



# NEW YORK CITY RACIAL EQUITY PLAN

## EXECUTIVE SUMMARY

# A FIRST FOR NEW YORK CITY: WHY THIS PLAN EXISTS

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

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

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

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

## ALL OF GOVERNMENT, MOVING TOGETHER

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

- Forty-five City agencies, more than 200 staff involved in development
- Seven areas of City government: Children, Youth, Older Adults & Families; Economy; Housing and Preservation; Infrastructure and Environment; Health and Wellbeing; Community Safety, Rights, and Accountability; and Good Governance and Inclusive Decision-Making
- 200+ agency goals and outcomes
- 800+ implementation strategies
- 600+ indicators that will be used to track progress

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



# SHAPED BY NEW YORKERS: WHAT CHANGED FROM PRELIMINARY TO FINAL

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

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

Below are several key insights from New Yorkers on what the Preliminary Plan needed<sup>1</sup>:

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

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

<sup>1</sup> THIS IS NOT AN EXHAUSTIVE LIST.

## WHAT WE'RE BUILDING TOWARDS

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The Final Plan operates at two levels.

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

Second, the Plan establishes eight new Citywide Goals that bring the City together around disparities that cannot be addressed by any single agency on its own. These priorities focus collective attention on specific outcomes and provide a clear direction for measuring progress toward racial equity across the city.

Agency plans include strategies that contribute to these goals, alongside Administration-wide strategies that may not be represented in individual plans, together establishing a shared commitment to racial equity in both breadth and depth.

Achieving meaningful progress will require continued coordination across agencies, communities, and external partners, as well as new strategies and investments, and sustained action beyond a single planning cycle.

# EQUITY IN ACTION: AGENCY-LEVEL COMMITMENTS

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

Full agency-level goals, strategies, and indicators are available in each agency's individual plan.

- **Advancing pay equity**
  - **Department of Citywide Administrative Services:** Conduct a citywide pay equity analysis of selected civil service job titles and develop recommendations to address identified disparities.
  - **Office of Management and Budget:** Advance pay equity across all roles to address the effects of occupational segregation and gender discrimination.
- **Building disaggregated data and analytics**
  - **Department of Correction:** Build and improve data pipelines to be disaggregated by various demographics, like race, age, and gender identity to identify disparities in service provision.
  - **Department of Sanitation:** Establish baseline datasets for diversion, containerization, and commercial waste reform to measure progress over time, better understand impacts across neighborhoods and historically underserved communities, and support data-driven decision making and community response.
- **Dedicated commitment to language access & plain language**
  - **Civic Engagement Commission:** Reduce language barriers for voters who prefer interpreter assistance in elections to increase voting participation.
  - **Mayor's Office of Contract Services:** Expand and standardize the use of plain language across NYC contracting and PASSPort resources so vendors can more easily understand how to do business with NYC and identify opportunities that align with the offerings they provide.
  - **Taxi Limousine Commission:** Address digital and language access barriers faced by TLC-licensed drivers and the public in navigating agency services.
- **Centering community voice and advancing equitable outcomes**
  - **Department of City Planning:** Support communities by advocating for community needs and capital investment in neighborhoods with concentrated poverty and historic segregation.
- **Centering innovation, prevention, and pilot programs**
  - **Department of Finance:** Through the newly formed Mayor's Office of Deed Theft Prevention, decrease incidents of deed theft and fraud.
  - **Mayor's Office of Criminal Justice:** Direct prevention and supportive-service strategies toward communities disproportionately affected by violence, enforcement, and chronic disinvestment.
- **Pursuing compliance and analyzing the impact of fees and fines**
  - **Department of Transportation:** Review the impact of NYC DOT's transportation-related fees, fines, and enforcement programs on different communities for any racial and ethnic disparities.

# EQUITY IN ACTION: AGENCY-LEVEL COMMITMENTS

Full agency-level goals, strategies, and indicators are available in each agency's individual plan.

