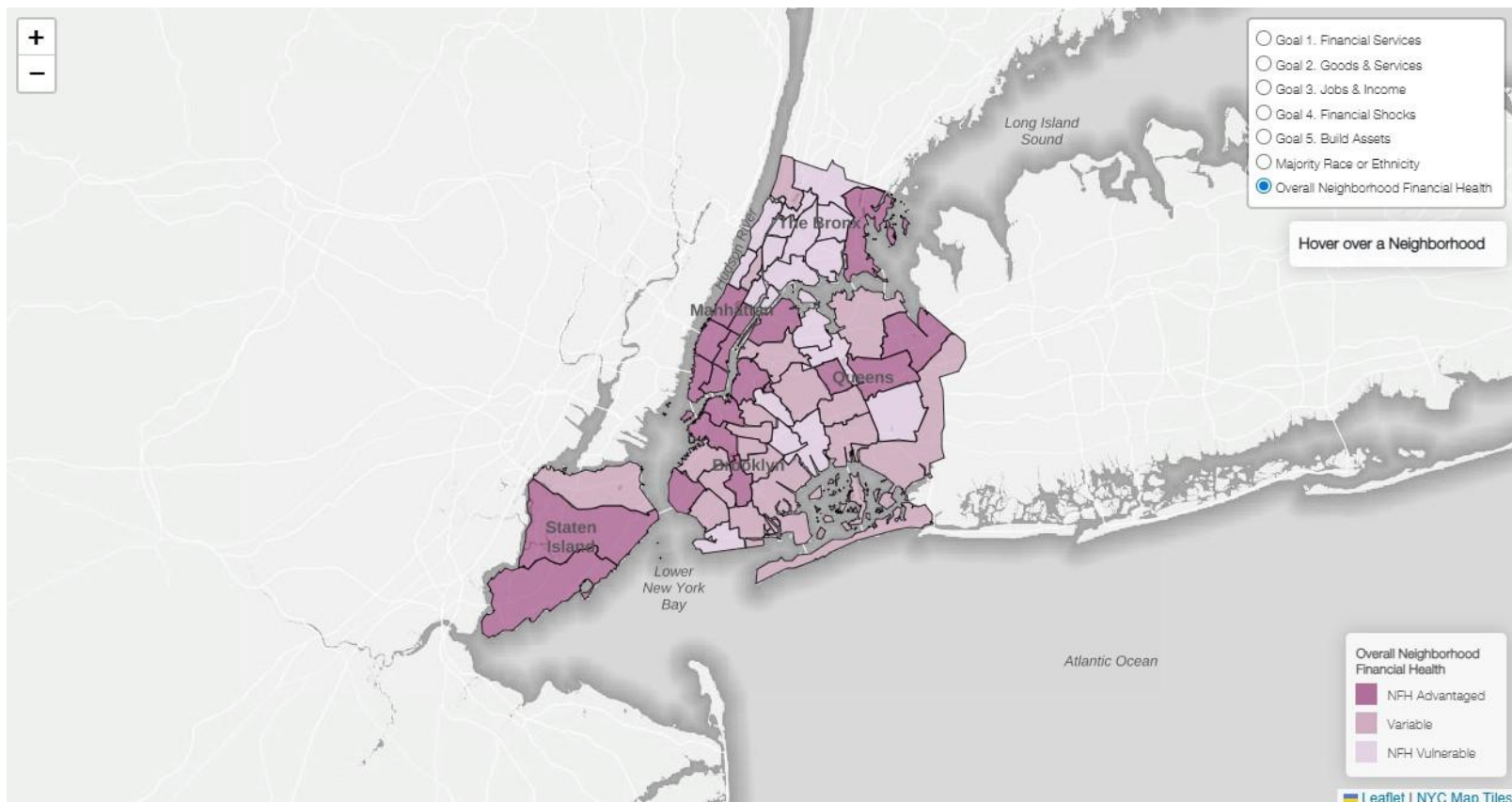
## NYC Unemployment and TRIE Neighborhood Map

The following map displays the unemployment (residents 16 and over who are unemployed, excluding people serving in the Armed Forces or not in the labor force) rate by community district, overlaid with NYC Taskforce on Racial Inclusion (TRIE) neighborhood boundaries.