- **Guiding investment into historically underserved communities**
  - **Department of Youth and Community Development:** Prioritize investments in communities with the highest needs using a data driven approach, applying DYCD's equitable investment methodology to 100% of City Tax Levy (CTL) funded DYCD programs.
  - **Department of Environmental Protection:** Prioritize agency investment in resilience projects for communities disproportionately impacted by flooding to better protect them from becoming more vulnerable to climate change.
- **Pursuing structural and systemic reform**
  - **Fire Department for the City of New York:** Analyze Citywide medical emergency response times alongside neighborhood demographics to assess potential racial disparities and identify opportunities for resource allocation or reallocation to ensure equitable service delivery.
  - **Office of Technology and Innovation:** Build a coordinated citywide approach to advancing digital equity to better align investments and improve outcomes for New Yorkers.
  - **NYC Public Schools:** Ensure all students experience equitable, safe, and culturally responsive learning environments by reducing disproportionate disciplinary practices impacting students of color and fostering inclusive school communities.
- **Addressing historical harms and advancing equity**
  - **Administration for Children's Services:** Support reduction of disproportionate representation of Black and Latino children in foster care by protecting child and family rights during initial contact through Front Door Notification.<sup>2</sup>
  - **Small Business Services:** Reduce racial and gender wealth gaps/disparities that stem from the historical harms from cannabis prohibition through entrepreneurship opportunities.
- **Reducing affordability barriers and increasing economic stability**
  - **Housing and Preservation Department:** Increase share of affordable homes financed in Limited Affordability Areas (LAAs) in alignment with the goals of *Where We Live NYC*, relative to total new construction housing production.
  - **Department of Consumer and Worker Protection:** Increase access to Free Tax Prep and critical tax credits and refunds to keep money in the pockets of working families, lower filing costs, and support low-income communities in progressing towards meeting the city's True Cost of Living.
  - **Department of Social Services:** Advance equitable access to benefits, services, and employment opportunities that reduce economic instability, with a focus on closing employment disparities for clients from underserved communities including Black and Latino clients.

## **A CITYWIDE UNDERTAKING - HOW THE CITYWIDE GOALS WERE DEVELOPED**

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

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

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

## CITYWIDE GOALS

### Connectivity

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

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

### Unemployment

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

- Citywide economic growth does not benefit all New Yorkers equally. This goal aims to address documented racial disparities in unemployment through a range of strategies over time, including investments in economic mobility and workforce development, targeted supports for people facing elevated barriers to education and employment, as well as efforts to modernize outdated requirements for City jobs while maintaining essential job qualifications. Key agencies include NYC EDC, SBS, DSS, NYCHA, and DCAS, among others.

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

## CITYWIDE GOALS

### **Housing**

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

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

Ultimately, this goal expands the availability of affordable housing across the city and works to tackle disparities in rent burden and homelessness, so New Yorkers can live in housing they can afford and are better positioned to meet other essential needs.

### **Early Childhood Education**

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

## CITYWIDE GOALS

### **K-12 Education**

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

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

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

### **Transportation**

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

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

## CITYWIDE GOALS

### Justice System Contact

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

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

### Health

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

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

## FROM PLAN TO PRACTICE

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

Key requirements for implementation include the following:

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

City agencies, with guidance and standards from MOERJ, will use their own goals, strategies, and indicators to track progress. MOERJ, through direct support of Equity Planning Managers as well as agency leadership vision, will provide support, tools, training, and technical assistance throughout implementation, including assisting agencies in developing templates and approaches for data disaggregation as well as convening agencies and stakeholders to identify opportunities for coordination and collective action.

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

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



## READ THE FULL PLAN

To read the full New York City Racial Equity Plan, visit this link: [\*\*https://on.nyc.gov/RacialEquityPlan\*\*](https://on.nyc.gov/RacialEquityPlan)

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