## NYC Neighborhood Financial Health Index

The Neighborhood Financial Health Index, created by the NYC Department of Consumer & Worker Protection (DCWP) Office of Financial Empowerment, assesses the financial health of New York City neighborhoods across [five distinct goals](#) using data from 2021. The map assigns every neighborhood an index score from zero (0) to ten (10) (ten (10) being the best) for each neighborhood's financial health goal based on indicators for how well the neighborhood fulfills the goal. The map also displays an evaluation of overall neighborhood financial health (displayed below), which considers all five goals and neighborhood demographic information.



## Appendix D: Citywide Policies on Employment

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The City of New York is committed to incorporating equity principles in all of its employment policies and practices. The City seeks to recruit individuals with the knowledge and skills necessary to serve the extraordinarily diverse communities that comprise its population. The City pursues this interest with outreach to all communities where such talent may be found, and with a particular focus on communities that may be underrepresented in parts of our workforce.

Through the New York City public schools, the community colleges and workforce development programs run by several agencies, the City seeks to ensure opportunities are available for all New Yorkers to pursue training that prepares them for a rewarding career, and equips them to compete successfully in both the public and private sectors.

The City strives to provide an employment environment where all employees feel that they can succeed and that the life experiences and perspectives they bring to the job are valued. Managers, supervisors and employees are trained about principles of nondiscrimination, equity and inclusion. Agencies are required to disseminate their equal employment policies and to have internal complaint procedures that employees may use to raise issues about any incidences of discrimination.

The City's policies and practices are designed to respect the requirements of the Equal Protection Clauses in our federal and State Constitutions, and the protections against discrimination in federal and state laws and our own local laws. In accordance with these laws, hiring decisions, promotion decisions and assignments are not to be made on the basis of race or national origin, except in the very rare instances when the Constitution and applicable laws allow those factors to be considered. Officers and employees with roles in decisions about hiring and promotion, and those with other managerial and supervisory responsibilities, must be knowledgeable about and accountable for complying with laws and carrying out the City's equal employment policies, including those focused on racial equity.

New York City's laws and policies address racial equity in the workplace in numerous ways.

The New York City Human Rights Law<sup>31</sup> prohibits employment discrimination based on race, ethnicity, national origin, and many other protected characteristics. It prohibits intentional discrimination. It also regulates employment practices that appear to be neutral but disproportionately impact one protected group more than others. Policies or practices that have such an impact are unlawful unless they bear a significant relationship to a significant business objective of the covered entity.<sup>32</sup> The Human

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<sup>31</sup> Administrative Code § 8-101 et seq.,

<sup>32</sup> In addition, a policy with a disparate impact is unlawful if a challenger shows substantial evidence that an alternative policy or practice with less disparate is available, and the covered entity fails to prove that

Rights Law regulates the circumstances when an employer may consider the criminal history, unemployment history or credit record of an employee or job applicant. These topics have been associated with disproportionate impact on particular racial groups.

The City Charter and Administrative Code establish a detailed framework to ensure the City's employment practices both comply with federal, state and local anti-discrimination laws and advance the goal of racial equity. They address issues of policy and oversight; messaging; data collection and analysis; recruitment, retention, promotion, job segregation and pay equity, training, information sharing and accountability.<sup>33</sup>

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such alternative policy or practice would not serve the covered entity as well. Administrative Code § 8-107(17).

<sup>33</sup> The provisions discussed in this section are found in Charter §§ 814 (responsibilities of DCAS); 814.1 (training on recruitment practices); 815 (responsibilities of agency heads); 815.1 (training); 830-832 (Equal Employment Practices Commission; and 3401 (Office of Racial Equity).

## Appendix E: Draft Community Equity Priorities

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At the time of creating the Preliminary Citywide Racial Equity Plan, the Commission on Racial Equity (CORE) had developed draft community equity priorities through a public engagement process as listed below. Since then, a [final set of community equity priorities](#) have been released. MOERJ will work with agencies to make adjustments to their plans to reflect the updated priorities on the road to publishing the final Citywide Racial Equity Plan.

### **Fundamental Value in our NYC Charter: Our government justly values all talents and contributions**

1. Close the racial, gender, gender identity, age, and disability gaps in city government positions that create or decide over city policy with individuals who are committed to equity, and social justice.
2. Ensure and appropriately fund community members most harmed by racism, including youth, participate with government staff throughout the decision-making, planning, and implementation when creating new or reviewing existing rules, legislation, budgets, and programs.
3. Close the racial, gender, gender identity, age, and disability gaps in salaries for city employees and staff at organizations working with NYC government.
4. Ensure and appropriately fund government and organizations working with NYC government provide program services and share written information in the city's top languages at an accessible level.
5. Evaluate and remove, where needed, racial, ethnic, and poverty-based bias in computer-based instructions that produce inequities including but not limited to health care, housing, education, policing, criminal justice, employment, and social service.

### **Fundamental Value in our NYC Charter: Our government ensures the condition of thriving for every person**

6. Ensure and appropriately fund prevention and provide legal and financial support for families facing eviction, lease theft, and deed theft.
7. Remove all government issued fees for services, where possible, and convert remaining fees and fines to an income-based sliding scale.

8. Institute and appropriately fund trauma informed community safety practices and responses to mental health calls that lessens reliance on law enforcement.
9. Increase and appropriately fund school districts that are suffering from racial and class segregation to provide students, and families with social-emotional, health, educational, nutritional, and social services before, during, and out of school time hours year-round.
10. Increase and appropriately fund the number of organizations working with NYC government to provide health, mental health, and substance use programs that understand the lived experience of community members most harmed by racism.
11. Remove all tuition and associated fees for New York City residents attending all CUNY junior and senior colleges.

**Fundamental Value in our NYC Charter: Our government embraces vigilance, remedy, and reconstruction**

12. Center equity and neighborhood level decision-making, planning, and implementation with community members in the city's emergency preparedness, response, and recovery system for communities harmed by racism and immigration status discrimination.
13. Increase and appropriately fund access and opportunity for communities harmed by racism to purchase government and non-government land.
14. Increase and appropriately fund accountability and disciplinary power of oversight bodies for law enforcement and all city workers who cause harm to people and abuse their authority.
15. Close the racial, gender, gender identity, age, and disability gaps in access and opportunity to employment, and appropriately fund programs distributing money to start a business.
16. Reduce the number of people of all ages in jail, prison, or court monitoring for criminal offenses, and transform jails into rehabilitation centers.

## End Notes

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<sup>1</sup> National Archives. "The Declaration of Independence: A Transcription." U.S. National Archives and Records Administration. [www.archives.gov/founding-docs/declaration-transcript](http://www.archives.gov/founding-docs/declaration-transcript).

<sup>2</sup> New York City Racial Justice Commission, City of New York. *NYC for Racial Justice: The Final Report of the Racial Justice Commission*. New York City, Dec. 2021. <https://racialjustice.cityofnewyork.us/wp-content/uploads/2022/05/Final-Report-of-the-NYC-Racial-Justice-Commission.pdf>.

<sup>3</sup> Herbert C. Kraft, *The Lenape: Archaeology, History, and Ethnography* (1986).

<sup>4</sup> Kyle Whyte, "Settler Colonialism, Ecology, and Environmental Injustice," *Environment and Society* 9, no. 1 (2018): 125–44.

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